

Resource Management Annex



Larimer County Emergency Management
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RESOURCE MANAGEMENT ANNEX

I. Overview and Administration

The Resource Management Annex (hereinafter referred to as the Resource Annex) introduces the basic concepts, policies and procedures for providing and/or coordinating the provision of services, personnel, equipment and supplies to support operations associated with natural disasters, technological events and other incidents within Larimer County. This Resource Annex describes the governmental organizations responsible for the identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting for services and materials to address the hazards in Larimer County.

Partnerships between Larimer County Emergency Management and the cities in the County provide for a county-wide emergency management program that supports the Incident Command System (ICS), the National Incident Management System (NIMS), and Emergency Support Function 7 (ESF 7). The Resource Annex is intended to be a model for how the county, cities and special districts conduct resource management and logistics operations.

II. Purpose and Scope

Purpose

Past incidents in Larimer County, specifically the June 2012 High Park Wildfire and the September 2013 Flood, highlight the need for a comprehensive local resource management plan. Large-scale events require resources beyond those that can be obtained through first responders in the field or through mutual aid. Therefore this Resource Annex to the Emergency Operations Plan (EOP) is an all-hazards plan that can be used to manage resources for all types of incidents, from the local special event needing one or two support items to the catastrophic incidents that happen all too frequently throughout Colorado and the nation.

All responding agencies manage people, equipment, facilities, and supplies to accomplish their tasks. However, emergencies can require more specialized resources than the responding agencies have available. The resource management function is necessary to ensure that:

- A complete picture of available resources is known to decision makers
- All available resources are used appropriately and arrive where and when they are most needed
- Additional resources can be secured for responders as their own resources are expended or damaged
- Critical resource needs of the public are met despite disruption of commerce and infrastructure
- Accountability is maintained for the jurisdiction's use of resources

As presented here, resource management is a process that ranges from determining needs to finding and staging resources to meet these needs and tracking those resources through to demobilization. In practice, different jurisdictions assign parts of this process to several different organizational elements. The purpose of this Resource Annex is to provide a clear picture of the full resource management process, including local, state, and federal processes and procedures, as well as partnerships with the private sector, non-profit and non-governmental agencies.

Objectives of the Resource Annex:

- Ensure that resources ordered on behalf of on-scene operations are approved by Incident Command, or his/her designee
- Provide a process for efficient mobilizing, tracking, allocation and demobilization of emergency resources to an incident through local, regional, state and national processes
- Ensure any incident within Larimer County receives the proper equipment, supplies and qualified personnel they have requested
- Create a process for the documentation of resources for increased fiscal responsibility
- Establish guidelines for reimbursement for eligible costs incurred as allowed by county policy, laws and state statute for resources mobilized under this annex
- Outline procedures and processes for the prioritization of scarce resources
- Describe state and federal procedures for support to local incident needs

Scope

The Resource Annex is an all-hazard based annex used to outline the provision of resources to any incident in Larimer County, which are necessary to protect life, property, the environment, and cultural and economic resources. This Annex pertains to requests for resources and does not reflect the protocols for a disaster declaration.

The scope of the Resource Annex is limited to the organizations that are within the contiguous boundaries of Larimer County. The Resource Annex applies to all Larimer County agencies and entities operating under the control or direction of the Larimer County Office of Emergency Management during a local, regional, state or nationally declared emergency. This Plan will also apply to any entity requesting assistance outside Larimer County Government during any declared or undeclared emergency.

III. Situation & Assumptions

Situation

An emergency situation can result from a natural or human-caused occurrence resulting in the loss of life or property. During such an emergency, it is the responsibility of local government to protect the lives and property of its citizens. Efforts to mitigate these problems are coordinated through the Incident Command and the Emergency Operations Center (EOC). During times of an emergency, equipment, personnel and financial resources of the county may quickly be

overtaxed. Therefore, procedures are in place for obtaining necessary resources through; on-scene Incident Command, the utilizations of Mutual Aid Agreements, the Larimer County Emergency Operations Plan, Volunteer Organizations Active in Disaster (VOAD), and state and federal disaster declaration processes.

Planning Assumptions

- Procedures have been established for requesting assistance and obtaining resources during an emergency
- A network of response inventory resources are available
- Resource inventory includes anticipated needs for all types of emergencies
- Resources through Larimer County Government will be readily available
- Purchase prices and contract costs for specific items have been established and are identified in the Larimer County Purchasing Department and in mutual aid agreements
- Volunteer organizations and non-profit organizations have extensive resources and manpower to assist in addressing the mass care of the citizens in the community

IV. Authorities

Authorities

This document is an Annex to the Emergency Operations Plan as part of the Larimer County Comprehensive Emergency Management Plan (§24-33.5-707(8) C.R.S.). The authority for this Resource Management Annex is established within various structures of government, non-governmental and private sector organizations. Charters, resolutions, codes and ordinances and agency executive officers directly apply the authority given to Larimer County entities to participate in this Annex, legally mobilize resources and agree to reimbursement practices. The authorities having jurisdiction over resource mobilization include:

