



SOUTHERN MONTANA INCIDENT MANGEMENT TEAM

2014 Team Operating Plan

Enabling more efficient and effective incident operations resulting in enhanced public and responder safety, resource preservation and the meeting of incident objectives.

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SMIMT Incident Commander

The Southern Montana Incident Management Team

The 2014 Team Operating Plan has been reviewed and accepted by the Command and General Staff

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Objectives

This plan shall set forth recommended operating procedures for the Southern Montana Incident Management Team (IMT). The IMT shall work to increase first responder and public safety, reduce incident size, and reduce incident control cost. Additionally it shall seek to accomplish uniformity in deployment, organization, coordination and readiness standards.

Team Overview

The IMT is an interagency group who are able, and willing, to respond to emergency incidents primarily within the Montana Department of Natural Resources' Southern Land Office (SLO). The mission of the IMT is to provide incident organization and support to on-scene Incident Commanders and Operations organizations with the coordination and control of complex and/or emerging incidents of an all-risk nature. All activities will be conducted with the primary objective being the safety of all personnel and the general public.

The IMT operates under Montana Law, County Fire Operations Plans, and mutual aid agreements which enable all SLO emergency responders to assist each other in emergency and non-emergency situations.

The IMT will work in conjunction with the local jurisdiction's command personnel and may serve as a transition group to state and or federal incident management teams. Additionally, the IMT will provide **professional, immediate impact services** that enable more efficient and effective incident operations resulting in enhanced public and responder safety, resource preservation and meeting of incident objectives. The team's values are deeply rooted in the principles of **Duty, Integrity and Respect**.

Membership

Team membership may consist of personnel primarily within the SLO representing recognized Local, State, Tribal, or Federal governmental agencies including: Carbon, Stillwater, Sweetgrass, Big Horn, Yellowstone, Treasure, and Musselshell counties; USFS, BIA, BLM, and the Montana DNRC. Members may be recruited from outside the SLO when a benefit is team is present.

Anyone interested in joining the IMT may apply by completing an application and submitting it to the Volunteer Coordinator. Once the application is received, it will be reviewed and any additional documentation that is required will be requested from the applicant. Additional information may include qualification records, training documents, and incident or work related experience records. Applicants who already have applicable qualifications will be referred to the appropriate section chief for further processing by the Team Coordinator (See Appendix G).

Members shall respond and provide assistance as an agent of the organization they represent, and must be covered by Workers' Compensation by the agency that normally employs them. The team's members should be prepared to arrive at incidents with a minimum initial commitment of 12 hours, though shorter time commitments can be accommodated with the approval of the Section Chief. Longer commitments may require reassignment of positions established on the incident to relieve personnel as needed. Shorter commitments may be needed especially during the first 12 hours.

Team members are expected to make themselves available as needed during incidents of a varied nature. During periods of high fire danger, team members can expect more frequent and lengthy mobilizations. Also during high activity periods, team members will be expected to communicate their availability for assignment to the Team Coordinator on a weekly basis. The Team Coordinator will notify Section Chiefs of team member availability, and the Section Chiefs will determine the status of their respective sections. The Team Coordinator will maintain a Team Availability Calendar. Team members are expected to be flexible and able to work with the Team Coordinator and Section Chiefs to ensure that positions are filled where needed. See Appendix G for complete team member requirements. The team is an informal group of responders and the members are not bound by this or any other agreement.

Participation on the IMT will require the following, regardless of your position:

- **Positive Attitude.** The Incident Management Team requires a small group of people to work closely together to accomplish the management objectives of an incident. A positive attitude and willingness to get the job done in a team environment are crucial to the team's success.
- **Adaptability.** The types of incidents managed by this team may vary widely in complexity and situation. Team members need the ability to be flexible to meet changing objectives or complexity.
- **Professionalism.** As a member of the Team, you not only represent your home unit, but your agency, as well as the entire interagency emergency response community. It is important to work and act in a professional manner.
- **Commitment to Safety.** Firefighter and public safety are always the number one priority for any incident, and this team will operate under that premise as well.

Team Organization and Qualification

The IMT shall be organized in a manner that provides for a rapid deployment, a flexible structure that easily adapts to changing needs, and utilizes standard incident management practices. The IMT may be ordered by section or in its entirety. When requesting just one

section of the team, the configuration will consist of the particular section requested and includes a section chief and necessary staff and equipment to fulfill the mission.

Positions shall be based on the National Incident Management System (NIMS) Incident Command System (ICS). Core team positions shall consist of Incident Command, Operations, Planning, Logistics, and Finance. Section Chiefs shall organize their sections as the team needs dictate, under the direction of the Incident Commander. Other Team positions may include but are not limited to: Deputy Incident Commander, Team Coordinator, Safety Officer, Public Information Officer, and Liaison Officer.

The State of Montana All Hazard Type 3 IMT Qualifications Guide shall be used as a guide for team member qualifications. Team members should actively pursue credentialing through the State of Montana credentialing system. Members who hold an NWCG qualification may operate at one level above their qualification when approved by their immediate supervisor. Additionally, FEMA qualifications can be used for filling positions. When appropriate, the Team Incident Commander may choose to utilize a Recognition of Prior Learning approach to fill positions. This process is outlined in the State of Montana Type 3 IMT Qualifications Guide. Coaching and trainee positions will be utilized as needed.

A lead member shall be appointed for each command and general staff position. Lead members shall plan for succession and strive to have at least two personnel on their team capable of filling their position.

Team Operational Guidelines

Requesting the Team

The IMT, when requested, will assist the responsible jurisdictional agency in the management of the incident as soon as possible following call-up. This team is designed to be a resource for escaped initial attack incidents that are expanding, and should be prepared to function for a minimum of 48 hours from time of call out. The team may function on longer duration incidents as needed.

