



# State of Colorado Emergency Resource Mobilization Plan

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Prepared by:  
Colorado Resource Mobilization Working Group

for the Colorado Division of Fire Safety



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Dear Emergency Response Community Members:

Attached is the finalized Colorado Emergency Resource Mobilization Plan for 2009. The Mobilization Plan is an all-risk system for the allocation, mobilization, and deployment of resources in the event of a disaster or local incident that requires more resources than those available under any existing inter jurisdictional or mutual aid agreement. This plan will only be utilized after all local and mutual aid resources have been depleted or will be imminently depleted.

We would like to thank the members of the Colorado Emergency Resource Mobilization Committee for their commitment to public safety and the time and effort they dedicated to revising the Colorado Emergency Resource Mobilization Plan for 2009.

Sincerely,

  
Kevin R. Klein, Director  
Colorado Division of Fire Safety

  
Hans Kallam, Director  
Colorado Division of Emergency Management

# Emergency Resource Mobilization Summary

The plan employs a functional approach which includes the assignment of responsibilities.

## Requesting Agency Responsibilities:

1. Request activation of the Emergency Resource *Mobilization Plan*, through the Division of Emergency Management, via direct verbal request from the **County Emergency Manager or as designated in this document** using the State Emergency Operations Line **(303) 279-8855**.
2. Seek assistance in implementing the *Mobilization Plan* from the Colorado Division of Fire Safety (DFS) in the areas of technical assistance, coordination and management of resource mobilization and development of strategic and institutional relations with partners.
3. Place Resource Orders for specific kinds and types of resources. Resource Typing Definitions may be found online at <http://www.dfs.state.co.us>.
4. Manage the incident using National Incident Management System (NIMS).
5. Receive deployed personnel and equipment; make work assignments as needed.
6. During mobilization, the requesting agency submits a daily status (ICS-209) report to the State EOC.
7. Within 14 calendar days after the demobilization of the incident, return all deployed resources and provide an after-action report to CDEM.
8. Coordinate with the State EOC to request Federal/State reimbursement as appropriate.

## Assisting Agency Responsibilities:

1. Pre-plan, and inventory personnel and resources.
2. Maintain workers' compensation and liability insurance coverage for those selected for deployment to another jurisdiction.
3. Brief the resource(s) about what to expect, including all potential contingencies and a "worst case" scenario.
4. Have the documentation needed for reimbursement for resources contributed to the incident management effort.
5. Deploy and assist.
6. Demobilize and return.

## Key Provisions of the State Mobilization Plan

1. State, local, and private sector partners all have a critical role in Colorado's Resource Mobilization Plan!
2. Resource mobilization has to be planned and sustained for it to succeed.
3. Active support and participation enhances local government self-sufficiency and improves statewide disaster preparedness.
4. Participating agencies should update contact and resource information (inventory) at least quarterly and keep status current.
5. Local jurisdictions should be prepared to implement the plan.
6. A full understanding of the Resource Mobilization Plan entails reading and comprehension of the principles, functions and infrastructure of a broad-based plan for an effective, all hazard emergency planning, and response and recovery capability.
7. Jurisdictions should execute the Intergovernmental Agreement for Emergency Management.
8. All jurisdictions should conduct routine review and continuous refinement of existing plans and programs.
9. If you have questions about updating your agency's information, please contact the Division of Fire Safety at 303.239.4600 or website <http://dfs.state.co.us>.

## SECTION1 – Plan Overview

### Purpose

The purpose of the Emergency Resource Mobilization Plan (*Mobilization Plan*) is to provide guidelines to quickly identify, allocate, mobilize and deploy all-risk resources to any Colorado jurisdiction, in the event an incident requires resources beyond those available under any existing inter-jurisdictional or mutual aid agreement.

### Scope

The *Mobilization Plan* is an all-hazard based plan used to provide resources to any incident beyond local capabilities, which are necessary to protect life, property, the environment, and cultural and economic resources. This plan pertains to requests for resources and does not reflect the protocols for a disaster declaration.

### Objectives

- To provide a system for efficient mobilizing, tracking, allocation and demobilization of emergency resources.
- To ensure the requesting unit of government receives the proper equipment and qualified personnel they have requested.

### The *Mobilization Plan*:

- Describes state organizations, resources, and the process for mobilization of resources in response to an incident that exceeds the capabilities or capacity of local and mutual aid resources.
- Serves as an educational tool for all emergency response personnel to familiarize themselves with the state mobilization system.
- Establishes procedures for reimbursement for eligible costs incurred as allowed by statute for resources mobilized under this plan.

**STATE EMERGENCY RESOURCE MOBILIZATION IS NOT A REPLACEMENT FOR LOCAL RESPONSE, AUTO/MUTUAL AID OR REGIONAL RESPONSE PLANS, NOR IS IT A REPLACEMENT FOR THE NATIONAL INTERAGENCY WILDLAND FIRE PLAN.**

All political subdivisions of the State are encouraged to enter into formal local and regional mutual aid agreements, contracts with private sector vendors, and execute the State of Colorado Intergovernmental Agreement for Emergency Management, as authorized by CRS 29-1-203 ([www.dola.state.co.us/dem/publications/agreement.pdf](http://www.dola.state.co.us/dem/publications/agreement.pdf)).

Mutual aid agreements provide for rapid assistance from neighboring jurisdictions to meet the immediate requirements of an incident requiring resources beyond those available from the local jurisdiction. The key elements of mutual aid – quick response from closest resources – cannot be provided by state mobilization. Rapid intervention by mutual aid resources can secure control over an emergency incident that may otherwise continue to escalate.

### Plan Revision

The Director of the Division of Fire Safety shall insure that on a biennial basis, the State Resource Mobilization Working Group will review and update the plan, in coordination with state and local partners. A drafting team will be formed to make recommendations to the Working Group and feedback from all stakeholders will be included throughout the update process.

## SECTION 2 – Authority

The *Emergency Resource Mobilization Plan* is required under 24-33.5-1210, C.R.S, which states: “The Division of Fire Safety shall prepare and administer a statewide mobilization plan to provide for the allocation and deployment of firefighting, emergency medical, and urban search and rescue resources in the event of a disaster or local incident that requires more resources than those available under any existing inter-jurisdictional or mutual aid agreement.” In addition, the Mobilization Plan specifically supports the Colorado Disaster Emergency Act of 1992 (24-32-2104, C.R.S) and the Colorado Emergency Operations Plan.

Furthermore, the Mobilization Plan is administratively adopted by the directors of the divisions of Fire Safety and Emergency Management.

More detailed statutory information may be found in Appendix I, page 31.

## SECTION 3 – Implementation

The process to implement the Mobilization Plan begins at the local level. The Mobilization Plan can be implemented, by an authorized individual, once it is determined that resources beyond what are available locally or by existing agreements are needed. The process is described below and graphically represented in the Resource Mobilization Flow Chart on page 8.

### Authority to Request State Resource Mobilization

The authority to request state resource mobilization is vested in the:

- County Emergency Manager or Designee
- County Sheriff
- County Executive
- Board of County Commissioners
- Emergency Manager of a municipality with a population exceeding 400,000
- Emergency Manager of a municipality with a population exceeding 100,000 that also encompasses multiple counties.
- Tribal Emergency Manager
- Incident Commander acting under a **direct delegation of authority** from any of the above.

Only these positions have been vested with the authority to request state resource mobilization.

The key prerequisite for requesting state resource mobilization under the Mobilization Plan is to expend local and mutual aid resources prior to implementation.

The Incident Commander is responsible for incident management using NIMS and coordination of resources assigned to the incident.

Mobilization can be initiated by any of the above authorities through the State Emergency Operations Center (SEOC) at **303-279-8855**. *The SEOC will assist any political subdivision in implementing the Mobilization Plan at any time.*

### **NIMS INCIDENT COMMAND SYSTEM**

All incidents by which requests for mobilization are requested and authorized must be managed and operated using the NIMS (National Incident Management System), the Incident Command System’s (ICS) primary component.

The State of Colorado Emergency Resource database can be located at <http://dfs.state.co.us> or <https://connect.state.co.us> and will provide the latest version of this guide, to include a listing of authorized points of contact, resource typing definitions, the mobilization plan and the forms required for activation. CONNECT COLORADO, released in 2011, is the State of Colorado's new Resource Database for BOTH Government and Private Sector listed resources.



### **All Hazard Local Incidents**

The Agency Having Jurisdiction (AHJ) initially responds and utilizes available local resources following local protocols to manage the incident.

The AHJ will be involved and responsible for the management of the incident for the duration of the incident, unless preempted by state or federal jurisdictions, regardless of the incident type or complexity. The AHJ may delegate authority to an Incident Management Team (see Appendix E, page 24)

### **Wildland Fires**

For Wildland Fire incidents exceeding local capabilities, additional resources should be ordered following local protocols and the process contained in their Annual Operating Plan (AOP). Additional resources should first be ordered through the Interagency Dispatch System. If additional resources are necessary and cannot be located in the Interagency Dispatch System, the Mobilization Plan should be implemented. (See Resource Mobilization Flow Chart on page 8.)

### **Local Resources Expended**

For all other incidents exceeding local incident management capabilities, additional incident resources should be ordered following local and regional protocols and the Mobilization Plan.

Roles/Responsibilities:

- Local governments will utilize available resources within their jurisdiction.
- Local minimum response capability needs to be maintained for other incidents that might arise.
- Implementation of the Mobilization Plan can be used for move-ups and back fill.

### **Mutual Aid Resources Expended**

- Use standard dispatch protocols to request resources from Mutual/Auto Aid partners. This includes contracted agency assets acquired through written Mutual/Auto Aid agreements in place with private entities.