- Larimer County Office of Emergency Management
- Larimer County Board of Commissioners and County Manager
- Larimer County Sheriff's Office
- Larimer County Fire Chiefs
- Municipal Police Chiefs
- Municipal Councils and Mayors
- Emergency Medical Services Chiefs
- Emergency Managers within Larimer County
- Special District Executives and Boards of Directors within Larimer County
- School Districts within Larimer County
- Colorado State Governor's Office
- Colorado Department of Public Safety, Division of Homeland Security and Emergency Management, Office of Emergency Management
- Colorado Department of Public Safety , Division of Fire Prevention and Control
- Federal Emergency Management Agency

Colorado statute encourages political subdivisions to enter into interjurisdictional agreements to produce enhanced emergency response essential to protecting the public peace, safety, health and welfare, including the lives and property of the people of the State of Colorado (§24-33.5-705.4(1)(b) C.R.S.). 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. Rapid intervention by mutual aid resources can secure control over an emergency incident that may otherwise continue to escalate.

All political subdivisions within Larimer County are encouraged to enter into formal local and regional mutual aid agreements and utilize local resource mobilization procedures and processes. This should include contracts with private sector vendors, and the execution of the Larimer County Intergovernmental Agreement for Emergency Management and the State of Colorado Intergovernmental Agreement for Emergency Management, as authorized by CRS 29-1-203 ([See Appendix F](#)).

V. Continuity of Government

Lines of succession are in accordance with the Larimer County Continuity of Operations Plan and the Continuity of Government Plan as part of the Comprehensive Emergency Management Plan. The EOC is directly responsible for proper coordination of the Resource Annex, in coordination with departments, divisions, elected offices and partner agencies.

VI. Concept of Operations

It is the responsibility of local government to protect the lives and property of its local citizens (C.R.S. 24-33.5-707). At the time of an emergency, the Larimer County EOC will be activated to support the local incident as well as to provide consequence management for the county as a whole. The Logistics Section within the EOC will be established to determine the availability of essential resources in Larimer County and recommend priorities for the use of scarce supplies and materials needed to maintain the best welfare of the population in coordination with Incident Command.

Specialists in specific resource functions will be utilized to carry out necessary functions (i.e., county procurement will be designated to lead the Procurement Unit). The makeup of the Team will vary based on the type and scope of the emergency or disaster. The Logistics Chief may appoint a deputy to help with the most critical supply efforts. Plans and duties in these areas are found in the Roles and Responsibilities section of this Annex.

Annex Activation

This Annex is activated through notification by the on-scene Incident Command, Sheriff's Office, County Manager, Larimer County Emergency Management, or the EOC Manager upon identification of an active or imminent emergency incident.

A disaster through its nature or severity may automatically initiate activation of this Annex. Activation may be in support of a local jurisdiction's Emergency Operations Center, the State Emergency Operations Center, or any other incident/mission requiring resource support from Larimer County.

Phases of Management

1. Preparedness

Preparedness is initiated through cooperation and participation of multiple emergency management partners throughout Larimer County and the surrounding region, including municipalities, special districts, school districts, universities and colleges, health facilities, and county personnel. The Northeast All-Hazards Region, consisting of eleven counties throughout Northeastern Colorado, and the State of Colorado provide pre-incident support and coordination for incidents exceeding the capacity of Larimer County through mutual aid and intergovernmental agreements.

Resource management preparedness activities include:

- Creation and maintenance of an inventory listing county and mutual aid resources
- Establishment of pre-event contracts
- Establishment of mutual aid agreements for the coordination of resources – manpower, equipment, supplies, etc.
- Coordination of planning activities and the development of resource management processes through the Larimer EOC
- Establishment of purchase prices and contract costs for specific items and services through county purchasing guidelines and pre-existing contracts
- Planning and training adequate personnel for the management and maximum utilization of resources provided by the following units of government:
 - Sheriff/Police Departments
 - Fire Departments (Rural and Urban)
 - County/City Health Departments
 - Pre-Hospital Providers (EMS) and Hospitals
 - Public Works, Road and Bridge, and Engineering
 - Human Resources Department
 - School District Personnel and Department of Education
 - Public Utilities
- Development of procedures for emergency purchasing of equipment, supplies, etc.
- Establishment of procedures and guidelines for volunteers and donations management
- Development of procedures for the restoration of vital services such as utilities
- Maintaining current listings of point of contact names and contact numbers of resources throughout Larimer County and the surrounding area
- Identification of emergency resources and sources for requesting assistance

- Coordination of resources with other agencies and volunteers in order to maintain adequate resources
- Updating all emergency plans and procedures to ensure accurate information
- Identification of facilities in the county that can be used at the county's discretion

2. Response

Resource management will be prioritized and accomplished under the direction of the EOC Manager in support of the EOP. Information from on-scene Incident Commanders will be used to prioritize multiple requests. Resource requests will be met dependent on the needs of the incident(s) and the responding entities available or anticipated resource requirements. In the event county resources have been exhausted, a formal request to Colorado State OEM will be initiated, by direction of the EOC Manager, via the emergency line at **(303) 279-8855** or via the State WebEOC Resource Ordering System.