The team may be requested whenever multiple agencies are needed on an incident. The team's primary response area is the DNRC SLO, though the team may be used outside their primary response area. The team can be utilized for the management of any type of emergency and may be requested whenever the local IC or the Agency Administrator (AA) deems it necessary. The team may be requested to aid an Incident Commander on scene, or the team may be requested to take operational control of the incident. It is imperative that this is clarified with the AA at the time of request.

The methods for requesting IMT assistance vary by the nature of the incident. Requests for the team for wildland fire incidents should occur through the Montana Mutual Aid Process, or in the case of a county assist operated under a Cooperative Fire Agreement with the Montana Department of Natural Resources (DNRC) the request should come through the DNRC's SLO Fire Program Manager. For all hazard incidents, requests for assistance may occur through Montana Mutual Aid but should be coordinated through a jurisdiction's local Montana Disaster and Emergency Services representative as directed in the State of Montana Resource Mobilization Guide. Methods of request are detailed in Appendix A – Agency Administrator Request Guidelines.

Mobilization

Team mobilization begins with a request from an Agency Administrator for assistance. This request will be directed to the team's IC or DIC who will begin the process of activation with an Incident Situational Analysis (see appendix D.1). The IC or DIC will contact the ordering agency to gather intelligence, discuss arrival times, agency administrator briefing, transition timeframes, and any other pertinent information. The IC or DIC will determine if the request fits within the scope and capability of the team. If the request is accepted, the mobilization process begins with the Team Coordinator's notification of personnel. See Appendix B – Team Mobilization Guidelines for further information.

Response

Whenever possible, the Logistics Section Chief will call the local dispatch center and/or the agency having jurisdiction to discuss the initial order. The team will be briefed as soon as practical. If feasible, a conference call with the IC, Agency Administrator and available Command & General Staff should be held prior to mobilization.

The ICS uses the term "Agency Administrator" (AA) as a generic title for the Agency Executive or Official (or designee) who is responsible for that agency's response to an emergency. This title is used temporarily, regardless of that person's normal position title. An Agency Administrator's Briefing is used when an incident exceeds the capability of the agency's normal response organization and an IMT is being assigned. Along with a Delegation of Authority, the AA Briefing is used to convey critical information that the IMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the Agency Administrator. A large amount of information is provided during the briefing that must be sorted, analyzed, prioritized and shared among IMT members.

Command and General Staff and additional team members as requested by the appropriate section chief, are expected to participate in the Agency Administrator's Briefing. The Incident Commander and the Agency Administrator will determine the time and location of the briefing. Upon arrival at the briefing location, team members should be organized and available as

predetermined to begin the briefing, keeping impacts to the agency having jurisdiction to a minimum. The Planning Section Chief will facilitate the Team's portion of the briefing. After the host agency has presented the briefing, each function will have the opportunity to address functional questions or clarification of information according to our SOP for in-briefing (see Appendix D.5 for detailed information on the Agency Administrator's Briefing).

Team members will respond in accordance with their host agency guidelines and the response guidelines set forth in Appendix C – Team Member Response and Notification.

Transition-In

The Incident Commander, with input from the team, will negotiate a safe and appropriate transition period and official time for the team, or particular section of the team to engage in the incident. Early in the transition process, The Planning Section Chief shall work with Agency Administrators, the Incident Commander, and other IMT personnel to complete an Organizational Needs Assessment. The Incident Commander will assure that the transfer of command is completed in a professional, timely, smooth, and efficient manner with emphasis on integration of information from the departing team.

Rapidly Escalating Incidents

The team is capable to assist with rapidly escalating incidents in which overhead assistance is needed immediately. In these circumstances, it may be necessary to rapidly deploy part or all of the team and the IC or DIC may choose to engage some team members in the incident early. This method allows team members to become engaged in the incident as early as possible. Agency Administrator Briefings, Incident Commander Briefings, and other important IMT functions will be scheduled as time allows, prior to the team completely taking over command and control of the incident.

Transition-Out

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

Demobilization

Demobilization begins once the incident is deemed controlled to a point that the requesting agency feels confident in resuming control or when the incident has grown beyond the

capabilities of the team and is being transitioned to a higher level team. The Planning Section will plan for and initiate the demobilization process with the input of other section chiefs and the IC. Demobilization will provide for a smooth transition to new staff, allow for training opportunities with new teams or organizations for IMT personnel whenever possible, and shall include a thorough documentation package for the new organization.

After Action Review

The Team Coordinator will work with the Incident Commander or designee to facilitate and document an After Action Review (AAR) with IMT members, Agency Administrators, and other personnel with input on the team's performance. The AAR is designed to be a constructive process. The climate surrounding an AAR must be one in which the participants openly and honestly discuss what transpired, in sufficient detail and clarity, so everyone understand what did and did not occur and why. Most importantly, participants should leave with strong desire to improve their proficiency.

Overview of Staff Responsibilities

Common Responsibilities

In addition to maintaining the standards set forth in this document, all team members are expected to adhere to the Common Responsibilities listed in the NIMS Emergency Responder Field Operations Guide (ERFOG), Chapter 3 (see Appendix F – Common Responsibilities). The ERFOG details the core responsibilities for team members regarding mobilization, check-in, briefings, documentation, behavior, and demobilization. Command and General Staff Members are expected to uphold the Standard Fire Orders, 18 Watch-Out Situations, and all other standard safety precautions from the various professional disciplines within the emergency response community. A detailed description of each position, the requirements, and the requisite training and qualifications for each position can be found in Appendix H, Command and General Staff Position Descriptions and Qualifications.

Command Staff

Incident Command

The Incident Commander (IC) and his or her Deputy IC (DIC) are responsible for all personnel assigned to the team during incident operations and directly supervise the Team Coordinator and general staff during non-incident planning and organizational activities. The IC selects and appoints the DIC, command staff, and section chiefs to their positions and oversees the general organization of the team.