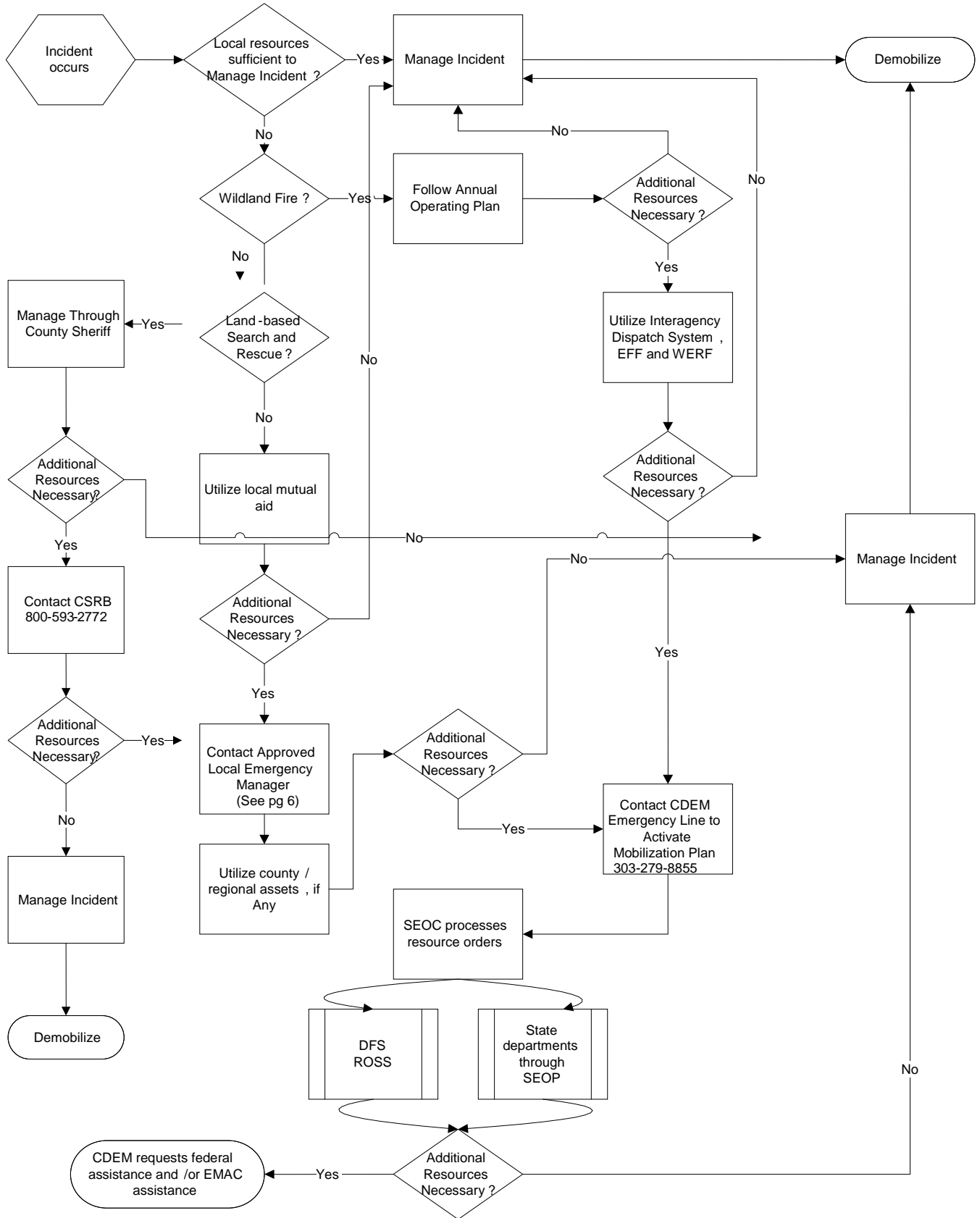
**Note:** The size of the mutual aid network varies from agency to agency. It is important that mutual aid agreements be formalized in writing prior to an incident.

### **Agency Having Jurisdiction Contacts Approved Emergency Manager for Assistance**

Roles/Responsibilities:

- Requesting agency AHJ is responsible for contacting the emergency manager or direct designee.
- County resources, beyond those already involved in the incident, should be utilized next.
- When available county resources are expended, the approved emergency manager or designee may request resources under the Resource Mobilization Plan. Verbal requests must be followed with a written request for assistance.
- A Resource Order Form should be completed by requesting agency (Form ICS-213 RR Appendix C, page 19).

**Figure 1, Resource Mobilization Flow Chart**





## **Emergency Manager or Designee Requests Assistance through CDEM**

### **Roles/Responsibilities:**

- Local disaster declaration(s) is (are) prepared (if applicable) and appropriate forms are initiated. A local disaster declaration does not have to be made in order to implement the Mobilization Plan. It is understood that a small-scale or non-emergency incident may require specialized resources that are not available locally or through mutual aid and that the Mobilization Plan can be implemented for those necessary resources.
- A Resource Order Form (Form ICS – 213 RR, Appendix C, page 19) is completed by requesting agency via the county emergency manager.
- Local governments are responsible for communicating which resources are currently involved, and knowing what types of resources are being requested and their anticipated assignment. CDEM duty officer confirms request and initiates State EOC/MACC activation as appropriate.
- When requesting activation of the plan, complete the ICS 213 RR (Appendix C) using resource typing definitions with specific job assignments for responding resources, travel radio channel, AHJ point of contact and contact numbers, and staging area location and address.
- CDEM and DFS will provide technical assistance for resource ordering.
- An Initial Incident Information Form (Appendix D, page 20) should be provided to CDEM as soon as is practical.

## **State Emergency Operations Center (SEOC)/Multi Agency Coordination Center (MACC) Activated**

The SEOP is the primary and general plan for managing incidents and details the coordinating structures and processes used during emergencies in Colorado.

### **Roles/Responsibilities:**

#### **Colorado Division of Emergency Management (CDEM)**

- Manages and coordinates State emergency operations and, when necessary, Federal resources;
- Operates the State Emergency Operations Center (SEOC);
- Notifies DFS to activate the Mobilization Plan;
- Coordinates with State departments for state resource assignments; and,
- Collects information for situational awareness.

#### **Colorado Division of Fire Safety (DFS)**

- Maintains resource inventory and the Resource Ordering and Status System (ROSS);
- Responds to the SEOC when requested by CDEM;
- Assists the Incident Commander in identifying resource needs, as necessary;
- Processes resource orders received in the SEOC; and,
- Assists CDEM as necessary.

**Note:** SEOC/MACC may consist of a single staff person or be staffed to full capacity, dependent upon the scope of the incident.

## **SEOC Fills Order**

### **Roles/Responsibilities:**

- The SEOC will assign a State of Colorado incident number, generate a Resource Order and Resource Order Number, and locate the appropriate resource(s).
- The resource will be assigned a request number generated from the appropriate local dispatch center. The local dispatch center will contact and begin the mobilization of the resource.
- Confirmation of the requested resources and its travel information will be relayed back through these channels to notify the requesting AHJ.

- Assisting agencies are responsible for advising the State EOC of any need for backfill of mobilized resources. The SEOC will generate a Resource Order and locate the closest available resource(s) meeting the needs of the backfill request.

**Note:** Based on the requested resource and size of the incident, appropriate levels of staffing to support the SEOC will be determined. The SEOC may activate resources through a department operations center, interagency dispatch center, local dispatch center, local EOC, or mission assignment to a State agency.

### **State Agency Assistance**

All State departments are mandated under the authority of Colorado Disaster Emergency Act of 1992 and the SEOP to carry out assigned activities related to mitigating the effects of a major emergency or disaster and to cooperate fully with each other, CDEM and other political subdivisions in providing emergency assistance. Each State department develops and maintains its own internal emergency operations plan, specific procedures and checklists necessary for accomplishing assigned tasks. State departments retain administrative control of their personnel and equipment when tasked to support other State departments or local jurisdictions. State departments shall maintain detailed logs of personnel and other costs for possible reimbursement and shall provide the information to the Incident Commander.

### **State Resources Expended**

Roles/Responsibilities:

- In the event all available resources within the State have been depleted or mobilization of resources from an adjoining State allows for quicker response, orders will be placed through the appropriate CDEM defined ordering process such as the Emergency Management Assistance Compact (EMAC) for State-to-State mobilization.

### **Demobilization**

It is the responsibility of the incident commander to be fully aware of the extent and capacity of resources at his or her disposal. The demobilization process is as important as mobilization in maintaining the incident commander's knowledge of resources available at any given time. The incident commander is responsible for ensuring that a demobilization plan is developed and preferably distributed 24 hours prior to the first anticipated release. The plan will involve personnel from all ICS functions in order to provide full resource accountability.

Effective demobilization requires that personnel sign out of service and depart from the incident scene in an organized and responsible manner. To facilitate an orderly and cost effective demobilization process, an accurate and complete compilation of records of time, supplies, and equipment expended in handling an emergency incident is essential.

1. All mobilized personnel will insure that their demobilization orders are validated by the Plans Section;
2. All supervisors will verify all personnel are accounted for, all equipment is properly accounted for, and all forms are properly completed and signed;
3. Demobilization will include stops at the logistics and finance sections. This is the time to communicate and sign-off on all emergency repairs on equipment. (The Finance Section Chief must approve of these prior to demobilization.);
4. The Demobilization Unit Leader will inform the SEOC when resources are released, anticipated travel route, and estimated time of return; the State will notify the home agency.
5. Demobilized resources will return directly to their home agency or other assignment; and,
6. All personnel will complete the required forms and reports of their assigned position.

## **Debriefing**

Debriefing should assemble critical information and lessons learned for future reference and areas of improvement.

Debriefing should consist of:

1. An assessment of hazardous materials encountered or involved, and a report of personnel exposure records;
2. An evaluation of personnel and confirmation status of any injuries or illness prior to release. May include critical incident stress activities and follow-up personnel names and phone numbers for future critical incident stress debriefing;
3. A summary of activities of each section and strike team, task force, or other personnel and equipment, including topics for follow-up and positive reinforcement of their part in the incident. (Written performance evaluations establish a clear understanding of how well the incident was managed by personnel so that areas for improvements can be readily identified.)

## **SECTION 4 – Resources**

### **Mobilized Resources**

**Time Commitment:** The minimum time commitment for personnel and resources is 72 hours (excluding travel time), unless other arrangements have been made between the Incident Commander and the assisting agency. Responding agencies may, at their option, arrange for partial or full crew replacements after 72 hours.

**Personnel:** Mobilized personnel must be:

1. Trained, qualified, and experienced in the positions for which they are mobilized.
2. Self sufficient for 24 hours. Fully equipped with required personal protective equipment (PPE) and safety equipment.
3. Physically conditioned and fit to perform the tasks assigned.

Note: It is recommended that personnel have a travel kit as referenced in Appendix A.

### **Apparatus/Vehicles/Equipment**

Mobilize reliable and serviceable units.

1. Units found to be unreliable and/or unsafe may be decommissioned by the Ground Support Unit at any time. Decommissioned units are not eligible for any payments until returned to service by the Ground Support Unit.

### **Private Sector Resources**

Private sector resources may contract with local jurisdictions and, under the terms and conditions of that agreement, become a resource of that jurisdiction. These private contract resources may then be mobilized as a local jurisdiction resource. In such a case, the resource is identified as being from the local jurisdiction, and the *Mobilization Plan* governs all practices, payment conditions, and rates, just as it does for all other state mobilization resources.

Under certain conditions, the State EOC may order and/or contract for commercially available resources as needed by competent local authority to alleviate threats to life, property, and the environment.

## **Incident Management Teams**

An all-hazard Incident Management Team (IMT) consists of personnel from appropriate disciplines (fire, rescue, emergency medical, hazardous materials, law enforcement and public health) trained to perform the functions of the Command and General Staff in the Incident Command System. These functions include Command, Operations, Planning, Logistics, and Administration/Finance, as well as Safety, Public Information, and Liaison. Members of the initial responding departments often fill these functions; however, the size, complexity, or duration of an incident may indicate the need for an IMT to support them.

There are five types of IMTs. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the "Type", or level, of IMT. Type 1 and Type 2 IMTs, are organized and tracked at a national level. Type 3 IMTs are a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within a state or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period. In Colorado, Type 3 IMTs are formed through the Colorado State Emergency Resources Mobilization Program, IMT Subcommittee. (For more information of IMTs, see Appendix E, page 24.)

Type 3 IMTs do not replace local emergency managers and Incident Commanders, but they assist under a Delegation of Authority Agreement. The purpose of the Delegation of Authority is for the IMT to manage the incident from objectives provided by the AHJ, i.e., legal command and incident decision authority, to the recipient of the delegation, in this case to a designated Incident Commander (IC). Control and management of the incident will be in accordance with prescribed instructions and limitations the AHJ establishes. (See Appendix F, page 24, for more information.)