Resource management response activities include:

- Notification of incident needs and EOC Activation
- Activation of the EOP and Resource Annex
- Conducting a needs assessment
 - What is needed and why, as specifically as possible (since a different item might work as well or better and be readily available)
 - How much is needed?
 - Who needs it?
 - Where it is needed?
 - When it is needed?
- Assessing current plans, procedures and inventory and make needed adjustments identified in the needs assessment
- Establishing staging areas for internal and external response personnel, equipment, supplies and commodities if needed or required by on-scene Incident Command
- Prioritization of scarce resources
- Obtaining supplies, equipment and resources as needed to successfully manage the incident or series of incidents
- Soliciting Donations
- Financial Accountability - Finance Section Chief should keep the EOC Manager and EOC Logistics Section aware of:
 - Authorized Budget Balance
 - Ability to secure access for additional funding as necessary and feasible
- Legal Accountability – The Policy Group legal representative should keep the EOC Manager aware of:
 - Legal Obligations
 - Special powers granted by law to expedite tasks and resource management
- Activation and operation of key facilities
 - Donations Facilities: Warehouse, Distribution and Receiving areas

- Checkpoints
- Disaster Recovery Centers
- Traffic Control
 - High priority resources should be dispatched quickly
 - Hauling/Transportation
 - Assistance may be needed to suppliers to transport procurements and donations
- Reporting and Coordination
 - EOC to notify checkpoints and other facilities of incoming resources, when they are expected and their priority designation
 - Checkpoints and other facilities are to provide regular reports on resources passing through to the EOC
 - Distribution personnel will use this information to track location of resources and timeliness of deliveries
- Identification of resource distribution centers
- Coordination of services with county departments and local municipalities
- Requesting activation of emergency purchasing processes
- Making available a list of sources to provide materials, equipment, and other resources during emergencies
- Coordinating local efforts with other agencies
- Keeping records and tracking all services, personnel, equipment, supplies and other resources needed during an emergency
- Requesting additional assistance from the Northeast All-Hazards Region and/or the State of Colorado, when applicable

Deployment and Distribution of Equipment

During emergencies that do not require the activation of the EOC, resources and equipment are deployed by the on-scene Incident Command staff or the Office of Emergency Management.

During emergencies that do require EOC activation, equipment may be deployed by the EOC Manager, Emergency Support Functions, or the Logistics Chief at the request of a Larimer County agency or entity (local jurisdiction and first responder agencies) in coordination with Incident Command. All resources, supplies and equipment must be accounted for through one of the following:

- Telephone updates or resource orders from on-scene Incident Command
- Dispatch or Interagency Dispatch
- Request for Assistance Form (RFA) scanned, faxed, or hand delivered
- WebEOC request through the Larimer County Board

3. Recovery

Requests for equipment to facilitate or expedite recovery operations will be prioritized and provided under the direction of the EOC Manager and/or Logistics Chief. Request

for recovery equipment or resources will be processed exactly the same as response requests until the EOC is deactivated or the Recovery Plan is activated.

Resource management recovery activities include:

- Assessing the short- and long-term needs of disaster survivors, responders and others affected by the incident
- Assessing the impact of the emergency on the available resource needs
- Recording resource needs and available supplies
- Conducting a needs assessment with all response agencies, local officials and the Finance Department to identify all resources used during an emergency – available resources and needed resources
- Replacing used inventories to maintain the county inventory list
- Returning loaned equipment
- Deactivating facilities and staff used for resource management
- Financial reconciliation
 - Estimating cost to provide additional resources
 - Reimbursement or compensation to owners of private property
 - Compile appropriate reports that may address financial liability for any assistance received under local, state or federal declarations
- Revising county inventory to include identified additional resources that may need to be maintained on a continuous basis

4. Demobilization

Demobilization of equipment will follow a systematic review of all resource requests. Daily demobilization reviews of resources and equipment begins at the time of resource deployment. A daily accounting of deployed equipment and its current need and status will be conducted by the Logistics Section Chief or designee at either the ICP or the EOC to ensure timely off-hire of equipment is accomplished.

At the close of the mission or incident, a thorough review of resources used will be conducted to ensure all equipment is accounted for, off-hired, stocks are replenished and that re-fueling, repair and maintenance are accomplished. It will be a priority that all resources are returned to ready response condition as soon as possible and reflected in the appropriate resource forms and databases.

VII. Organization

The day-to-day operations of the Larimer County Office of Emergency Management provide planning and personnel training to obtain the maximum use of available resources and materials in the event an emergency should arise. During an emergency the OEM will operate, coordinate and identify essential resources to be rendered through the Larimer County EOC in accordance with the procedures and processes outlined in this Annex.