Team Coordinator

The Team Coordinator (TC) is responsible for the dispatch and coordination of team members before and during initial dispatch. The TC's primary responsibility is maintenance of the team roster and notification mechanism for team activation. The TC is not an ICS position. It is a position, assigned by the IC and DIC, which assists with the coordination of training, membership, and initial response of the team. The TC works directly for the IC and DIC during non-incident times.

Public Information Officer

The Public Information Officer (PIO) serves as point of contact and liaison between the IST and the members of the public and press. The PIO has the responsibility to provide timely factual details to the Command and General Staff, as well as to provide public affairs guidance to the staff, and advise the IMT on breaking issues. Team members have a responsibility to the PIO to provide accurate, timely information pertaining to the incident. Works with the Incident Commander to prepare and review information releases and products, and conducts public briefings.

Safety

The Incident Safety Officer (SOF) is to ensure that agency safety policy is followed, and to ensure that safety procedures are implemented, as well as identify any safety issues and elevate them to the IC immediately. Safety has the authority to halt any unsafe operation at any time, and recommends safe methods to accomplish incident objectives.

General Staff

Operations

The Operations Section may be assigned to directly supervise the incident, but may serve as an advisor to the existing incident operations personnel, such as a local fire chief or emergency manager. This position requires flexibility and adaptability to changing incident and leadership conditions. The primary responsibility is to oversee or carry out suppression or hazard mitigation operations to achieve the incident objectives. The Operations Section Chief typically has numerous resources such as overhead, equipment, and crews under their supervision. Additionally, the Operations Section determines resource needs and relays those needs to the Planning Section.

Logistics

This position is responsible for logistical support for the incident. This includes soliciting for and ordering supplies, food, water, and support equipment approved by the incident commander or agency administrator, and managing the ICP/Camp. Works closely with the host unit dispatch center to place resource orders, and tracks all supplies and equipment.

Determines ICP layout, and ensures crew sleeping areas are adequate.

Planning

Under the direction of the Planning Section Chief the Planning Section is responsible for collecting, evaluating, documenting, displaying and disseminating information about the incident and the status of resources. The objective is to understand the current situation; predict the probable course of incident events; support preparation of alternate strategies and tactical operations; communicate information; and document the incident. The Planning Section will also take the responsibility for such advanced planning elements as the development of written transitions plans and written contingency plans.

Finance

This position is responsible for tracking incident costs, and ensuring that personnel time and equipment time are complete and accurate. The Finance Unit prepares the incident finance package for the home unit and works closely with local unit procurement personnel, IBA's, etc. to ensure agency procurement policy is followed and agreements are correct and in place. Works with Plans to ensure personnel and equipment time is completed for incoming and demobilizing resources.

Appendix

List of Appendices

(Some Appendix was not published due to confidential individual identification information)

Appendix A: Agency Administrator Request Guidelines

Appendix D: Team Documents

D.1: Incident Situational Analysis

D.4: All Hazard Incident Complexity Analysis

D.5: Agency Administrator Briefing

D.6: Sample Delegation of Authority

Appendix E: Accident Action Plan

Appendix F: Common Responsibilities

Appendix G: Team Membership Requirements

Appendix A – Agency Administrator Request Guidelines

Team Overview

The Southern Montana Incident Management Team (IMT) is Type 3 All Hazard Incident Management Team (AHIMT) organized under the guidelines of the State of Montana’s Type 3 AHIMT Qualifications Guide. It is designed to be a resource for local, state, and federal government agencies to utilize for escaped initial attack incidents that are expanding. The IMT is designed to function for durations of at least 24 hours and can operate for durations of up to one week. The team is designed to support agencies and local incident commanders with incident organization, management, and can take command of incidents when requested.

The team may be requested whenever multiple agencies are needed on an incident. The team’s primary response area is the DNRC SLO, though the team may be used outside their primary response area. The team can be utilized for the management of any type of emergency and may be requested whenever the local IC or the Agency Administrator deems it necessary.

Team Expectations

The IMT will work in conjunction with the local jurisdiction’s command personnel and may serve as a transition group to state and or federal incident management teams. Additionally, the IMT will provide **professional, immediate impact services** that enable more efficient and effective incident operations resulting in enhanced public and responder safety, resource preservation and meeting of incident objectives. The Team’s Values are deeply rooted in the principles of **Duty, Integrity and Respect**.

In support of our team’s values, it is important that the ordering agency provide adequate personnel, briefings, and financial support for the incident and the team. It is expected that the ordering agency will provide an Agency Administrator for guidance in the management of the incident.

The Administrator will assist with the transition of the incident to the team, will establish clear financial authority for the incident, and will provide a Delegation of Authority that clearly outlines incident objectives, cost estimates, and designates a financially responsible party or agency. All incidents to which the team responds must be managed under standard NIMS incident command structure. Additionally, the Administrator will ensure that the team is briefed by the current Incident Commander, and will participate in an Agency Administrator Briefing, as detailed in Appendix D.5 of the current Team Operating Plan.

Methods for Request

Wildland Fire

Requests for the team for wildland fire incidents should occur through the Montana Mutual Aid as detailed in the Montana Fire Services Mutual Aid, Command, and Field Operations Guide. The IMT will use this guide for Mutual Aid requests, including duration of assignment and cost recovery. In the case of a county assist operated under a Cooperative Fire Agreement with the Montana Department of Natural Resources (DNRC) the request should come through the [DNRC's SLO Fire Program Manager](#).

All Hazard Incidents

For all hazard incidents, requests for assistance may occur through Montana Mutual Aid but should be coordinated through a jurisdiction's local [Montana Disaster and Emergency Services](#) representative as directed in the State of Montana Resource Mobilization Guide.

When requesting the team, the Agency Administrator or Incident Commander should complete the Type 3 Incident Complexity Analysis, as well as the Incident Situational Analysis. Administrators and Incident Commanders should consider what kind of help they need, what type of team configuration is necessary, whether night operations are going to be needed, and what levels of authorization at the jurisdictional or county level are required.