## **SECTION 5 – Reimbursement**

### **Reimbursement**

In the absence of pre-existing agreements and/or contracts the following shall apply:

#### **Expectations for Reimbursement**

Reimbursement will only apply in situations where local and mutual aid resources have been deployed, mutual aid period has expired, and additional resources are needed and not available at the local level. In such cases, requests will be coordinated at the approved emergency management level, prioritized and forwarded to the State Division of Emergency Management (CDEM). Governmental, non-governmental and private industry (private sector) resources responding to a formal CDEM request (resource order) can expect reimbursement for reliable and serviceable equipment and reimbursement for qualified operators and support personnel as specified herein. Rates are based upon recognized governmental and industry standards and any future rate changes reflected in the standards will apply to Colorado's rate structure.

Reimbursement will be in accordance with Interagency Incident Business Management Handbook, Chapters 10 and 20, most recent edition. The Rocky Mountain/Great Basin and State of Colorado Supplements shall apply.

#### **Reimbursement for Equipment Resources and Personnel**

In order to ensure the efficient and effective acquisition and provision of equipment resources, the following will be the reimbursement structure for equipment mobilized by CDEM. Equipment rates specified in this section shall be exclusive of the personnel necessary to operate and/or maintain the

equipment resources. The referenced rate structure will be enforced in the absence of other pre-existing agreements or contracts.

### **Units of Government**

The following rates shall apply to resources supplied by the State of Colorado, counties, cities, towns, municipalities, special districts, and other units of government. (It is the intent that public agencies who mobilize through this plan be reimbursed as close as possible to their actual cost of doing business.) Equipment is eligible for reimbursement after the end of the predefined mutual aid timeframe unless reimbursement is covered by a pre-existing agreement.

The reimbursement rate for equipment supplied by units of government shall be the rate agreed to in a current and approved Colorado Cooperative Resource Rate form (CRRF). If no CRRF exists, the rate shall be the rate established by CDEM. The reimbursement rate is intended to cover the total reimbursement available for the cost of ownership, depreciation, maintenance, repair, fuel and oil. The reimbursement rate is exclusive of the personnel component.

Units of Government will be reimbursed for personnel who are regular employees of units of government at 1.5 times the employee's normal, burdened, overtime rate. This shall be the only reimbursement for all labor costs associated with providing the personnel component to operate and support the provided equipment.

Units of Government will be reimbursed for personnel who are **not** regular employees of the units of government at the applicable Administratively Determined Rate (AD Rate) provided for in the Interagency Incident Business Management Handbook, Chapter 10 including the State of Colorado and Rocky Mountain/Great Basin Supplements. Liability is based upon state statute. In the absence of a state declaration, financial liability is upon the requesting agency as per state statute.

### **Private Sector Resources**

The reimbursement rate for equipment supplied by the private sector vendors will be the equipment rental rates agreed to in preexisting contracts with the state or its political subdivisions, or preexisting contracts within the Inter Agency Dispatch System. In the absence of a preexisting contract, the reimbursement rate will be the equipment rental rates published in the Equipment Watch, Rental Rate Blue Book plus fifty percent (50%). The reimbursement rate is the total reimbursement available for the cost of ownership, depreciation, maintenance, repair, transportation, fuel and oil. The reimbursement rate is exclusive of the equipment operator and support personnel component.

When equipment operators and support personnel are supplied by the private sector equipment vendor, their cost will be reimbursed at the prevailing Davis-Bacon Act Rate. This reimbursement shall be the only reimbursement for all labor costs associated with providing the personnel component to operate and support the provided equipment. Current State per diem rates will be used, unless there is another agreed upon rate.

### **Comp Claims**

All comp claims under this plan will be filed and governed by processes established in the National Wildland Coordinating Group (NWCG) Interagency Incident Business Management Handbook, chapter 70, and latest version.

## **Methods for Seeking Reimbursement**

When a State Disaster or Emergency is **declared**, the State of Colorado, Department of Local Affairs, Division of Emergency Management is responsible for payment of all resources ordered through the State Emergency Operations Center and provided by any governmental, non-governmental and/or private sector source in response to State support of an incident. It is understood that cost for such incidents will be shared by local, state and possibly federal governments. It is essential that CDEM track all incident resources assigned to the incident make timely payment to those providing resources at the State's request, and pursue local, state, and federal disaster declarations as necessary to ensure appropriate costs share. The AHJ is responsible for tracking all resources assigned to the incident and their costs and making appropriate cost share reimbursement to the Division of Emergency Management.

In the **absence** of a State of Colorado Disaster Declaration, the reimbursement relationship is between the ordering (AHJ) and the sending agencies/organizations.

Equipment rental sourced from either units of government or the private sector shall be managed in accordance with the Chapter 20, Interagency Incident Business Management Handbook, most recent edition including the Rocky Mountain/Great Basin and State of Colorado Supplements.

Equipment operators, sourced either from units of government or the private sector shall be managed and shall account for their time in accordance with Chapter 10, Interagency Incident Management Handbook, most recent addition including State of Colorado and Rocky Mountain/Great Basin Supplements.

## **Situations in which Reimbursement Will Not Occur**

If any of the following situations and circumstances exists, reimbursement may not occur:

1. Resource was not formally ordered by the State DEM on behalf of a local incident and Resource Order Number.
2. Resource was available to the AHJ by signed mutual aid agreement.
3. The sending agency/organization specifically requests not to be reimbursed for personnel or equipment.
4. Sending agency/organization does not submit a timely request for reimbursement with required supporting documentation, generally within 30 days of the close of the incident.

## **Important Note: Incidents with a Federal Disaster Declaration**

For incidents with a federal disaster declaration, reimbursement will be limited to that allowed under FEMA Disaster Assistance Policy 9523.6, see Appendix L, page 36.

## APPENDIX A – Definitions

The following are definitions of terms used in the Colorado State Emergency Resource Mobilization Plan.

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

**Agency Representative** - An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. In ICS, Agency Representatives report to the Incident Liaison Officer.

**Allocated Resources** - Resources dispatched to an incident.

**Annual Operating Plan** - Sets forth standard operating procedures, agreed procedures, and responsibilities to implement cooperative wildfire protection on all lands within a county. It is a working document compiled each year by wildfire agencies participating in the Plan, and shall be attached to and considered part of the Interagency Cooperative Fire Protection Agreement.

**Appropriate Response** - The planned strategy for action (in terms of the type, amount, and timing of resources) on an incident which most efficiently meets incident management objectives under current and expected conditions. The response may range from a strategy of prompt control to one of containment or confinement.

**Assembly Point** - A designated meeting location for mobilized resources.

**Assisting Agency** - An agency directly contributing tactical or service resources to another agency.

**Available Resources** - Resources available to respond to incidents beyond their local mutual aid area for a specified extended duration of time.

**Coordination Center** - A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents. For the purposes of the Colorado Emergency Resource Mobilization Plan this refers to the Rocky Mountain Interagency Coordination Center.

**Department Operations Center** - A facility operated by a state department to coordinate departmental assets in support of an incident.

**Incident** - An occurrence either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

**Incident Commander** - The individual, by delegation of authority, responsible for the management of all incident operations at the incident site.

**Incident Command System (ICS)** - A standardized on-scene emergency management concept specifically designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

**Incident Management Team (IMT)** - An organization of overhead personnel operating within the Incident Command System with responsibility for the management of resources to effectively accomplish objectives determined for an incident, under the direction of the Incident Commander.

**Interagency (IA) Dispatch Center** - A facility from which resources are assigned to wildland fire incidents. For the purposes of the Colorado State Emergency Resource Mobilization Plan this refers to the IA Dispatch Centers located in Craig, Grand Junction, Montrose, Durango, Ft. Collins and Pueblo.

**Inter Agency Dispatch System** - A system of interagency agreements and interstate compacts designed to provide resources to wildfire incidents.

**Local Dispatch** - Dispatch offices representing local city/county government emergency response resources. Responds to local incident requests for resources.

**Mobilization** - The process and procedures used by all organizations (federal, state, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. Normally beyond local and pre agreed upon automatic aid and/or mutual aid.

**Mobilization Center** - An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**Multi-Agency Coordination (MAC) Group** - Representatives of involved agencies and/or jurisdictions who come together to make strategic decisions regarding the prioritizing of incidents, and the allocation of resources. When activated, the MAC Group has the responsibility for coordination of assisting agencies in support of a multi-agency or multi-jurisdictional environment.

**Multi-Agency Incident** - An incident where one or more agencies assist a jurisdictional agency or agencies.

**Multi-Jurisdictional Incident** - An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation.

**Mutual Aid Agreement** - Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

**National Incident Management System (NIMS)** - Developed by the U. S. Department of Homeland Security Secretary, NIMS establishes standardized incident management processes, protocols, and procedures that all responders - Federal, state, tribal, and local - use to coordinate and conduct response actions.

**Operational Period** - A defined time period, e.g. 0600 to 0600 hours, in which a specific set of objectives are established for managing incident activities and for which specific resources and personnel are assigned to those activities, as determined by the incident commander.

**Preparedness Levels** - Planned levels of readiness dependent on incident activity, weather, hazard threat, and resource availability.

**Resource Kind** - A classification of resources in the incident command system which refers to function; e.g. hand crew, helicopter, engine, and dozer.

**Resource Request Number** - A unique number assigned by the agency dispatching the resources to the incident. Every resource requested for an incident must have an Order Number assigned to it. The resource order number provides the legal authorization for the movement of incident requested resources and is the reference for all claims.

**Resource Type** - Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource.



**Resources** - Personnel and major items of equipment available or potentially available to be assigned to incidents. Resources are described in the incident command system by kind and type.

**Single Resource** - An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

**Staging Area** - Locations set up at an incident where resources can be placed while awaiting a tactical assignment.

**State Emergency Operations Center (SEOC)** - A facility operated by the Colorado Division of Emergency Management to coordinate the overall response of state government agencies and assets in support of an incident.

**State Emergency Operations Plan (SEOP)** - The state level plan for actions to be taken by government and citizens when disaster threatens or strikes. It consists of assignment of responsibilities to state agencies, coordinating instructions, staffing, essential facilities, and general operations common to most major emergencies.

**Strike Team** - Specified combinations of the same kind and type of resources, with common communications and a leader. For example, a Type 1 Engine Strike Team generally consists of 5, Type 1 Engines (meeting the minimum equipment and manning standards) under the control of a Strike Team Leader.

**Task Force** - A combination of single resources assembled for a particular tactical need, with common communications and a leader.

## APPENDIX B – Activation Request Procedure

1. Notify the Colorado Division of Emergency Management (CDEM) Duty Officer at the **State Emergency Operations Center (EOC) (303) 279-8855**.
2. Colorado Division of Emergency Management (CDEM) will ask for the following information:
  - Incident Name
  - Your name and agency
  - Contact information (phone/cell/pager)
  - Type and location of incident
  - Situation description
  - Confirmation that local and mutual aid resources are expended or depleted
  - Contact information for Incident Commander
  - What type of equipment is being requested and
  - What is the purpose for the equipment (sometimes another type of might be available with the same capability)
  - What is the weather in the area?
  - Contact one of the following individuals:
    - Bill Miederhoff, Resource Mobilization Manager, Division of Fire Safety**  
Work 303-239-5835  
Cell 720-219-3411  
Office Fax 303-239-5887
    - Kevin Klein, Director, Division of Fire Safety**  
Work 303-239-4600  
Cell 303-229-0602
    - Marlinda Acevedo, Third Tier Contact, Division of Fire Safety**  
Work 303-239-5827
- Enter Incident information and request into WebEOC
- Contact Operations Manager, Division Director, or Public Information Officer
3. The Mobilization Unit will be activated, contact the incident commander, or designee, and request the following information:
  - Quantity, kind and type of resources required
  - Specific assignment or job duties of requested resource
  - Specific reporting location and contact (staging area)
  - Requested time of delivery
  - Communications plan or needs, including travel channel
  - Person/title making request
  - Initial incident information forms (Appendix G)

Additional requests for resources from the incident commander will come directly to the Mobilization Unit.