The structure of the EOC can be expanded or reduced easily as the size and scope of emergency changes. It is coordinated with on-scene Logistics personnel as part of the Incident Command System to address the identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting for services, equipment and materials needed for appropriate incident management.

VIII. Direction, Control & Coordination

When an emergency or disaster has occurred or is imminent, the Board of Commissioners may issue a Declaration of Emergency activating the response, recovery and mitigation aspects of the Comprehensive Emergency Management Plan. The Office of Emergency Management is responsible for the provision of assistance, as well as routine management and operation of the Emergency Operations Center. The EOC Manager, in conjunction with Larimer OEM, will be responsible for coordination, acquisition, distribution, and management of resources and supplies in coordination with Incident Command. Mission assignments and mutual aid assistance are tracked in the EOC through the Logistics Section and its Branches/Units. The major responsibility is to identify available sources from which needed resources can be obtained during an emergency situation.

In the event state assistance is required, the EOC Manager will interface directly with representatives of the Division of Homeland Security and Emergency Management. If the State determines that the span-of-control needs to be broadened, they will contact FEMA to ensure coordination between federal and state agency representatives and to anticipate any needs or conflicts in the response or recovery phases as they progress through the event.

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) who are 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 an IMT.

- **Type 5: Local Village and Township Level** – a "pool" of responders from several neighboring departments trained to serve in Command and General Staff positions during the first 6–12 hours of a major or complex 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 major or complex incident during the first 6–12 hours and possibly transition to a Type 3 IMT.

- **Type 3: State or Metropolitan Area Level** – a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within Colorado, 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.
- **Type 2: National and State Level** – a federally or state-certified team; has less training, staffing and experience than Type 1 IMTs, and is typically used on smaller scale national or state incidents. There are 35 Type 2 IMTs currently in existence; they operate through interagency cooperation of federal, state and local emergency management agencies.
- **Type 1: National and State Level** – a federally or state-certified team; is the most robust IMT with the most training and experience. Sixteen Type 1 IMTs are now in existence, and operate through interagency cooperation of federal, state and local emergency management agencies.


In Colorado, Type 3 IMTs are formed through local cadres, designated teams, or through the Colorado State Emergency Resources Mobilization Program, IMT Subcommittee. 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 Authority Having Jurisdiction (AHJ). Control and management of the incident will be in accordance with prescribed instructions and limitations the AHJ establishes.

All IMTs working within Larimer County under a Delegation of Authority must funnel all resource requests through Incident Command, Larimer County Sheriff's Office or the Larimer EOC on all-hazard events where Larimer County is the Agency Having Jurisdiction (AHJ). On wildfire events where Larimer County is the delegated authority, rules for resource mobilization and reimbursement apply as outlined in this Annex.

Complexity Analysis

Complexity of incidents can vary. This may be due to the scope of the incident and/or the number of responding resources. Teams responding to an incident must analyze complexity to insure safety of residents, visitors, and responding personnel. This analysis can also help justify the number of resources needed for response.

Past history has indicated that incidents in Colorado infrequently reach a level sufficient for a Stafford Act (Presidential) declaration; therefore, it is assumed that local or State 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 capability. The analysis is intended to help teams recognize levels of complexity in order to react proactively and avoid serious consequences. The intent is to justify additional resources to be ordered by the team. It also will assist the EOC in justification of a disaster declaration and the request for state-level support.

| 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. | |  |
| Complexity Factors | | Check if Pertinent |
| Impacts to life, property, and the economy | | |
| Urban interface; structures, developments, recreational facilities, or potential for evacuation. | <input type="checkbox"/> | 3% |
| Community and responder safety | | |
| Performance of public safety resources affected by cumulative fatigue. | <input type="checkbox"/> | 5% |
| Overhead overextended mentally and/or physically. | <input type="checkbox"/> | 5% |
| Communication ineffective with tactical resources or dispatch. | <input type="checkbox"/> | 5% |
| Incident action plans, briefings, etc. missing or poorly prepared. | <input type="checkbox"/> | 5% |
| Resources unfamiliar with local conditions and tactics. | <input type="checkbox"/> | 5% |
| Potential hazardous materials | | |
| Potential of Hazardous Materials | <input type="checkbox"/> | 4% |
| Weather and other environmental influences | | |
| Unique natural resources, special-designation areas, critical municipal watershed, protected species habitat, cultural value sites. | <input type="checkbox"/> | 3% |
| Likelihood of cascading events | | |
| Variety of specialized operations, support personnel or equipment. | <input type="checkbox"/> | 4% |
| Potential crime scene (including terrorism) | | |
| Potential crime scene | <input type="checkbox"/> | 4% |
| Potential of terrorism | <input type="checkbox"/> | 5% |
| Political sensitivity, external influences, and media relations | | |
| Sensitive political concerns, media involvement, or controversial policy issues. | <input type="checkbox"/> | 3% |
| Organizational Performance Values and Product Development | | |
| Non-IAP products not being developed or deficient. | <input type="checkbox"/> | 3% |
| Area involved, jurisdictional boundaries | | |
| Incident threatening more than one jurisdiction and potential for unified command with different conflicting management objectives. | <input type="checkbox"/> | 3% |
| Availability of resources | | |
| Operations are at the limit of span of control. | <input type="checkbox"/> | 4% |
| Unable to properly staff air operations. | <input type="checkbox"/> | 4% |
| Limited local resources available for initial attack/response. | <input type="checkbox"/> | 4% |
| Heavy commitment of local resources to logistical support. | <input type="checkbox"/> | 4% |
| Existing forces worked 12 hours without success. | <input type="checkbox"/> | 4% |
| Percentage Score | | 0% |
| If 10% or lower look at going to or staying at Type 4 Team | | X |
| If 10% to 20% maintain or go to Type 3 Team | | |
| If greater than 20% consider additional / specialized overhead | | |