Southern Montana Incident Management Team Incident Situational Analysis

Incident Name:

Jurisdiction:

Incident Start Date:

Incident Start Time:

Agency contact information:

Name:

Position:

Jurisdiction:

Email:

Phone(s):

Cell:

Office:

Fax:

Describe the general nature and complexity of the incident:

How many personnel are assigned to the incident (estimate)?

How many agencies are involved (including non-emergency response agencies)?

Appendix D – Team Documents

List of Team Documents

1. Incident Situational Analysis
2. Team Roster
3. Reserved
4. All Hazard Incident Complexity Analysis
5. Agency Administrator Briefing
6. Sample Delegation of Authority

Southern Montana Incident Management Team

Incident Situational Analysis

Incident Name:

Jurisdiction:

Incident Start Date:

Incident Start Time:

Agency contact information:

Name:

Position:

Jurisdiction:

Email:

Phone(s):

Cell:

Office:

Fax:

Describe the general nature and complexity of the incident:

How many personnel are assigned to the incident (estimate)?

How many agencies are involved (including non-emergency response agencies)?

What are the major problems you currently face in successfully and safely mitigating the incident?
Please be as specific as possible and add extra pages if necessary.

1. Problem:

Specific details:

2. Problem:

Specific details:

3. Problem:

Specific details:

What additional resources have you requested (or think you need to request) to help?

KEY QUESTION: Who is/are the financially responsible agencies accounting and paying for response resource costs?

If a finance/project number has been assigned, please list here: _____

KEY QUESTION: Will the SMIMT be supporting or assuming command?

KEY QUESTION: Have you completed an Operational Needs Assessment? If not, would like help completing one?

D.4 – All Hazard Incident Complexity Analysis

If you check 3 or less of the analysis boxes “Yes” the incident likely falls into type 3, 4 or 5 and can be managed under agency policy for these types of incidents. If more than three boxes are checked “Yes”, this incident may be a type 1 or 2. Consider using the complexity analysis for incident type 1 and 2.

Incident Behavior	Yes	No
Incident behavior does <u>not</u> provide for any expected relief or reduction of Incident conditions.		
Weather forecast indicating worsening conditions or no significant relief.		
Current or predicted incident behavior dictates defensive control strategy and/or increasing resource and personnel commitments.		
Responder Safety		
Performance of response resources affected by cumulative fatigue.		
Command & General Staff overextended mentally and/or physically.		
Communication ineffective with tactical resources or dispatch.		
Incident Organization		
Operations organization exceeding the limits of span of control.		
A written Incident Action Plans (IAP) is required.		
Wide Variety of specialized operations, support personnel or equipment required.		
Unable to properly staff air operations.		
Limited local resources available for new incidents.		
Heavy logistical support required.		
Existing forces worked with limited success.		
Conditions and tactics are unique to responders.		
Values to be protected		
Populations exposed or structures threatened, or potential for evacuation.		
Incident affecting or threatening more than one jurisdiction or a potential for unified command		
Threatening of unique resources, special areas, major infrastructure, or cultural value sites.		
Sensitive political concerns or unusual media interest.		
Other		

D.5 – Agency Administrator Briefing

Essential Elements from an Agency Administrator’s Briefing

The Incident Command System (ICS) uses the term “Agency Administrator” (AA) as a generic title for the Agency Executive or Official (or designee) who is responsible for that agency’s response to an emergency. This title is used temporarily, regardless of that person’s normal position title. Another term used for this position is “Agency Official”, but it is not a standard ICS title.

An Agency Administrator’s Briefing is used when an incident exceeds the capability of the agency’s normal response organization and an IMT is being assigned. Along with a Delegation of Authority, the AA Briefing is used to convey critical information that the IMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the AA. During the briefing, the AA should make clear the role of the team in the management of the incident.

A large amount of information is provided during the briefing that must be sorted, analyzed, prioritized and shared among IMT members. Successful IMTs have developed effective methods of accomplishing this process. Of course, good listening skills are required, but the IMT must also be able to work together to insure that critical intelligence is shared. Sometimes the AA allows time for questions, but not always.

The IMT should conduct a quick, internal Strategy Meeting immediately following the AA briefing. During this meeting the IMT shares the important issues that each member gathered during AA Briefing or may have obtained from other sources up to that point in time. The IC may issue interim direction to the IMT while he/she is establishing the Incident Objectives.

Each IMT member must effectively glean the information required for that person’s functional area as well as issues that span more than one function. Not everyone will “hear the same thing” even though they are listening to the same briefing. The following are some examples of such information:

- Issues concerns and/or tasks that affect your functional area.
- Issues concerns and/or tasks that are discussed about your functional area but are important to another function. You must make sure the leader of that other functional is aware of the issue.
- Issues concerns and/or tasks that are discussed about another functional area and have a significant impact on your area. You must insure that the other team member is aware of the impact on your function.
- Issues concerns and/or tasks that may be important when developing Incident Objectives, Strategy, or Tactics.
- Constraints, legal issues, opportunities or problem areas that affect your function as well as other functions.
- Issues concerns and/or tasks that are unclear and will need follow-up or clarification in order to effectively accomplish the task or deal with the issue.