## APPENDIX C - Resource Request Message Form

Resource Request Message							ICS-213 RR COSRMC		
<b>1. Incident Name:</b>				<b>2. Date/Time:</b>		<b>3. Resource Request Number:</b>			
<b>4. ORDER Note: Use additional forms when requesting different resource sources of supply</b>									
Requestor	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, expected assignment, brand, specs, experience, size, etc.)			Arrival Date and Time		Cost
							Requested	Estimated	
<b>5. Requested Delivery/Reporting Location/Radio Travel Channel:</b>									
<b>6. Suitable Substitutes and/or Suggested Sources:</b>									
<b>7. Requested by Name/Position:</b>				<b>8. Priority: (circle)</b> Urgent Routine      Low		<b>9. Section Chief Approval:</b>  Date/Time:			
<b>10. Logistics Order Number:</b>									
<b>11. Supplier Phone/Fax/Email:</b>									
<b>12. Name of Supplier/POC:</b>									
<b>13. Notes:</b>									
<b>14. Approval Signature of Auth Logistics Rep, EOC Manager, Agency Administrator or IC:</b>							<b>15. Date/Time:</b>		
<b>16. Order placed by (check box):</b>			<input type="checkbox"/> SPUL	<input type="checkbox"/> PROC					
<b>17. Reply/Comments from Finance:</b>									
<b>18. Finance Section Signature:</b>							<b>19. Date/Time:</b>		

# APPENDIX D - Initial Incident Information

<b>INITIAL INCIDENT INFORMATION</b>				<input type="checkbox"/> Initial <input type="checkbox"/> Update		INCIDENT NAME:				Information as of:											
				Date:						Time:											
NAME OF INCIDENT COMMANDER:																					
Call-Back Number(s) of person reporting the incident:																					
<b>INCIDENT INFORMATION AND POINTS OF CONTACT</b>																					
Location:																					
Mobilization Point/Assembly Area:																					
Contact:										Phone:											
<b>INCIDENT INFORMATION</b>																					
Short Location Description:										Lat/Long:											
<input type="checkbox"/> Accident - Aircraft			<input type="checkbox"/> Accident - Marine			<input type="checkbox"/> Accident - Rail				<input type="checkbox"/> Earthquake			<input type="checkbox"/> Fire - Prescribed			<input type="checkbox"/> Fire - Wildfire			<input type="checkbox"/> Hazard - Biological/Toxic		
<input type="checkbox"/> Accident - Structure			<input type="checkbox"/> Accident - Vehicle			<input type="checkbox"/> Hazard - Radioactive/Nuclear				<input type="checkbox"/> Preparedness/Preposition			<input type="checkbox"/> Program Support - Resource			<input type="checkbox"/> Public Assist - Public Service					
<input type="checkbox"/> Emergency Stabilization/BAER			<input type="checkbox"/> Fire - Debris/Product			<input type="checkbox"/> Program Support - Management				<input type="checkbox"/> Public Assist - Infrastructure			<input type="checkbox"/> SAR - Urban			<input type="checkbox"/> Thunderstorm/Tornado/Wind					
<input type="checkbox"/> Fire - Structure			<input type="checkbox"/> Fire - Vehicle			<input type="checkbox"/> Program Support - Law Enforcement				<input type="checkbox"/> Public Assist - Community			<input type="checkbox"/> SAR - Medical Assist			<input type="checkbox"/> Training - Proficiency					
<input type="checkbox"/> Fire Rehabilitation			<input type="checkbox"/> Flooding			<input type="checkbox"/> Public Assist - Management				<input type="checkbox"/> SAR - Marine			<input type="checkbox"/> Training - Classroom			<input type="checkbox"/> Volcano					
<input type="checkbox"/> Hazard - Explosive/Electrical			<input type="checkbox"/> Hazard - Flammable			<input type="checkbox"/> Public Assist - Infrastructure				<input type="checkbox"/> SAR - Wildland			<input type="checkbox"/> Training - Simulation								
<input type="checkbox"/> Mass Earth Movement/Avalanche			<input type="checkbox"/> Other Support			<input type="checkbox"/> SAR - Medical Assist				<input type="checkbox"/> Severe Winter Weather											
<input type="checkbox"/> Program Support - Law Enforcement			<input type="checkbox"/> Program Support - Management			<input type="checkbox"/> SAR - Urban				<input type="checkbox"/> Training - Proficiency											
<input type="checkbox"/> Public Assist - Community			<input type="checkbox"/> Public Assist - Infrastructure			<input type="checkbox"/> SAR - Medical Assist				<input type="checkbox"/> Training - Simulation											
<input type="checkbox"/> SAR - Marine			<input type="checkbox"/> Severe Winter Weather			<input type="checkbox"/> Training - Classroom															
<input type="checkbox"/> SAR - Wildland			<input type="checkbox"/> Training - OJT																		
<input type="checkbox"/> Training - Classroom			<input type="checkbox"/> Training - Simulation																		
<input type="checkbox"/> Training - Simulation																					
Threat to Human Life/Safety:																					
<input type="checkbox"/> Evacuation(s) in progress					<input type="checkbox"/> No evacuation imminent					<input type="checkbox"/> Potential future threat					<input type="checkbox"/> No likely threat						
Resources threatened (kind(s) and value/significance):																					
Significant events today (closures, evacuations, significant progress made, etc.):																					
Injuries/Casualties:										<input type="checkbox"/> SAR Underway											
Notes:																					
<b>COMMITTED RESOURCES</b>																					
Resources		Agency <																		TOTALS	
Kind/Type of Resource ?		SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST
TOTAL																					
Cooperating Agencies:																					
<b>ENVIRONMENTAL INFORMATION</b>																					
Current Weather:										Predicted Weather:											
WS		mph/kph		Air Temp		E				WS		mph/kph		Air Temp		E					
WD				RH		%				WD				RH		%					
Conditions:																					
Prepared By:										<b>INITIAL INCIDENT INFORMATION</b>											
Date/ Time Prepared																					

## APPENDIX E – Colorado Incident Management Teams (IMT)

In the United States there are five types of Incident Management Teams, two of which, Type 1 and Type 2, are organized and tracked at a national level. An IMT is made up of the command and general staff members in an incident command system (ICS) organization. Persons that fill these command positions for various types of incidents or events have the necessary training and experience to fulfill the specific roles and responsibilities of their ICS position.

### General Capabilities of Incident Management Teams

All-hazards IMT consists of personnel from appropriate disciplines (fire, rescue, emergency medical, hazardous materials, law enforcement and public health) trained to perform the functions of the Command and General Staff in the Incident Command System. These functions include Command, Operations, Planning, Logistics, and Administration/Finance, as well as Safety, Public Information, and Liaison. Members of the initial responding departments often fill these functions; however, the size, complexity, or duration of an incident may indicate the need for an IMT to support them.

The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the "Type", or level, of IMT. The IMT types are:

**Type 5:** Local Village and Township Level – typically a "pool" of primarily fire or law enforcement officers from several neighboring departments trained to serve in Command and General Staff positions during the first 6-12 hours of an incident.

**Type 4:** City, County or Fire District Level – a designated team of fire, EMS, and possibly law enforcement officers from a larger and generally more populated area, typically within a single jurisdiction (city or county), activated when necessary to manage a complex incident during the first 6-12 hours and possibly transition to a Type 3 IMT.

**Type 3:** State, Multi-County, or Metropolitan Area Level – a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within a state or UASI region, activated to support incident management at incidents that extend beyond one operational period. Type 3 IMTs will respond throughout the State or large portions of the State, depending upon State-specific laws, policies, and regulations. The teams are deployed to assist local jurisdictions and manage an incident to its completion or transition to a Type 1 or 2 IMT.

Generally Type 3 teams initially come with 8 to 25 members. Type 3 teams historically manage incidents with approximately 50 to 200 people assigned to the incident. Currently there are three recognized Type 3 IMTs in Colorado.

**Type 2** National and State Level – a Federally- or State-certified team; has less staffing and experience than Type 1 IMTs, and is typically used on smaller scale national or state incidents. Several dozen Type 2 IMTs are currently in existence, and are organized by Multi State Interagency Coordinating Groups. These teams are primarily available for wildfires. On a limited basis they may deploy to all hazard incidents when there has been a Presidential (Stafford Act) declaration.

A Type 2 IMT will come to an incident with approximately 25 to 30 members and is considered to be most effective at smaller and less complex incidents. Type 2 teams are formed within zones or sub-geographic areas of the larger geographic area. As a general rule, Type 2 teams historically manage incidents with approximately 200 to 500 people assigned to the incident.

**Type 1** National and State Level - a Federally- or State-certified team; is the most robust IMT with the most experience; is fully equipped and self-contained. Sixteen Type 1 IMTs are now in existence.

These teams are supported by Multi State Interagency Coordination Groups, but managed by the National Interagency Fire Center in Boise, Idaho. Their primary mission is wildfire and also, on a limited basis, available for all hazard incidents under a Stafford Act declaration.

A Type 1 IMT will come to an incident with approximately 35 to 40 core members and be able to manage the largest incidents, including those involving branching for effective span-of-control and large scale aviation operations. Their experience with multiple jurisdictions and agencies, complex fiscal situations, high profile public and media events, and sheer size of organizations typically associated with the largest incidents are frequently the reason Type 1 teams are assigned.

A second form of a Type 1 IMT known as a National Incident Management Organization (NIMO) may also be utilized. This team comes with 8 to 10 core members and upon arrival will order additional members from local or regional cadres. NIMO teams are available for all hazard deployment under a Stafford Act declaration.

### **State Level Utilization of Type 3 IMTs**

In the absence of a presidentially declared disaster, the State's only option to provide assistance to local communities in time of need, are the State designated Type 3 teams. These teams are available to assist local communities in disaster management and recovery. Their assistance is intended to back up local responders who are likely very busy and possibly personally impacted by the incident. The teams are also trained and experienced in dealing with State and Federal agencies, procurement of equipment and supplies, large scale media interests, and tracking incident costs.

### **Basic Assumptions**

- CDEM is the lead agency charged with activation and mobilization of teams at a State Level. A team may deploy within its area of responsibility when requested locally, or outside its area of responsibility through a mutual aid request.
- CDEM will order an IMT and provide them with a Mission Task Order.
- CDEM is responsible for communication with Agencies having Jurisdiction (AHJ) to determine status of an ongoing incident and their initial needs. This information will be given to an IMT and will help determine initial staffing and specialty needs.
- Local/Regional CDEM representatives are the State's primary point of contact with the IMT. CDEM representatives serve as the primary communication link to the State and serve as the State's on-site Agency Administrator.
- CDEM is responsible for pursuing disaster funds through local/State/Federal sources.
- CDEM is responsible for coordination with other State Agencies and to activate a State level Multiple Agency Coordination Center (MACC) when those resources are needed.
- IMTs deployed by CDEM are to be considered State resources for financial costs.