Unified Coordination System

The function of unified coordination has shown to be most effective when it takes place in a preplanned and organized Unified Coordination System (UCS). While ad-hoc arrangements among agencies and jurisdictions can be made to work, it is more effective to establish UCS procedures in advance.

A Unified Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and for providing support to emergency operations. Unified Coordination Systems are comprised of EOCs and coordination entities or groups.

Unified Coordination System Functions:

- Evaluate new incidents and prioritize (life threatening situation, real property threatened, high damage potential, incident complexity)
- Ensure resource situation status is current, ensure a common operating picture
- Determine specific agency resource requirements and resource availability
- Allocate scarce resources to incidents based on priorities
- Anticipate future agency/regional resource needs
- Communicate “decisions” back to agencies/incidents
- Review policies/agreements for resource allocations
- Review need for other agencies or jurisdictions involvement in the coordination system

Initially the Incident Command/Unified Command may be able to provide all needed coordination at the scene. However, as the incident grows in size and complexity, off-site support and coordination may be required.

Colorado is divided into nine all-hazards emergency management regions. Each region has an assigned Field Manager through the State Office of Emergency Management (COEM), Division of Homeland Security and Emergency Management (DHSEM). The Field Manager is responsible for coordinating efforts within their region to support local Incident Command in cooperation with the local Emergency Operations Centers, Emergency Managers, and the State Emergency Operations Center (SEOC), by assisting with the identification and deployment of resources. This involves bringing the decision makers from the affected and assisting jurisdictions together with available partners and state agencies to discuss regional coordination issues and facilitate resource prioritization. The primary contact to facilitate this coordination will be the Field Managers and the local emergency managers. Additionally, state agencies will be included as necessary to provide the appropriate coordination and resource allocation. It will be up to the local emergency managers to invite other members of the community to the coordination meetings/calls as necessary to make decisions and prioritize resources.

If the event exceeds the resources available at the local level, the emergency manager should coordinate requests for additional out-of-area resources with the Regional Field Manager and

the SEOC. The Field Manager, through the State Emergency Operations Center, may request additional local or state agency personnel for coordination in response to requests from local EOCs (i.e. Colorado Department of Transportation local and regional operations personnel or Colorado State Patrol Captains). All resource tasking will be performed in coordination with local EOCs using the SEOC's Resource Management System.