Sample Administrator Briefing Agenda

0800-0810 Introduction Agency Administrator (AA)

0810-0815 Proposed Transition Schedule AA / Incident Commander

Management Objectives

0815-0820 AA or Representative

0820-0830 Incident Commander

Cooperating Agency

0830-0835 Cooperator Representative

EOC/Regional Dispatch Discussion

0835-0840

0840-0920 Functional Discussions

Deputy/Incident Commander

Information Officer

Liaison Officer

Planning

Logistics

Operations

Finance

Closing Remarks

0920-0930 Confirm Transition Schedule Incident Commanders

0930 Adjourn

D.6 – Sample Delegation of Authority

Sample Delegation of Authority

Incident Name

Agency Having Jurisdiction

Effective at ____ hours on _____, 20____, I hereby delegate authority for the management of the _____ Incident to the Southern Montana Incident Management Team. You have full authority and responsibility for managing the fire suppression activities within the framework of law, Department of Natural Resources and Conservation Policy, and direction provided in the attached briefing and guidelines. This incident is a _____ incident, located

I expect suppression efforts to be executed in accordance with the selected Alternative “A” in the Incident Fire Situation Analysis (IFSA) that has been prepared for this incident. You may be involved in updating the IFSA if necessary; I also expect a daily review of the IFSA during this incident. The suppression cost is estimated to be \$_____.00. If the fire remains within the selected alternative boundary you are authorized to spend up to fifteen (15) percent more than this amount without further changes to the IFSA or a re-delegation of authority.

Specific Objectives for this incident are:

- Firefighter and Public safety should be given the highest priority in your management of this incident. This should be analyzed through each of your planning processes and whenever tactics may change during the operational period. The safety analysis must be documented for each operational planning period. Use of ICS-215A or something similar is acceptable.
- Protect all threatened structures and personal property if it can be done safely.
- I expect you and your crews to implement an aggressive suppression strategy utilizing direct attack where and whenever safe to do so. Take advantage of natural features such as breaks in fuels, topographic features, or changes in weather. Decisions that utilize strategies or tactics that deviate from direct attack must be made with firefighter safety as the foremost consideration.
- There will be a need to monitor the operational and logistical trigger points that would make it necessary to order a higher level Incident Management Team (IMT).
- The IMT is responsible for all initial attack within the TFR and may be requested to support initial attack outside of the TFR. It is imperative that good anchor points be established from the start so that limited resources may continue with successful suppression efforts on the incident.
- Please give special consideration to firefighter safety especially in regards to work/rest guidelines (2:1 ratio).

- Maintain close coordination with the DNRC agency administrator and maintain contact with appropriate agencies, elected officials, business leaders and members of the public. Your personnel must be sensitive to the impacts to private property and other city or industrial lands. Utilize local businesses and individuals when feasible to achieve incident objectives.
- Cost containment is a high priority for the responsible Agency. To meet this expectation, _____ is being assigned to the incident as Incident Business Advisor. He will assist you with securing contracts if needed for additional facilities, resources, or supplies. He will review your daily expenditure reports and provide guidance to you concerning cost efficiency measures. He will review your finance documentation and provide guidance to ensure your records are current, complete, and accurate.
- Property and equipment accountability standards must be followed according to State policy. The loss tolerance ratio that you are directed to achieve for accountable property is no more than 6%. You are also expected to track miscellaneous fire equipment to ensure that items delivered to drop points or locations on the fire line are accounted for and not misplaced or lost. You are expected to track property loaned to cooperators and recover the property when the cooperator is demobilized from the incident. I encourage you to document cost efficiency measures you considered and implemented during the course of the incident.
- The criteria for turning the incident back to the _____ would include the following:
 - Fire contained and controlled through one operational burning period
 - Mopped up 3 chains in from control lines
 - Spot fires mopped up 100% and verified by cold trailing
- Provide documented justification for keeping any “high dollar” resources assigned to the incident that have not been utilized over the course of one operation period.
- All equipment used on the incident is to have a current inspection and complete documentation of the inspection will be a part of the final fire package.
- Public information will be coordinated with the DNRC SLO, located, and managed through the Billings Unit Office. Media relations and public information management may be provided on-scene, but coordination with the SLO should occur through regular contact by your Team with the Area Manager Matt Wolcott,
- Rehabilitate fire suppression related damages in a timely manner. In order to limit the spread and introduction of noxious weeds, all equipment coming from outside the geographic area must be washed and inspected prior to arriving on the incident.
- Manage the human resources assigned to the fire in a manner that promotes a positive and harassment free work environment and creates a “no tolerance” atmosphere for harassment, alcohol, or illegal drug use. All personnel assigned shall be treated with dignity and respect.

- Aviation safety is a high priority. Risk Assessments (weighing the risk against the benefit of the mission and deciding whether the risks are acceptable) will be completed on all aviation missions in support of this suppression effort.
- The final fire package should follow the attached NRCG standard format. Any items that are missing or incomplete should be listed on a separate document for the DNRC.
- Provide training opportunities for Agency personnel to strengthen our organizational capabilities and complete training assignment.

We are pleased to have you working on this incident.

I accept this delegation:

Tom Kuntz

Incident Commander

Date/Time

Contact information:

Appendix E – Accident Action Plan

The direction provided in this Accident Action Plan is intended to create a standard set of protocols for the SMIMT to follow during a medical emergency involving incident personnel. These procedures will be incorporated in the Incident Emergency Plan and will allow for the integration of incident management operations with local/county/state emergency service programs.

The Incident Commander is responsible for the overall action in case of a serious accident and ensuring that main incident operations continue or have not been compromised. He/she will contact the Agency Line Officer, who will in turn contact the employee's agency, sheriff, coroner, etc. It is the responsibility of ANY RESPONDER to initiate "Emergency Traffic" on their tactical frequency, in the event of a serious accident.