### **Purpose and Scope of the Mission Task Order from CDEM**

The State Type 3 IMTs operate as representatives of the State of Colorado to assist local communities. In coordination with local AHJs, they will be expected to manage the overall incident response as provided in a Mission Tasking. The IMT will coordinate all other State agency operations. Through a Delegation of Authority from the local AHJ, the IMT will manage local agency resources either directly or in a Unified Command. The Mission Task Order to the IMT will include;

- IMT operating budget and instructions for travel, lodging, meals, etc.
- Instructions for the IMT to report to CDEM either directly or through the on-site CDEM Agency Administrator. This will include requirements for daily incident status reports and distribution requirements for Incident Action Plans.
- Minimal/initial approved team size and will include considerations for technical specialists. Expect minimum 72 hour deployment with possible total deployment of 6-8 days. Extensions for additional deployment days may be negotiated between the IMT and CDEM.
- CDEM may approve additional team responders in a training role in recognition that teams have continual turnover and need to provide training for new members.

- Instructions for management of the Colorado National Guard or other State agencies, should they be deployed to the incident.
- Instructions for providing a final incident documentation package to the AHJ with copies to CDEM.

The Mission Task Order may include the following instructions;

- Provide the IMT with basic information when mobilizing: What, Why, When, Where the team is being mobilized.
- Upon arrival at the incident, the team will negotiate and prepare and receive a Delegation of Authority from the AHJ.
- Help the AHJ build capacity for responding to future incidents.
- Upon demobilization from the incident, the IMT will receive an evaluation of its performance from the AHJ.

Release of Delegation of Authority

- The Team will receive a release of delegation of authority from the AHJ after their service is no longer needed or they have been replaced by another team.

### **Complexity Analysis**


Complexity of incidents can vary in scope and requirements for numbers of responding personnel. Teams responding to an incident must analyze complexity to insure safety of local residents and responding personnel. This analysis can also help justify the number of personnel needed for response.

Given that incidents in Colorado will rarely reach a level sufficient for a Stafford Act (Presidential) declaration, Type 3 IMTs will manage the majority of large incidents. It is possible that these Type 3 IMTs will manage an incident so complex that it goes beyond the scope of their training and capabilities. The analysis is intended to help teams recognize levels of complexity in order to react proactively and avoid serious consequences.

Teams are expected to report rising levels of complexity to CDEM. The intent is to justify additional resources to be ordered by the team. It also will assist CDEM in justification of a request for a Stafford Act declaration.

The Complexity Analysis format found on the next page should be used to determine the level of IMT involvement.

# ALL-HAZARD INCIDENT COMPLEXITY ANALYSIS

Incident Name:		Date:		
Incident Number:		Time:		
This Complexity Analysis is weight based on the relevance to Life Safety, Incident Stabilization, and Property Conservation.				

<b>Complexity Factors</b>	<b>Check if Pertinent</b>
<b>Impacts to life, property, and the economy</b>	
Urban interface; structures, developments, recreational facilities, or potential for evacuation.	<input type="checkbox"/>
<b>Community and responder safety</b>	
Performance of public safety resources affected by cumulative fatigue.	<input type="checkbox"/>
Overhead overextended mentally and/or physically.	<input type="checkbox"/>
Communication ineffective with tactical resources or dispatch.	<input type="checkbox"/>
Incident action plans, briefings, etc. missing or poorly prepared.	<input type="checkbox"/>
Resources unfamiliar with local conditions and tactics.	<input type="checkbox"/>
<b>Potential hazardous materials</b>	
Potential of Hazardous Materials	<input type="checkbox"/>
<b>Weather and other environmental influences</b>	
Unique natural resources, special-designation areas, critical municipal watershed, protected species habitat, cultural value sites.	<input type="checkbox"/>
<b>Likelihood of cascading events</b>	
Variety of specialized operations, support personnel or equipment.	<input type="checkbox"/>
<b>Potential crime scene (including terrorism)</b>	
Potential crime scene	<input type="checkbox"/>
Potential of terrorism	<input type="checkbox"/>
<b>Political sensitivity, external influences, and media relations</b>	
Sensitive political concerns, media involvement, or controversial policy issues.	<input type="checkbox"/>
<b>Organizational Performance Values and Product Development</b>	
Non-IAP products not being developed or deficient.	<input type="checkbox"/>
<b>Area involved, jurisdictional boundaries</b>	
Incident threatening more than one jurisdiction and potential for unified command with different conflicting management objectives.	<input type="checkbox"/>
<b>Availability of resources</b>	
Operations are at the limit of span of control.	<input type="checkbox"/>
Unable to properly staff air operations.	<input type="checkbox"/>
Limited local resources available for initial attack/response.	<input type="checkbox"/>
Heavy commitment of local resources to logistical support.	<input type="checkbox"/>
Existing forces worked 12 hours without success.	<input type="checkbox"/>
<b>Percentage Score</b>	<b>0%</b>
If 10% or lower look at going to or staying at Type 4 Team	<b>X</b>
If 10% to 20% maintain or go to Type 3 Team	
If greater than 20% consider additional / specialized overhead	



## APPENDIX F – Colorado Land Search and Rescue Annex

In Colorado, land search and rescue (SAR) is the statutory responsibility of county sheriffs. Most counties with significant land search and rescue activity, have a local search and rescue team that operates under the authority of the county sheriff.

The Colorado Search and Rescue Board (CSRB) is a statewide organization consisting of member search and rescue teams, individual members, and organizational members (primarily county sheriffs). CSRB is charged by the state Division of Emergency Management (DEM) with several important state level land search and rescue functions, and has performed these functions for more than 30 years:

### 1. **State search and rescue coordinator function.**

a. State SAR coordinators respond to SAR resource requests from local sheriffs and SAR teams and locate the closest appropriate SAR resource to satisfy the request. They may be contacted 24 hrs/day at **800-593-2772**. Coordinators use the state SAR coordinator's resource list and the state all hazard resource database to locate and provide SAR resources requested by local sheriffs and/or teams. These resources typically include foot searchers (2/3/4 season and low/high altitude), 4 season technical rescue teams, rotary and fixed wing aircraft, SAR dogs (air scenting, trailing, tracking, cadaver, avalanche), ATV's, snowmobiles, aircraft emergency locator beacon tracking teams, swift water SAR assets, etc. as well as specialized resources such as infra-red sensors, snowcats, etc. SAR resources requested from and provided by the state SAR coordinator are largely volunteers, and, volunteers do not expect reimbursement from the requesting entity.

b. SAR coordinators have extensive SAR experience and can often also provide guidance and advice to assist local SAR coordinators, when asked. State SAR coordinators are nominated by their individual SAR teams, endorsed by their respective county sheriffs and the CSRB, and appointed by the governor. More than half of the current 10 state coordinators have in excess of 25 years of individual experience managing land search and rescue incidents. Individual coordinators are on duty 24 hrs/day for a 7 day period, starting at noon on Friday, and should respond to calls to the 800 number within 10-15 minutes. Each coordinator typically handles 1 or 2 mutual aid requests (and/or AFRCC coordination calls) during each week duty period.

2. **Overhead team assistance.** Most land SAR incidents are resolved by the local jurisdiction in less than 24 hrs, but, occasionally, incidents may continue for multiple operational periods. CSRB can supplement local SAR management capabilities, if requested - either by providing single ICS position resources or by providing a more complete overhead team to manage the land SAR incident under a delegation of authority from the authority having jurisdiction (AHJ). The CSRB land SAR overhead team uses the NIMS Incident Command System (ICS); unique SAR management functions (and forms) are included in many of the ICS positions.

3. **Statewide SAR training.** CSRB has an extensive statewide land SAR training program. Courses are offered periodically at locations around the state and at a statewide conference and training academy offered each summer on alternating years. Most of the courses offered are taught and recognized nationally. For additional information concerning land SAR training, see [www.CSRB.org](http://www.CSRB.org).

## **APPENDIX G - Delegation of Authority from the Agency Having Jurisdiction (AHJ)**

### **Purpose and Scope of the Delegation of Authority**

The purpose of the Delegation of Authority is for the IMT to manage the incident from objectives provided by the Requesting Agency AHJ (i.e. legal command and incident decision authority) to the recipient of the delegation, in this case to a designated Incident Commander (IC). The Delegation of Authority is a written delegation for management of the incident to the designated IC. Control and management of the incident will be in accordance with prescribed instructions and limitations.

The Delegation of Authority provides:

1. Delegation (from the Requesting Agency(s) having Jurisdiction) of full or partial responsibility and authority for incident management under prescribed terms and conditions.
2. Terms, conditions and limitations of the authority granted.
3. Local policy (established in view of legal, financial, and political considerations).
4. Delineation of line of authority (source of continuing local direction).
5. Special considerations for control and management
6. Direction for unified command.
7. Documentation requirements.
8. Direction for media relations and approval of releases.
9. Termination conditions.
10. Other terms and conditions established by the AHJ administrator.
11. CDEM will appoint an agency representative

A Delegation of Authority may only be granted by official action of the political governing body of the AHJ. However, it may, by appropriate resolution, entrust the power to make that delegation to a specified jurisdiction official (e.g. city manager, mayor, police or fire chief or Sheriff) upon certain conditions, thus assuring timeliness and continuity of effective management and control. For maximum effectiveness, a procedure for the timely granting of a Delegation of Authority should be in place as an emergency planning measure.

Understand that a Delegation of Authority is not an abdication of responsibility or authority, but rather a means of assurance in an unusual emergency setting by providing for an assignment with prescribed conditions and limitations. The authority granted must be broad enough to ensure that local policy and priorities can be effectively and feasibly implemented. Accountability must be provided for, limitations as to scope, time and/or incident may be included, and the power of review and termination retained in the Delegation of Authority.

## APPENDIX G - Example Delegation of Authority

\_\_\_\_\_  
Incident Name

\_\_\_\_\_ is assigned as \_\_\_\_\_

\_\_\_\_\_  
(name of designee)

\_\_\_\_\_  
(position delegated)

As Incident Commander, you are hereby delegated full authority and responsibility for managing the emergency activities within the framework of law, agency policy, and direction provided.

Your primary responsibility is to organize and direct your assigned resources for efficient incident management.

Specific considerations for this incident covering control and management and other concerns are:

This Delegation of Authority shall terminate upon written notice from the undersigned granting authority.

\_\_\_\_\_  
Local Incident Commander

\_\_\_\_\_  
Title

\_\_\_\_\_  
Agency

\_\_\_\_\_  
Date/Time

## APPENDIX H – Code of Conduct

It is the duty of personnel mobilized under the *Mobilization Plan* to maintain high standards of performance and conduct that will promote public trust and provide the best possible service to the citizens of Colorado. Personnel are expected to demonstrate cooperation, efficiency, integrity, and accountability in the performance of their duties. It is expected that all mobilized resources will conduct themselves in a professional manner, meet the performance standards of their position and comply with all local, State and federal laws.