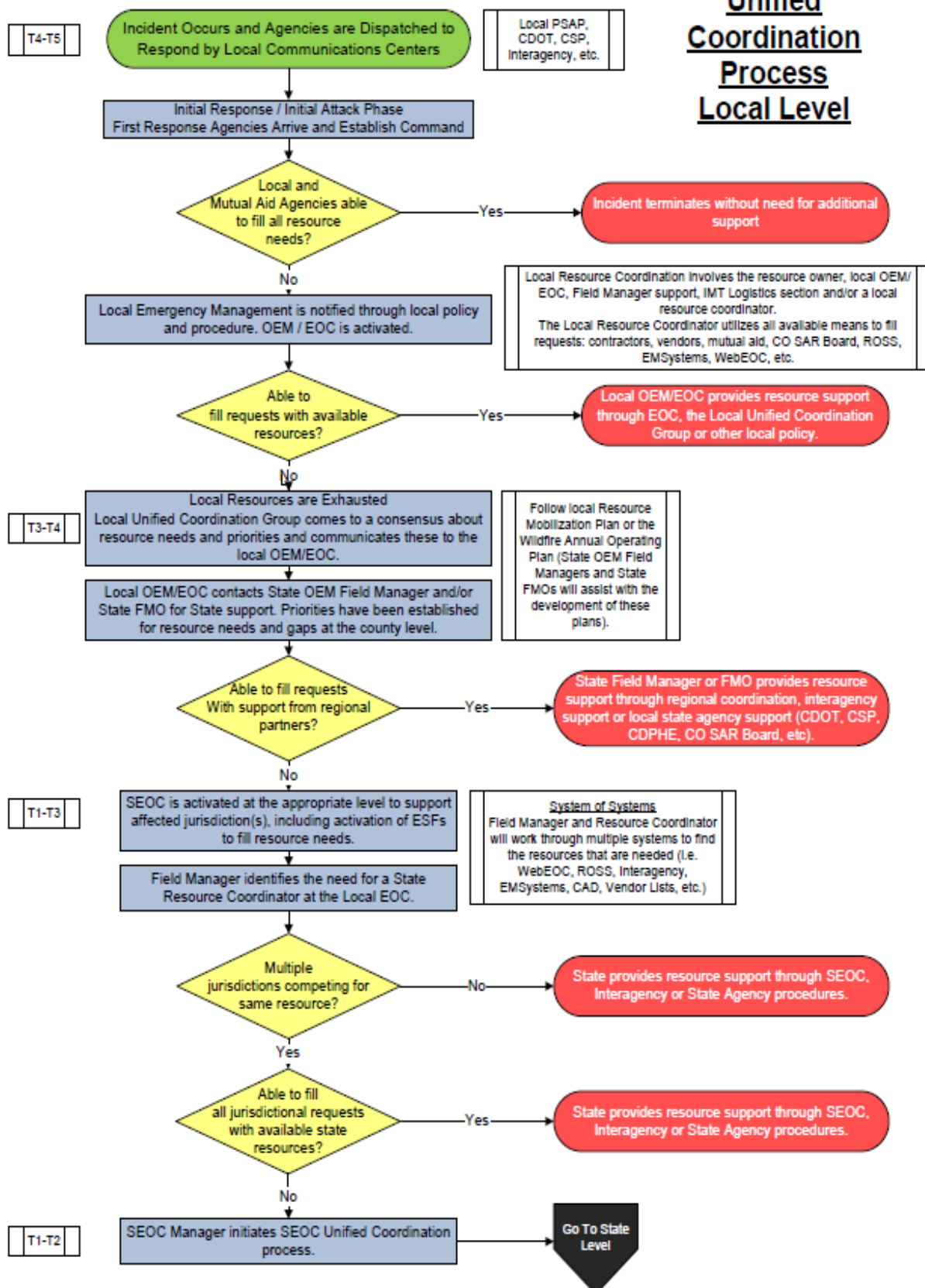
The Field Manager will coordinate with the local emergency managers to determine which agencies and entities should be involved in the coordination of meetings/calls for the incident(s). This may include:

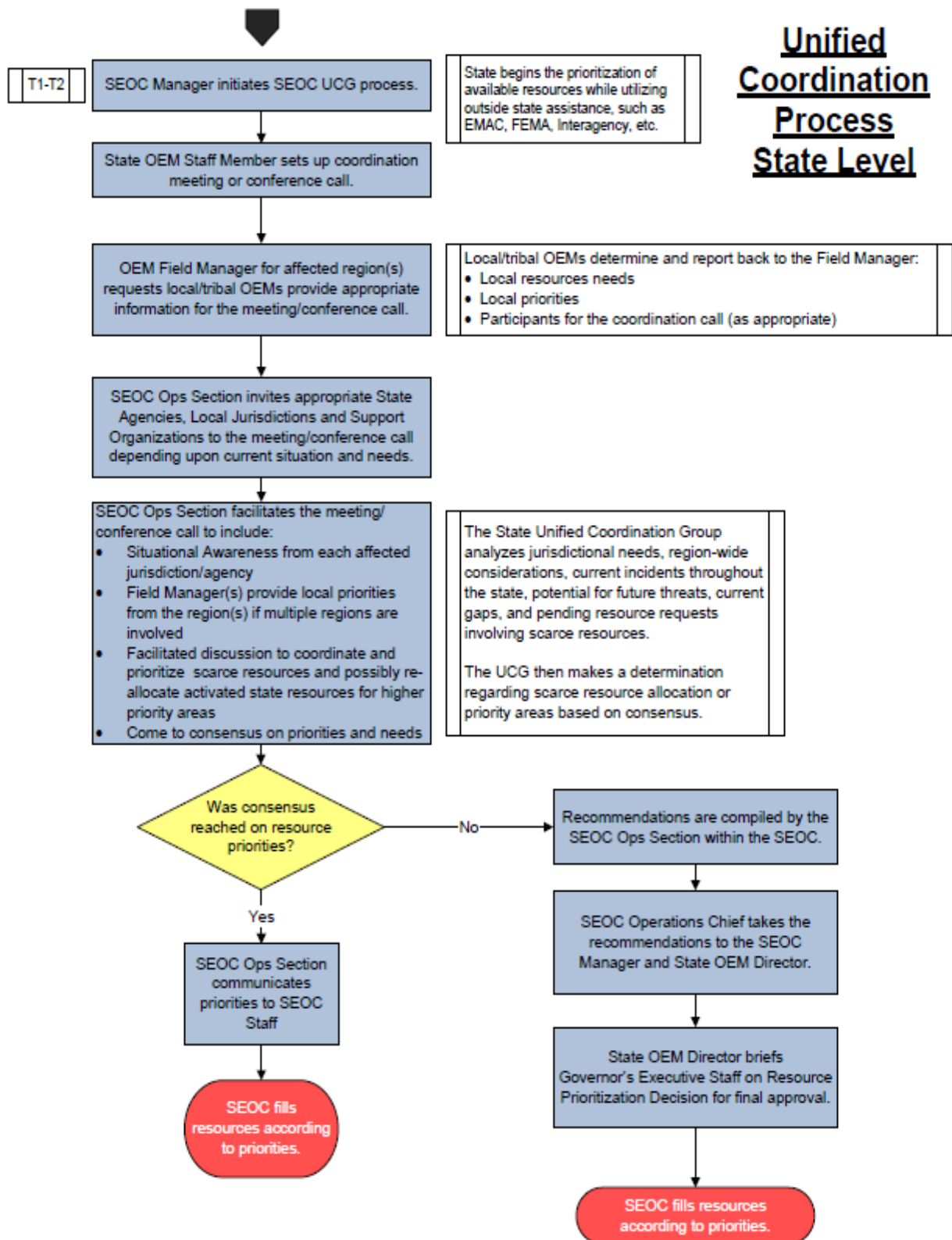
- State agencies
- Non-profit / non-governmental agencies
- Volunteer groups and partners
- Private sector partners
- School Districts and Universities
- Primary first response disciplines
- Other regional disciplines or entities