- Upon occurrence of an accident requiring medical evacuation or a fatality, **the nearest Division/Group Supervisor or designee** will respond to the scene and take charge. The person in charge will become the primary point of contact for the emergency. Immediate and clear communication must be established between Division/Group Supervisors to determine who can arrive on scene quickest and gain control of the situation. Other DIVS will back up the responding DIVS.
 - The primary point of contact will:
 - Take charge of the scene and identify who is in charge of assessing and treating the patient, and make assignments as necessary.
 - Clear unnecessary personnel from the scene.
 - Relay critical information regarding incident location, patient assessment, transportation, and resource needs.
 - Coordinate the request for transportation and/or other resources based on patient assessment.
 - Ensure that information about patient assessment, transportation or other resource needs is transmitted directly to Incident Command Post Communications in order to reduce the time it takes to communicate essential information and to limit the potential for miscommunication.
 - Protect the accident site.
- **The Communications Unit** will take immediate action to clear all radio traffic on the incident by broadcasting "Emergency Traffic" again so that the only radio traffic occurring is regarding the accident. Whenever possible, incident communications should be recorded for the duration of the emergency as well as documented clearly on an Incident Communications Log (ICS Form 309).
- **A Safety Officer(s)** will respond immediately to the scene of the accident to assist the DIVS and initiate the accident investigation. The **Situation Unit Leader and/or FOBS** will respond to the scene to assist the Safety Officer and document all operations and procedures, and witness statements.
- Upon notification of an accident requiring emergency action the **County Fire Advisor, County Fire Warden, Medical Unit Leader, and all available Command and General Staff** will respond to incident communications. As a group, they will assist the Operations Chief and DIVS as

necessary.

- **Ground Support** will provide ground transportation for those involved and locate/secure the personal effects of injured personnel and deliver them to the Logistics Section Chief.
- All information released will be through the incident **Public Information Officer**, with approval of the Incident Commander and County Fire Warden.
- **The Plans Chief** will assure that an individual is assigned to document all actions/communications at the ICP regarding the accident (RESL/DPSC). The Plans Chief will complete NFES form 0869 if needed; coordinate CSID if needed and provide a briefing at the ICP for incident personnel.
- **The Finance Chief** will provide the appropriate paperwork where medical care is required and, if necessary, make arrangements for any initial care payment.
- **The Liaison Officer** will assist other positions as needed and coordinate the cooperators and key stakeholders.
- At no time during the accident/fatality evacuation process will the names of victim(s) be used.

Appendix F – Common Responsibilities

Accountability Procedures

1. All responders, regardless of agency affiliation, must check-in to verify their assignment. This can be coordinated by using an Incident Check-in List (ICS-211).
2. Incident Action Plan (IAP). Incident operations must be directed and coordinated as outlined in the IAP. Any deviation must be approved by the Operations Chief and communicated to and approved by the IC. Response organizations' accountability procedures should be documented within the IAP.
3. Unity of Command. In order to prevent accountability breakdowns, each individual involved in incident management will be assigned to only one supervisor.
4. Span of Control. Supervisors must be able to adequately supervise, communicate with, manage and control all personnel under their supervision. Span of control may vary between 3 and 7 personnel per supervisor, with a recommended ratio of 1 to 5.
5. Resource Tracking. Supervisors must record resource status changes as they occur and report those changes to the Resources Unit. Accountability is dependent upon the incident management organization having a standard resource tracking method.

Common Responsibilities of Incident Personnel

- Receive assignment from agency, including:
 - Job assignment
 - Brief overview of type and magnitude of incident.
 - Resource order number and incident number (where applicable)
 - Travel instructions, including reporting time and location.
 - Any special communications instructions
 - Monitor incident related information from media, internet, etc. if available
 - Assess personal equipment readiness for specific incident and climate. Assemble items for travel and personal support.
 - Inform necessary individuals as to incident assignment and contact information.
 - Take advantage of available travel to rest prior to arrival.
- Upon arrival at the incident, check in at one of the following designated check in locations:
 - Incident Command Post (ICP);
 - Base;
 - Staging Areas; or
 - Helibases.
 - If reporting directly to a tactical assignment, check in with the Division/Group Supervisor or the Operations Section Chief.
- Receive briefing from immediate supervisor and document the briefing on a Unit Log (ICS-214)
- Acquire work materials.
- Abide by organizational code of ethics, policies, procedures, and applicable labor agreements.
- Participate in Incident Management Team meetings and briefings as appropriate.

- Ensure compliance with all safety practices and procedures. Report unsafe conditions to the Incident Safety Officer.
- Supervisors: Maintain accountability for their assigned personnel with regard to exact locations, personal safety, and welfare at all times, especially when working in or around incident operations.
- Supervisors: Organize and brief subordinates.
- Know the assigned communication methods and procedures for the Area of Responsibility and ensure that communication equipment is operating properly.
- Use plain language and ICS terminology in all radio communications.
- Complete forms, reports, and Unit Log that are required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
- Ensure all equipment is operation prior to each work period.
- Report any signs/symptoms of extended incident stress, injury, fatigue, or illness to a supervisor.
- Brief shift replacement about ongoing operations when relieved at operational periods or during rotation.
- Respond to demobilization orders and brief subordinates regarding demobilization.
- Prepare personal belongings for demobilization.
- Complete demobilization check-out process before being released from the incident, including the return of all equipment.
- Upon demobilization, report ETA to home agency.
- Participate in after action activities as directed

Leadership Responsibilities

In NIMS ICS, a number of leadership responsibilities are common to all function within the ICS organization. Common responsibilities of Unit Leaders are listed below.

- Review Common Responsibilities
- Upon check-in, receive briefing from supervisor.
- Participate in incident meeting and briefings as required.
- Determine current status of unit activities and personnel (Personnel Status Report).
- Determine resource needs.
- Order additional resources as needed.
- Confirm dispatch and ETA of staff and supplies.
- Conduct briefings.
- Assign specific duties to staff and supervise staff.
- Develop and implement accountability, safety, and security measures for assigned resources.
- Supervise demobilization of unit, including storage of supplies.
- Conduct de-briefings with any assigned personnel.
- Provide Supply Unit Leader with a list of supplies to be replenished.
- Maintain unit records, including Unit Log (ICS-214).
- Complete Incident Personnel Performance Ratings (ICS-225).