Your actions, attitude, and work ethic will be scrutinized by those with whom you work and interact and by the citizens being served. You represent the State of Colorado, your county, your city, or your department as an individual and as a team member. Work hard, learn as much as you can, and come home safe.

### Specific expectations:

- Adhere to applicable safety standards. All mobilized individuals have a responsibility to each other to be alert to and communicate all safety hazards and near misses to the immediate supervisor or the incident management team safety officer. All injuries incurred while mobilized must be immediately reported to the immediate supervisor.
- Adhere to the chain of command, become familiar with whom you are working, follow directions, and keep your supervisor informed. You are responsible for understanding your assignments and instructions. If in doubt, immediately ask for clarification.
- Drive vehicles in a safe and courteous manner at all times. Use all appropriate safeguards, including backing guides.
- Wear your PPE when assigned and an appropriate uniform when on the incident.
- Harassment of any kind against co-workers, supervisors, citizens, contractors or others based on race, color, national origin, age, gender, disability, religion, marital status, or any other class protected by civil rights laws will not be tolerated and will result in immediate demobilization.
- Misconduct, insubordination, refusal to follow orders or directives, dishonesty, inattention to duty, carelessness or any conduct that you know or should know is improper behavior will not be tolerated and may result in immediate demobilization from the incident, and notification of the home agency.
- Know and follow the procedures in the *Mobilization Plan*.
- Alcohol and non-prescribed medication other than over-the-counter-medication shall not be transported or consumed. This includes during transit to and from your home departments.
- Firearms are not allowed unless it is a requirement of your assigned position.
- You are required to report to your immediate supervisor any medical condition that may arise that will interfere with your ability to safely perform your assigned tasks.

## **APPENDIX I – Statutory References**

### **24-33.5-1210. Resource mobilization plan - fire - emergency medical services - search and rescue.**

1. Subject to the availability of federal funds, the division shall prepare a statewide mobilization plan to provide for the allocation and deployment of firefighting, emergency medical and urban search and rescue resources in the event of a disaster or local incident that requires more resources than those available under any existing inter-jurisdictional or mutual aid agreement.
2. The mobilization plan created pursuant to this section shall be developed in coordination with appropriate federal, state, and local government agencies. The plan shall include mobilization procedures and may include provisions for reimbursement of costs and shall address liability issues.

### **24-33.5-108. Statewide fire fighting resource database - creation.**

1. For purposes of this section, "State and local fire fighting agency" means any fire department, fire protection district, or fire fighting agency of the State and any of its subdivisions and of any town, city, and city and county, regardless of whether the personnel serving such department, district, or agency are volunteers or are compensated for their services.
2. (a) Not later than December 31, 2001, the department, using its own computer resources, shall develop and maintain a centralized computer database that includes a listing of all fire fighting resources located within Colorado.  
  
(b) The database created pursuant to paragraph (a) of this subsection (2) shall contain apparatus and equipment inventories, personnel counts, resource status, such other information relevant to the efficient tracking and allocation of fire fighting resources, and a listing of all supplemental funding sources available to state and local fire fighting agencies. The information in this database shall be included with the information required to be collected and maintained pursuant to section 25-1.5-101 (1) (p), C.R.S. No data gathered for or stored in this database shall contain personally identifying information without prior notice to the involved individual. The database is not intended to be used in place of the existing interagency wild land fire dispatch system.
3. (a) The department shall encourage State and local fire fighting agencies to enter the information described in paragraph (b) of subsection (2) of this section into the database via the internet and provide a means for such data entry. All data entered into the database shall be verifiable by the department. The data shall be updated by the State and local fire fighting agencies as necessary.  
  
(b) The database shall be accessible via the internet to all state and local fire fighting agencies for the purpose of efficiently tracking and allocating fire fighting resources in the event of a disaster or local incident that requires more resources than those available under any existing inter-jurisdictional or mutual aid arrangement.
4. The department shall establish guidelines for the development and maintenance of the database created pursuant to subsection (2) of this section so that State and local fire fighting agencies can easily access the database. Such guidelines shall be developed with input by State and local fire fighting agencies.

**29-22-110. Colorado State Patrol to provide information.**

The Colorado State Patrol shall compile and maintain information on the emergency response capabilities of public and private agencies throughout the state to enable the state patrol to answer any inquiry concerning the nearest agencies or entities available to contribute equipment and personnel to aid in the emergency response to any hazardous substance incident. The State Patrol shall also compile and maintain information regarding which local, state, or federal agencies or entities should be notified of any hazardous substance incident. The State Patrol shall establish, maintain, and publicize a telephone service to make such information available to the public twenty-four hours each day and shall notify each emergency response authority designated in or pursuant to section 29-22-102 as responsible for the emergency response to a hazardous substance incident of such service. With respect to the powers and duties specified in this section, the State Patrol shall have no rule-making authority and shall avail itself of all available private resources. The State Patrol shall coordinate its activities pursuant to this section with the Department of Public Health and Environment and the Department of Local Affairs.

## **APPENDIX J – Colorado State Emergency Operations Center (SEOC)**

**Level V** – Day-to-day operations. The focus is on planning, training and exercising with an awareness of pending situations.

**Level IV** – Following an informational call from an impacted jurisdiction, this is typically a monitoring phase. Notification is made to those State agencies that may need to take action as part of their everyday responsibilities. The SEOC delegate assumes responsibility for fulfilling all of the functional responsibilities.

**Level III** – When a call is received from an impacted jurisdiction inquiring about possible State-level assistance, a limited activation or heightened awareness for all EOC staff will occur. The SEOC will be initially staffed (if activated) using available DEM personnel for business hours only. Selected State Department Emergency Response Coordinators (ERCs) will be called in, if necessary.

**Level II** – Dependent upon the scope of the incident, limited (or higher) activation of the SEOC will occur. (This may be reduced to heightened awareness after threat assessment.) All State departments and other agencies are alerted for possible staffing requirements. DEM personnel and other agency representatives, will staff the SEOC, as necessary. Activation of the State Resource Mobilization Plan could occur. Deployment of a Liaison Officer is likely if the incident is within the State or immediately adjacent to the Colorado border. Twenty four-hour SEOC activation is considered at this level.

**Level I** – Full activation of the SEOC with representatives from lead and supporting State departments and other agencies. (This may be reduced to a lower level activation after threat assessment.) Full 24-hour a day staffing may be required.

### **Primary Telephone contacts:**

Operations Desk	720-852-6656/6657
Communications Office	720-852-6603
Public Information Officer	720-852-6654
Plans Section	720-852-6605/6691
SEOC fax	720-852-6753
SEOC fax (back-up)	720-852-6754

# APPENDIX K – Roles and Responsibilities of Primary State Agencies

STATE AGENCIES	ESF 1 - Transportation	ESF 2 – Communications	ESF 3 - Public Works & Engineering	ESF 4 - Firefighting	ESF 4a - Wildfire Suppression	ESF 5 – Emergency Management	ESF 6 – Mass Care, Emergency Assistance Housing and Human Services	ESF 7 - Resource Support	ESF 8 – Public Health and Medical Services	ESF 8a - Mental Health & Substance Abuse	ESF 9 –Search and Rescue	ESF 10 – Oil and Hazardous Materials Response	ESF 11 – Agriculture and Natural Resources	ESF 12 - Energy	ESF 13 – Public Safety and Security	ESF 14 – Long Term Community Recovery	ESF 15 – External Affairs
Governor's Office	S	L	S	S	S	L	S	L	S	S	L	S	S	S	S	L	S
Div of Emergency Management	S	S	S	S	S	L	S	L	S	S	L	S	S	S	S	L	S
Agriculture						S	S	S	S				L			S	S
Corrections	S		S	S	S	S		S							S	S	S
Education						S											
Health Care, Policy & Finance							S		S							S	S
Higher Education			S			S	S	S	S	S		S	S			S	S
Human Services						S	L		S	L			S			S	S
State Forest Service					L	S		S									S
Labor & Employment	S		S			S		S			S					S	S
Law				S	S	S			S						S	S	S
Local Affairs								S							S	S	S
Military & Veterans Affairs	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S		S
Natural Resources			S		S	S		S	S		S	S	L	S	S	S	S
Personnel & Administration		L				S	S	S	S	S						S	S
Public Health & Environ		S	S			S	S		L			S	S		S	S	S
Public Safety	S	S		L		S		S	S		S	L			L	S	S
Regulatory Agencies	S					S			S	S				L		S	S
Revenue	S					S											S
Transportation	L		L	S	S	S	S	S	S		S	S		S		S	S
Treasury						S		S									S
American Red Cross				S	S	S	S	S	S	S							S
The Salvation Army				S	S	S	S	S	S	S							S
COVOAD		S		S		S	S	S	S	S							S
CSRB						S					L						S
Private Sector		S						S						S			S
Professional Associations	S					S	S	S	S	S	S	S			S	S	S

L= Lead; S=Supporting



### **Office of the Governor**

If a major incident were to occur, prepare to issue a *Governor's Executive Order declaring a disaster emergency has occurred*. Depending upon the situation, the Executive Order will activate the State Emergency Operations Plan (SEOP), identify which agency will lead State response and recovery activities, identify State resources which will be available to respond, temporary suspension of applicable rules and regulations, and/or make available State funding to assist in resolving the incident. If an incident were to occur, the Governor's Office will assume the lead in all information relayed to the public (ESF #15).

The Office of Information Technology (OIT) will lead ESF #2 efforts through the development and maintenance of a multi-agency communications infrastructure that will allow all agencies to communicate with their personnel as well as the appropriate contacts for all other agencies directly involved. OIT/Telecom engineers and technicians will be on call 24/7 to respond to any DTRS (Digital Trunked Radio Systems) issues as necessary. The Office will also be responsible for providing Geographic Information System support to the SEOC during activations.

### **Department of Agriculture**

Along with the Department of Natural Resources, the Department of Agriculture's primary responsibility will be to co-lead ESF #11 efforts. This shall include multi-agency collaborations that are responsible for assurance of the safety and security of the commercial food supply (In conjunction with the United States Department of Agriculture (USDA), Colorado Department of Public Health and Environment (CDPHE), Food and Drug Administration (FDA), Colorado Department of Agriculture, (CDA) which will share the responsibility of food safety, to include processing, distribution, retail, and food service steps of inspection. Pre-harvest and harvest role will be business as usual to protect natural, cultural, and historic resources, and oversight of companion animals and non-commercial livestock (The Colorado Veterinary Medical Foundation will facilitate the establishment of an on-site veterinary care, rest, and recovery station for law enforcement animals.)

### **Department of Corrections**

The Department's primary responsibility will be providing support to the local police department, or Sheriff's Office, and the Colorado State Patrol by supplying personnel and equipment in support of ESF #13. Duties will include mass processing, crowd control, transportation, and rapid response.

### **Department of Higher Education CSFS (Colorado State Forest Service)**

As the lead agency for ESF #4a, the State Forest Service will coordinate wildland fire response and interaction with the National Interagency Fire System. If a major incident were to occur, the Service will be prepared to discuss the possible availability and deployment of a Type II or Type I Incident Management teams to assist in managing incident response/recovery operations.