Upon activation, the SEOC also operates as a state-level Unified Coordination Center called a Multi-Agency Coordination Center (MACC). This is accomplished in many ways. Primarily, the SEOC involves entities from across the state, including state agencies, non-profits, non-governmental organizations, and the private sector. Each of these entities works within the 15 Emergency Support Functions (ESFs) outlined in the SEOC policies and procedures. During any given incident, multi-agency coordination occurs within the SEOC to ensure adequate support to local jurisdictions.

The following is a graphical representation of how multi-agency coordination (Unified Coordination) works from the incident scene all the way up to the various coordination centers and groups.

Unified Coordination Process Local Level





IX. Assignment of Responsibilities

The following Section provides overarching roles and responsibilities of county, state, federal, municipal, non-governmental and volunteer organizations.

Governmental Entities

1. Larimer County Government

- Develop a localized Resource Management Annex to the Emergency Operations Plan that supports and is supported by the State Resource Mobilization Plan
- Activate the Resource Annex as needed to provide support to incidents within and involving Larimer County
- Provide provisions for the support of local municipalities, unincorporated portions of the county, public shelters (general population and medical), critical facilities, county staging areas and County Points of Distribution (POD)
- Develop the capability to provide resources such as emergency power, pumping, material handling equipment, food, water, and medical supplies, as well as all other necessary resources
- Address how to collaborate with and support response and recovery activities and agencies as required including government, civil organizations and voluntary agencies (e.g. Volunteer Agencies, School Districts, Universities, etc.)
- Develop procedures to assist in the logistical management of shelters, County Points of Distribution, critical facilities (hospitals, fire, and police/sheriff stations etc.), life support (dialysis centers, nursing homes, Adult Living Facilities, homebound elderly), and other critical sites in each county.

2. Municipal Governments

- Maintain logistics plans with the county for the use of municipal resources and facilities for logistic operations
- Provide provisions for the support of municipal public shelters, critical facilities, county staging areas and Points of Distribution (POD)
- Develop the capability to provide resources such as emergency power, pumping, material handling equipment, food, water and medical supplies, as well as all other necessary resources

3. State Government

- Maintain a Logistics Section at the state level that involves the necessary state agencies that can coordinate and provide logistical resource to government agencies
- Provide the necessary resources to meet all the support needs of the incident, including ordering resources through appropriate procurement authorities
- Maintain the capability to expand the state logistics functions under the Incident Management System in order to meet any size of emergency
- Develop plans for the interface of Federal logistics support and supplies
- Maintain a viable communications network capable of supporting logistical field operations

- Manage the process of planning, preparing, implementing, and evaluating all logistical functions that support the State Emergency Operations Center during activation
- Provide logistical and resource support to other organizations through purchasing, contracting, renting, and leasing supplies. The SEOC is the primary state facility for this function through Emergency Support Function 7
- Provide military resources to support logistical, medical, transportation, and security services
- Maintain current contracts with the Colorado business community, and other vendors who can supply resources and commodities during an emergency