Appendix G – Team Membership Requirements

Requirement Objectives

The objective of the IMT is to assist the affected jurisdiction in meeting operational objectives by providing guidance, direction, and coordination. Incident support and management teams can be utilized for large structure or wildland fires, mass casualty incidents, hazardous materials incidents, floods, natural disasters, large pre-planned events and exercises, as well as in support of any state mutual aid activation.

Membership on the team is not limited to persons with emergency response backgrounds. There are positions in many areas of the Incident Command System for trained and capable individuals with no emergency response background.

Work is performed both indoors, where there is a reasonable control of temperature, and outdoors, where there is no control of temperature or environment and where conditions may be extreme. Hazards may be encountered during the course of duty.

Any injuries sustained during the course of assignment during incidents and training events shall be covered under worker's compensation. Outside or cooperating agency team members will be expected to have the full support of their agencies including worker's compensation insurance coverage.

Upon assignment, members are expected to supply their own work clothes and must be clothed in sturdy pants and boots. Personal Protective Equipment will not be provided unless necessitated by the duties assigned during IMT operations.

Participation on the IMT will require the following, regardless of position:

- **Positive Attitude.** The IMT requires a small group of people to work closely together to accomplish the management objectives of an incident. A positive attitude and willingness to get the job done in a team environment are crucial to the team's success.
- **Adaptability.** The types of incidents managed by this team may vary widely in complexity and situation. Team Members need the ability to be flexible to meet changing objectives or complexity.
- **Professionalism.** As a member of the Team, you not only represent your home unit, but your agency as well as the entire interagency emergency response community. It is important to work and act in a professional manner.
- **Commitment to Safety.** Incident responder and public safety are always the number one priority on any incident. This team will operate under that premise.

Team Member Application Process

Anyone interested in joining the IMT may apply by completing an application and submitting it to the Volunteer Coordinator. Once the application is received, it will be reviewed and any additional documentation that is required will be requested from the applicant. The team's recruitment period for new members ends October 1 every year. New members should complete the IMT Application, Cooperating Agency Team Members should complete the Cooperating Agency MOU. For basic members, the intake process is as follows:

- Application submitted by October 1 to RLFR Volunteer Coordinator
- Review of application / reference checks completed
- Interview with Team Coordinator and Volunteer Coordinator
- Command and General Staff Approval at October CGS Meeting
- Background Check
- Welcome Letter from DIC
- New member invited to next team function by Team Coordinator
- Notification of training requirements by Team Coordinator

The intake process for qualified members of Cooperating Agencies may occur more frequently than annually at the discretion of the Team Coordinator, the process is as follows:

- Cooperating Agency MOU Application submitted to Volunteer Coordinator
- Review of application by Volunteer Coordinator and Team Coordinator
- Verification of MOU with Cooperating Agency by Team Coordinator
- Command and General Staff Approval at next appropriate CGS Meeting
- New member invited to next team function by Team Coordinator
- Notification of team requirements by Team Coordinator

Team Member Training

Team member training requirements are detailed in the category-specific requirements. These represent the minimum requirements for participation at a given level. All members of the IMT are encouraged to pursue training that furthers their capabilities, making them more valuable assets to the team. There are many available avenues for continuing education in incident management including classroom, online, and team organized training events.

As team members progress through levels of membership, they will become a higher priority for outside training nomination. Training nominations are handled through a team member's direct supervisor, most often at the section chief level. Section chiefs will nominate their members and forward the nomination to the Team Coordinator, who will

ensure that pre-requisites are met. The nomination is then forwarded on to the deputy IC for final consideration.

Team members who are pursuing qualification in a specific position will be required to maintain currency and credentialing in that position as required. NWCG, FEMA, and State of Montana credentialing systems can be used to meet the requirements for positions.

Team Member Availability

Team members are expected to make themselves available as needed during incidents of a varied nature. During periods of high fire danger, team members can expect more frequent and lengthy mobilizations. Most importantly, team members are expected to be flexible and able to work with the Team Coordinator and Section Chiefs to ensure that positions are filled where needed.

When a team member is available, the team member is able to respond to incidents and has periods of unavailability during a given time period of less than 24 hours. During high activity level periods, this length of time may be shortened. Availability is broken into Local and Zone Wide categories. Local availability means that a team member can only respond to incidents within a 50 mile radius of Red Lodge. Zone Wide availability means that a team member is available to respond to any incident within the seven county area of the Southern Land Office. Team members may be requested to define their availability level during high activity periods on a weekly basis for the purpose of determining overall team capability.

Membership Categories

The team is designed so that members of the community can serve in different capacities that fit the needs of the member as well as the team. Team members may progress up through the membership categories as their experience and education increases. Some team members may move down through the levels of membership, recognizing that lifestyle and the ability to commit time can change. The goal is to provide the maximum amount of flexibility to the team and the team member.

Membership is divided into four categories:

- Basic Level Team Member – Basic Level Team Member is any person who is on the roster of the Incident Management Team. Entry level team members may be assigned to any section in any duty that the supervisor feels the member is qualified to do.
- Active Level Team Member – An Active Level Team Member is a member who has completed the Basic Member requirements. Active Members are either fully qualified or credentialed in one or more positions OR are credentialed as a

trainee and actively pursuing full qualification and credentialing within the IMT, and is available for extended assignment on the occasion that the team is requested outside its jurisdiction. Active members are pursuing qualification in one or more positions on the team.

- Cooperating Team Member – Cooperating team members are members of other fire or emergency service agencies that are utilized on the team. Cooperating team members may be qualified for their position by whatever means their host agency uses for qualification. Cooperating team members are expected to attend at least two team meetings and two team training events or deployments each year.
- Command and General Staff Team Member - A Command and General Staff (CGS) member is a member who meets the requirements of Active Team Member and is qualified in one or more CGS positions on the team. CGS members take active roles in the non-incident management of the team as well as perform on incidents. CGS members are appointed by the Incident Commander and Deputy Incident Commander. The positions are considered permanent team positions.