### **Department of Human Services**

The Department of Human Services is responsible for the support of ESF #6. This primarily includes providing Mass Care services in the event of an incident occurring that requires evacuation, sheltering, and/or mass feeding, due to a no-notice event which includes (but is not limited to) natural disasters and acts of terrorism. Work with non-governmental agencies to assist with ESF #6 activities. This will include: The American Red Cross (ARC) who will serve as the primary source for coordination of evacuation points, sheltering and feeding operations. The ARC liaison is authorized to assign, task and/or deploy resources. They will provide drinking water, snacks and blankets to meet the needs of the evacuees, staff, and manage shelters including mental health workers (in coordination with CoCERN). The Southern Baptist Convention (SBC), in conjunction with the ARC the SBC will be prepared with staff and supplies to provide meals within 12 hours of activation by the SEOC. The Salvation Army will support surge capacity feeding.

## **Department of Law**

The Colorado Department of Law and the Office of the Attorney General will provide legal advice and craft the Intergovernmental Agreement (IGA) and/or Memorandum of Understanding (MOU) with internal and external stakeholders. The Office will be actively involved in all Colorado Open Records Act (CORA) issues.

## **Department of Local Affairs**

The Information Technology team will be responsible for the computers (to include the requisite software programs), computer network, video teleconference system, recording system, multi-media systems, and telephones within the SEOC, associated rooms (Admin/Finance and Plans room, Governor's conference room, media room, Tommy Grier conference room) and any additional rooms providing support to the DOLA. They will ensure there is appropriate connectivity between the SEOC, and local EOC's, Incident Command Posts and other entities that are utilizing WebEOC.

## **The Division of Emergency Management**

Under the guidance contained in the State Emergency Operations Plan (SEOP), and using the Incident Command System, the State Emergency Operations Center (SEOC) will be staffed as needed and lead overall State preparatory efforts. In the event of activation of the State Emergency Operations Plan, CDEM will be responsible for the conduct, command, and control of the State EOC. If the primary SEOC becomes uninhabitable, DEM will be prepared to activate at the alternate location.

The first step in employing ESF #14 if an incident does occur requiring a Preliminary Disaster Assessment; CDEM will lead this effort on behalf of the State of Colorado. This will be conducted in coordination with FEMA and the affected jurisdictions. DEM will be responsible for coordinating Donations Management.

## **Department of Military & Veteran Affairs**

The 8th Civil Support Team will be positioned in direct support of the Federal Bureau of Investigation.

The Colorado National Guard will provide support to Federal, State, and local agencies in the form of personnel and equipment. Chemical, Biological, Radiological/Nuclear, and Explosive (CBRNE) – Colorado Enhanced Response Force Package (CERFP) are available through CERFP.

## **Department of Natural Resources**

Along with the Department of Agriculture, the Department of Natural Resources has three Divisions; Division of Water Resources, Division of Wildlife, and Colorado State Parks dedicated towards the co-leading of ESF #11. Division of Water Resources will be working closely with the Department of Agriculture providing protection to the State's Natural Resources. The Division of Wildlife and the Colorado State Parks currently has certified peace officers.

## **Department of Public Health & Environment**

The Department of Public Health and Environment's primary focus is the support, staffing, and leadership of functional groups and units within the Environmental Health, Public Health and Medical branches. They will be the lead State agency for ESF #8 related issues. Specific areas of responsibility will include:

- Environmental Health
  - Air Quality Group
  - Community Air Monitoring Unit
  - Forecasting and Modeling Unit
  - Environmental Hazards Group
  - Environmental Investigations Group

- Food Safety Unit
  - Drinking Water Safety Unit
- Public Health - Laboratory Group
- Medical. Technical advice will be provided to multiple groups and units within the medical branch. They will additionally be heavily involved in planning.
- Shall be prepared to exercise mission assignment tasking authority over NMRT and DMAST when their employment is requested.
- As a contingency, the CoWARN structure will monitor events and be prepared to support any water/waste water facilities that may be experiencing problems with their system.

## **Department of Public Safety**

**Colorado Bureau of Investigation** As directed will provide support to the lead ESF #13 agency. Shall be responsible for individual check-in at the SEOC to insure the appropriate personnel are authorized access.

### **Colorado State Patrol**

Shall assume the responsibility for coordinating State-level ESF #10 and #13 responsibilities such as: Capital Complex security, civil disturbance support, Dignitary protection, and mansion security. Action will be coordinated with local and federal law enforcement agencies.

Colorado State Patrol Hazardous Materials Team. Will lead ESF #10 actions through the joint Hazardous Materials Coordination Center, located at the SEOC.

### **Division of Fire Safety**

Shall lead ESF #4 and #9a actions and manage the Resource Mobilization Plan with components including CONNECT Colorado (<https://connect.state.co.us>) and Resource Ordering and Status System (ROSS) (<http://ross.nwcg.gov>)

### **Office of Preparedness and Security**

As a support component of ESF #13, will provide technical advice and assistance to representatives at the SEOC and local, federal law enforcement agencies. Shall ensure restricted information be provided only to individuals who possess a need to know.

## **Department of Regulatory Agencies/Governor's Energy Office**

Will lead ESF#12 Activities through the continuous monitoring of the energy critical infrastructure sector and utilizing the SEOP and the Energy Emergency Response Plan. These activities shall include: tracking shortages (Aviation Fuel, Coal, Electricity, Motor Fuel, Natural Gas, and Propane); and using the following factors to determine if an energy emergency is emerging. The factors are: cause, depth of energy shortage, distribution of the shortfall among customers, fuels affected, likely duration of the shortage, nature & capabilities of the energy distribution system (especially infrastructure), nature of energy use system, perception of the public, and time of year (weather factors).

## **Department of Transportation**

Shall lead ESF #1 and #3 activities through the provision of planning and the deployment of personnel, equipment, and resources in support of the local government that is responsible for the incident. Shall include the identification of issues related to rolling closures, crashes, congestion, commercial vehicles, stalled vehicles, unplanned events, construction, and traveler notifications.

## **Other State Departments/Divisions/Offices/Programs**

Entities that do not have any identified responsibilities will be on call in case a catastrophic event was to occur. Expectations would consist of providing personnel, equipment, and/or services.

# APPENDIX L – FEMA Mutual Aid Agreements for Public Assistance and Fire Management Assistance

## FEMA Disaster Assistance Policy 9523.6

I. **TITLE:** Mutual Aid Agreements for Public Assistance and Fire Management Assistance

II. **DATE:** August 13, 2007

III. **PURPOSE:**

This policy specifies criteria by which the Federal Emergency Management Agency (FEMA) will recognize the eligibility of costs under the Public Assistance (PA) Program and the Fire Management Assistance Grant (FMAG) Program incurred through mutual aid agreements between applicants and other entities.

IV. **SCOPE AND AUDIENCE:**

This policy is applicable to all major disasters, emergencies, and fire management assistance declarations declared on or after the date of this policy. This policy is intended for personnel involved in the administration of the PA and the FMAG programs.

V. **AUTHORITY:**

This policy applies to emergency work authorized under Sections 403, 407, 420, and 502, of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), 42 U.S.C. 5121-5206, and the implementing regulations of 44 CFR § 204 and § 206.

VI. **BACKGROUND:**

Many State, Tribal, and local governments and private nonprofit organizations enter into mutual aid agreements to provide emergency assistance to each other in the event of disasters or emergencies. These agreements often are written, but occasionally are arranged verbally after a disaster or emergency occurs. This policy addresses both written and verbal mutual aid agreements and the eligibility of costs under the Emergency Management Assistance Compact (EMAC).

The National Incident Management System (NIMS) maintains that states should participate in these agreements and should look to establish intrastate agreements that encompass all local jurisdictions. The Incident Management Systems Division will be responsible for developing a national system of standards and guidelines as described in the NIMS as well as the preparation of guidance to assist agencies in implementing the system. This policy supports the NIMS by establishing standard criteria for determining the eligibility of costs incurred through mutual aid agreements.

VII. **POLICY:**

A. Terms Used in this Policy:

1. **Backfill.** Replacement personnel who perform the regular duties of other personnel while they are performing eligible emergency work under the PA or FMAG programs.
2. **Declared Emergency or Major Disaster.** An emergency or major disaster as defined at 44 CFR § 206.2 (a)(9) and (17), respectively.
3. **Declared Fire.** An uncontrolled fire or fire complex, threatening such destruction as would constitute a major disaster for which the Disaster Assistance Directorate Assistant Administrator has approved a declaration in accordance with the criteria listed in 44 CFR § 204.21.
4. **Emergency Management Assistance Compact (EMAC).** This type of interstate mutual aid agreement allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association (NEMA).
5. **Incident Commander.** The ranking official responsible for overseeing the management of emergency or fire operations, planning, logistics, and finances of the field response.
6. **Providing Entity.** The entity providing mutual aid assistance to a Requesting Entity pursuant to a local or statewide mutual aid agreement.
7. **Requesting Entity.** An entity that requests mutual aid assistance from a Providing Entity for emergency work resulting from a declared fire, emergency or major disaster within its legal jurisdiction. The requesting entity is eligible to receive FEMA assistance for the eligible mutual aid activities performed by the providing entities.
8. **Intra-state Mutual Aid.** Mutual Aid that supports local and regional mutual aid efforts within a State as well as regional mutual aid agreements and compacts involving local jurisdictions that cross State boundaries, or are adjacent to a neighboring State (i.e. Kansas City, Kansas/Kansas City, Missouri , etc.).
9. **Inter-state Mutual Aid.** Mutual Aid that supports national mutual aid efforts requested directly between two or more States or territories through established Multi-agency Coordination Systems as directed by approved mutual aid agreements or compacts (i.e. EMAC), etc.

B. General:

1. To be eligible for reimbursement by FEMA, the mutual aid assistance should have been requested by a Requesting Entity or Incident Commander; be directly related to a Presidentially-declared emergency or major disaster, or a declared fire; used in the performance of eligible work; and the costs must be reasonable.
2. FEMA will not reimburse costs incurred by entities that "self-deploy" (deploy without a request for mutual aid assistance by a Requesting Entity) except to the

extent those resources are subsequently used in the performance of eligible work at the request of the Requesting Entity or Incident Commander.

3. The reimbursement provisions of a mutual aid agreement must not be contingent on a declaration of an emergency, major disaster, or fire by the Federal government.
4. This policy is applicable to all forms of mutual aid assistance, including agreements between Requesting and Providing Entities, statewide mutual aid agreements, and the mutual aid services provided under the EMAC.

C. Pre-Event Written Mutual Aid Agreements.

FEMA recognizes mutual aid agreements between Requesting and Providing Entities, and statewide mutual aid agreements wherein the State is responsible for administering the claims for reimbursement of Providing Entities. In addition, FEMA recognizes the standard EMAC agreement as a valid form of mutual aid agreement between member states.

1. FEMA encourages parties to have written mutual aid agreements in place prior to a declared fire, emergency, or major disaster.
  - a. When a pre-event written agreement exists between a Requesting Entity and a Providing Entity, the Providing Entity may be reimbursed through the Requesting Entity. In these circumstances, the Requesting Entity should claim the eligible costs of the Providing Entity, pursuant to the terms and conditions of the mutual aid agreement and the requirements of this policy, on its subgrant application, and agree to disburse the Federal share of funds to the Providing Entity.
  - b. When a statewide pre-event mutual aid agreement exists that designates the State responsible for administering the reimbursement of mutual aid costs, a Providing Entity may apply, with the prior consent of the Requesting Entity, for reimbursement directly to the Grantee, in accordance with applicable State law and procedure. In such cases, the Providing Entity should obtain from the Requesting Entity the certification required in section H. (3) of this policy and provide it to the State as part of its reimbursement request.
2. FEMA encourages parties to address the subject of reimbursement in their written mutual aid agreements. FEMA will honor the reimbursement provisions in a pre-event agreement to the extent they meet the requirements of this policy.
3. When a pre-event agreement provides for reimbursement, but also provides for an initial period of unpaid assistance, FEMA will pay the eligible costs of assistance after such initial unpaid period.
4. When a pre-event agreement specifies that no reimbursement will be provided for mutual aid assistance, FEMA will not pay for the costs of assistance.