Position		Basic Team Member	
Description	A Basic Team Member is any person who is on the roster of the Incident Management Team. Basic Team Members may be assigned to any section in any duty that the supervisor feels the member is qualified to do.		
Category	Required		Recommended
Training Required Courses or Equivalent	<ol style="list-style-type: none"> 1. ICS-100: Introduction to ICS 2. ICS-200: Basic ICS 3. IS-700: NIMS, An Introduction 4. Scenario-specific training as required 5. Maintain a valid MT driver's license <p>NOTE: Training items 1, 2 and 3 above must be completed within 120 days of joining the team. Item 5 may be waived at the discretion of the IC.</p>	<ol style="list-style-type: none"> 1. CPR and First Aid 2. DNRC Basic Wildland Firefighter or equivalent NWCG courses to include S-130, S-190 and L-180 	
Participation Level	<ol style="list-style-type: none"> 1. Attend applicable local training and pursue job specific training prior to incident, on the job training acceptable 2. Communicate with the Team Coordinator or assigned Section Chief on and off incidents 3. Be available to help on local incidents when team is deployed 		
Experience	<p>While no prior Emergency Services or ICS experience is required for initially joining the team, prospective members must have previous experience that the team recognizes as appropriate for typical team activities and requirements.</p> <p>All team members are required to gain experience specific to the position they are training to fill as defined in the individual Position Requirements.</p>		
Medical/Physical Fitness	<ol style="list-style-type: none"> 1. Successful completion of the Walk fitness test. 2. Position specific medical and fitness requirements may apply 	The ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress for sustained periods. Able to work wearing appropriate PPE.	
Currency	Performance in any position on an incident or training exercise <i>plus</i> regular participation in team training and meetings will maintain currency as an entry level team member.		

Comment [R1]: This maybe should be required but at least should be recommended

Comment [R22]:

Comment [R23]:

Position Active Team Member		
Description	An Active Level Team Member is a member who has completed the Basic Member requirements. Active Members are either fully qualified or credentialed in one or more positions OR have an open task book and are actively pursuing full qualification and credentialing within the IST, and can be available for extended assignment on the occasion that the team is requested outside its jurisdiction. Active members are pursuing qualification in one or more positions on the team.	
Category	Required	Recommended
Training Required Courses or Equivalent	<ol style="list-style-type: none"> 1. Basic Wildland Firefighter or equivalent 2. L-280 Followership to Leadership or equivalent leadership training or experience 3. ICS 800 National Response Framework 4. ICS 300: ICS for Expanding Incidents 5. Position Specific course(s) for one or more positions on the team 6. Scenario-specific training as required 7. CPR and First Aid <p>NOTE: Items 1, 3, and 4 must be completed within one year of appointment to Active Team Member.</p>	<ol style="list-style-type: none"> 1. ICS 400: Command and General Staff 2. L-380 Incident Leadership
Participation Level	<ol style="list-style-type: none"> 1. Must become proficient in a job function within IST operations (refer to job descriptions) 2. Must attend 60% of all training and meetings for the calendar year 3. Actively pursue position specific training for one or more primary team functions 4. Be available for extended incident assignment on occasions the team is requested away from the local jurisdiction area 	
Experience	<p>Active Team Members must demonstrate incident experience appropriate to the position in which they wish to pursue or operate in.</p> <p>All team members are required to gain experience specific to the position they are training to fill as defined in the individual Position Requirements.</p>	
Medical/Physical Fitness	<ol style="list-style-type: none"> 1. Successful completion of the Walk fitness test. 2. Position specific medical and fitness requirements may apply 	The ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress for sustained periods. Able to work wearing appropriate PPE.
Currency	Performance in any position on an incident or training exercise plus participation in team training and meetings at the defined level will maintain currency as a team member.	

Position Command and General Staff Member		
Description	A Command and General Staff (CGS) member is a member who meets the requirements of Active Team Member and is qualified in or a trainee in one or more CGS positions on the team. CGS members take active roles in the non-incident management of the team as well as perform on incidents. CGS members are appointed by the Incident Commander and Deputy Incident Commander and are considered permanent team positions.	
Category	Required	Recommended
Training Required Courses or Equivalent	<ol style="list-style-type: none"> 1. ICS-400: Command and General Staff 2. L-380: Fireline Leadership 3. Position specific training for one or more command and general staff positions 4. Appointment to position by IC or DIC 5. Scenario-specific training as required NOTE: Items 1 and 2 must be completed within one year of appointment as a CGS member.	<ol style="list-style-type: none"> 1. L-381: Incident Leadership 2. S-420: Command and General Staff 3. L-480: Organizational Leadership
Participation Level	<ol style="list-style-type: none"> 1. Actively strive towards completing position specific training requirements dictated by the Team Operating Plan 2. Maintain professional competency by attending training classes and continuing education classes 3. Be willing to work with subordinates and other team members both on and off the incident 4. Maintain a presence or attend all training and meetings. In the case of absence, communicate to TC and delegate necessary tasks 	<ol style="list-style-type: none"> 1. Participate in incident assignments with other teams as a single resource when practical
Experience	CGS Team Members must demonstrate incident experience appropriate to the position in which they wish to pursue or operate in and must be qualified or in the process of qualification for the position. All team members are required to gain experience specific to the position they are training to fill as defined in the individual Position Requirements.	
Medical/Physical Fitness	<ol style="list-style-type: none"> 1. Successful completion of the Walk fitness test. 2. Position specific medical and fitness requirements may apply 	The ability to perform duties under arduous circumstances characterized by working consecutive 12-16 hours per day under physical and emotional stress for sustained periods. Able to work wearing appropriate PPE.
Currency	Performance in any CGS position on an incident or training exercise <i>plus</i> participation in team training and meetings at the defined level will maintain currency as a team member.	