D. Post-Event Mutual Aid Agreements.

1. When the parties do not have a pre-event written mutual aid agreement, or where a written pre-event agreement is silent on reimbursement, the Requesting and Providing Entities may verbally agree on the type and extent of mutual aid resources to be provided in the current event, and on the terms, conditions, and costs of such assistance.
2. Post-event verbal agreements must be documented in writing and executed by an official of each entity with authority to request and provide assistance, and provided to FEMA as a condition of receiving reimbursement. The agreement should be consistent with past practices for mutual-aid between the parties. A written post-event agreement should be submitted within 30 days of the Requesting Entity's Applicant's Briefing.

E. Force Account Labor Costs.

1. The straight- or regular-time wages or salaries of a Requesting Entity's permanently employed personnel performing or supervising emergency work are not eligible costs, pursuant to 44 CFR § 206.228(a)(4), and § 204.43(c), even when such personnel are reassigned or relocated from their usual work location to provide assistance during an emergency. Overtime costs for such personnel are eligible and may be submitted as part of a subgrant application.
2. The labor force expenses of a Providing Entity will be treated as contract labor, with regular time and overtime wages and certain benefits eligible provided labor rates are reasonable. The labor force expenses of the Providing Entity will not be treated as contract labor if the labor force is employed by the same local or State government as the Requesting Entity.
3. In circumstances where a Providing Entity is also an eligible applicant in its own right, the determination of eligible and ineligible costs will depend on the capacity in which the entity is incurring costs. As stated in paragraphs E (1) and (2), an applicant's straight-time wages are not eligible costs when the applicant is using its permanently employed personnel for emergency work in its own jurisdiction.
4. Requesting and Providing Entities may not mutually deploy their labor forces to assist each other so as to circumvent the limitations of paragraph E (1) or (2) of this policy.
5. The straight- or regular-time wages or salaries for backfill personnel incurred by Providing Entities are not eligible for reimbursement. However, the overtime portion of the replacement personnel's salary is considered an additional cost of deploying personnel who perform eligible work and is eligible for reimbursement under this policy.

F. Types of Mutual Aid Work

There are two types of mutual aid work eligible for FEMA assistance: Emergency Work and Grant Management Work. Both are subject to the eligibility requirements of the respective PA and FMAG programs:

1. **Emergency Work.** Mutual aid work provided in the performance of emergency work necessary to meet immediate threats to life, public safety, and improved property, including firefighting activities under the FMAG program, is eligible.
  - a. Examples of eligible emergency work include:
    - i. Search and rescue, sandbagging, emergency medical care, debris removal;
    - ii. Reasonable supervision and administration in the receiving State that is directly related to eligible emergency work;
    - iii. The cost of transporting equipment and personnel by the Providing Entity to the incident site, subject to the requirements of paragraphs B(1), (2) and (3) of this policy;
    - iv. Costs incurred in the operation of the Incident Command System (ICS), such as operations, planning, logistics and administration, provided such costs are directly related to the performance of eligible work on the disaster or fire to which such resources are assigned;
    - v. State Emergency Operations Center or Joint Field Office assistance in the receiving State to support emergency assistance;
    - vi. Assistance at the National Response Coordination Center (NRCC), and Regional Response Coordination Center (RRCC), if requested by FEMA (labor, per diem and transportation);
    - vii. Dispatch operations in the receiving State;
    - viii. Donations warehousing and management (eligible only upon approval of the Assistant Administrator of the Disaster Assistance Directorate);
    - ix. Firefighting activities; and,
    - x. Dissemination of public information authorized under Section 403 of the Act.
  - b. Examples of mutual aid work that are not eligible, include:
    - i. Permanent recovery work;
    - ii. Training, exercises, on-the-job training;
    - iii. Long-term recovery and mitigation consultation;
    - iv. Costs outside the receiving State that are associated with the operations of the EMAC system (except for FEMA facilities noted in paragraph F.(1)(a)(v) and (vi) above);



- v. Costs for staff performing work that is not eligible under the PA or the FMAG programs;
  - vi. Costs of preparing to deploy or "standing-by" [except to the extent allowed in the FMAG program pursuant to 44 CFR § 204.42(e)];
  - vii. Dispatch operations outside the receiving State;
  - viii. Tracking of EMAC and U.S. Forest Service Incident Cost Accounting and Reporting System (ICARS) resources; and
  - ix. Situation reporting not associated with ICS operations under VII (F) (IV) of this policy.
2. **Grant Management Work.** For PA only, work associated with the performance of the Grantee's responsibilities as the grant administrator, as outlined in 44 CFR § 206.202(b). Use of EMAC-provided assistance to perform these tasks is eligible mutual aid work.
- G. Eligible Applicants.
- 1. Only Requesting Entities are eligible applicants for FEMA assistance. With the exception of G. (2), below, a Providing Entity must submit its claim for reimbursement to a Requesting Entity.
  - 2. States may be eligible applicants when statewide mutual aid agreements or compacts authorize the State to administer the costs of mutual aid assistance on behalf of local jurisdictions.
- H. Reimbursement of Mutual Aid Costs.
- 1. Requesting and Providing Entities must keep detailed records of the services requested and received, and provide those records as part of the supporting documentation for a reimbursement request.
  - 2. A request for reimbursement of mutual aid costs must include a copy of the mutual aid agreement - whether pre- or post-event - between the Requesting and Providing Entities.
  - 3. A request for reimbursement of mutual aid costs should include a written and signed certification by the Requesting Entity certifying:
    - a. The types and extent of mutual aid assistance requested and received in the performance of eligible emergency work; and
    - b. The labor and equipment rates used to determine the mutual aid cost reimbursement request.
  - 4. FEMA will not reimburse the value of volunteer labor or the value of paid labor that is provided at no cost to the applicant. However:

- a. To the extent the Providing Entity is staffed with volunteer labor, the value of the volunteer labor may be credited to the non-Federal cost share of the Requesting Entity's emergency work in accordance with the provisions of Disaster Assistance Policy #9525.2, Donated Resources.
  - b. If a mutual aid agreement provides for an initial period of unpaid assistance or provides for assistance at no cost to the Requesting Entity, the value of the assistance provided at no cost to the Requesting Entity may be credited to the non-Federal cost share of the Requesting Entity's emergency work under the provisions of Disaster Assistance Policy #9525.2. Donated Resources.
5. Reimbursement for work beyond emergency assistance, such as permanent repairs, is not eligible for mutual aid assistance.
  6. For PA only, reimbursement for equipment provided to a Requesting Entity will be based on FEMA equipment rates, approved State rates or, in the absence of such standard rates, on rates deemed reasonable by FEMA.
  7. For FMAG only, reimbursement for equipment provided to a Requesting Entity will be based on 44 CFR § 204.42 (b) (3) and (4).
  8. For PA only, reimbursement for damage to equipment used in emergency operations will be based on Recovery Policy #9525.8, Damage to Applicant Owned Equipment.
  9. For FMAG only, reimbursement or replacement of equipment damaged or destroyed in the course of eligible firefighting activities will be based on 44 CFR § 204.42 (b)(5), and (6).
  10. For PA only, reimbursement for equipment purchased by a sub grantee to support emergency operations will be based on Recovery Policy #9525.12, Disposition of Equipment, Supplies, and Salvaged Materials.

VIII. **RESPONSIBLE OFFICE:** Disaster Assistance Directorate (Public Assistance Division)

IX. **SUPERSESION:** This policy updates and replaces RP9523.6, Mutual Aid Agreements for Public Assistance and Fire Management Assistance, dated September 22, 2004, and the Mutual Aid Policy Clarification Memorandum, dated March 15, 2005.

X. **REVIEW DATE:** Three years from date of publication.

*//signed//*  
Carlos J. Castillo  
Assistant Administrator  
Disaster Assistance Directorate

## APPENDIX M Travel Kit

### Recommended Strike Team/Task Force Travel Kit

In the event of state mobilization for any reason, responding personnel must remember that the minimum state mobilization time commitment is 72 hours (three days) and at least the first day should be viewed as one without logistical support provided at the incident.

The minimum equipment and supply inventory for a state mobilization response will depend on the nature of the incident, the task assignment, and the duration of the incident.

Most of the recommended inventory is common and can be prepackaged and ready for quick response.

A backpack is recommended for use as an easy to transport, 24-hour survival kit in the event that crews are immediately deployed without the benefit of setup time in base camp. All other items should be placed in a durable duffle bag; suitcases are not recommended.

### Recommended Minimum Items for Wildfire / Interface Operations NWCG Fireline Handbook (NFES 0065)

1. Generally, the total weight limit per individual is 55 pounds (35 pounds for personal equipment and 20 pounds for web gear or briefcase)
2. Tags or markings are recommended for identifying personal gear
3. External frame packs should not be used due to their bulk
4. Personal protective equipment required:
  - Wildfire:* Fire shelter, flame-resistant clothing, hardhat (with chinstrap and headlight clips)
  - Interface Operations:* In addition to wildfire equipment above, complete structural personal protective equipment
5. Small backpack and other web gear for working on the fireline
6. Work gloves
7. Leather boots (lace-up, heavy duty)
8. Socks (heavy duty)
9. Jackets: One heavy, one light, of cotton, wool, or flame-resistant material
10. Agency-approved fire shirts and trousers
11. Underclothes (non-synthetic fabric)
12. Handkerchiefs
13. Personal toilet gear
14. Watch
15. Optional: Sunglasses, writing paper, envelopes, and stamps

Cameras are not recommended for fireline personnel.

## **General Recommendations for Individual Resource, Strike Teams, Task Force Travel Kit**

### **Personal**

*Clothing:* Underwear (two sets); Outerwear (one set); Socks; Jackets

*Optional:* Rain gear; Hat; Sweatshirt or sweater

*Protective Clothing:* Required personal protective equipment; Accountability tags

*Personal Hygiene Supplies:* Toilet kit; Towel; Lip balm; Lotion; Sunscreen; Sleeping bag

*Food:* MRE's or other food and water items for 8 hours.

*Miscellaneous:* Medical Information Card; Red Card (or other certified training record); Sunglasses; Watch; Pocket knife

### **Team Supply**

Toilet paper, tissues, paper towels, garbage bags, flares

Binoculars

Batteries (flashlight and radio), battery charger

Water (bottled)

Food (72 hours)

### **Strike Team / Task Force Leader**

Appropriate ICS Forms

Hazardous Materials Guidebook

Accident report forms

Legal pads, pens, clipboard

Map(s)

Cellular or satellite telephone

### **Individual and Team Sheltering**

Be able to arrange or supply your own personal shelter while on deployment. Teams and Supervisors should ensure shelter is provided for the deployed group. Availability may range from personal tents to hotel accommodations.