4. Federal Government

- Provide federal assistance as directed by the President of the United States under the coordination of the United States Department of Homeland Security, Federal Emergency Management Agency and in accordance with the National Response Framework
- Identify and coordinate provision of assistance under other federal statutory authorities
- As appropriate, coordinate with the Colorado SEOC Logistics Section, including those resources arriving under the federal first-in teams, and Federal Emergency Response Teams – Advance
- Support the state through a cooperative and communicative effort
- Provide commodities and needed resources to state Logistical Staging Areas, in cooperation with the state Logistics Section
- Interact with the state on logistics matters of mutual concern
- When requested, assist in aligning transportation assets, to include military aircraft, vehicles, and other federal assets, to support state logistic operations

Non-Governmental Entities

1. Private Sector

- Interact with the Larimer County EOC Logistics Section on the provision of private-based commodities and equipment needed to respond to or recover from an emergency
- Develop Memorandums of Understanding or Agreements with Larimer County on assistance that can be provided in responding to, or recovering from an emergency. This includes, but is not limited to agreements with Home Depot, Lowes, Wal-Mart, and other major companies offering to provide assistance in emergencies
- Provide logistical support, when applicable, to assist the Logistics Section with distribution, transportation, or the overall management of logistical activities
- Coordinate with government agencies to ensure a broad and comprehensive coverage of assistance and relief during emergencies
- Provide and coordinate relief not provided by government on a complementary and supplementary basis

2. Non-Government and Volunteer Agencies

- Coordinate with Larimer County to ensure a broad and comprehensive coverage of assistance and relief during emergencies
- Provide and coordinate relief not provided by government on a complementary and supplementary basis
- Develop Mutual Aid Agreements and Memorandums of Understanding of duties and areas of responsibilities to be performed during an emergency
- Provide assistance in distributing commodities at County Staging Areas and Points of Distribution
- Provide assistance in the receipt and warehousing of commodities, as appropriate
- Coordinate activities through the Larimer County Voluntary Organizations Active in Disaster (VOAD)

Emergency Operations Center / Logistics Section Responsibilities

1. Gatekeeper

The Gatekeeper position within the EOC has been developed to provide real-time status of all informational and resource requests. Primary duties include:

- Reports to the Emergency Operations Center upon notification of activation
- Review, route and track requests made to the EOC
- Keep the EOC Manager, Incident Commander and the Planning Chief appropriately informed of resource status
- Provide a constant “Snapshot in time” of information and resource requests and status to all involved in the EOC
- Follow up with ESFs and Logistics personnel on pending requests to ensure all requests get processed in a timely fashion
- Report trends that develop in resource requests to the EOC Manager in order to better plan and prepare for needs
- Present information at briefings as required
- Contribute information to daily Situation Reports as required

2. Logistics Section Chief

- Reports to the Emergency Operations Center upon notification of activation
- Activate appropriate members of the Logistics Section based on the size and type of emergency
- Direct and supervise the activities of the Logistics Section
- Coordinate with the EOC Manager or designee and key organizational representatives in the EOC regarding needs and priorities
- Monitor potential resource shortages in the county and advise the EOC Manager or designee on the need for action

- Identify facilities and sites that may be used to store needed resources and donations
 - Determine the need for and direct activation of facilities necessary for the coordinated reception, storage and physical distribution of resources
 - Arrange for work space and other support needs for Logistics Section personnel
3. Emergency Support Functions
- Reports to the Emergency Operations Center upon notification of activation
 - Activate appropriate members of the ESF Team based on the size and type of emergency
 - Coordinate with the EOC Operations Chief and key organizational representatives in the EOC regarding needs and priorities
 - Monitor potential resource shortages in the county and advise the Ops Chief or Logistics Section on the need for action
 - Arrange for work space and other support needs for ESF personnel
4. Procurement
- Activated to support Logistics functions in the EOC
 - Report to the EOC or other location specified by the Logistics Section Chief
 - Handle unsolicited bids
 - Manage pre-existing contracts and determine whether local vendors and agreements will fill needs
 - Determine appropriate means for satisfying requests with concurrence of the Logistics Section Chief
 - Undertake ad hoc procurement as requested by the EOC Manager or Logistics Section Chief
 - Use database and/or resource listings to fill requests through prearranged supply channels
 - Provide oversight and coordination over all procurement activities
 - Notify the Logistics Section Chief, mutual aid partners, support agencies, volunteer organizations, etc. that the county may need to activate agreements and confirm availability of resources
 - Seek to procure resources not available through prearranged channels when directed by the Logistics Section Chief
5. Donations Coordination
- Report to the EOC or other location specified by the EOC Manager or Logistics Chief
 - Activate the Donations Management Annex and work in coordination with the Larimer County VOAD
 - Develop and implement a system for receiving, safeguarding, tracking, and distributing gift cards and cash equivalent cards
 - Receive offers of donated goods and services

- Match and coordinate donated goods and services to the needs of the public
 - Disseminate information to the public through the EOC Public Information Officer to ensure that offers are not inappropriate to the needs
 - Make special requests for donations as directed by the EOC
 - Ensure that the Logistics Section Chief is aware of the needs and “unmet needs” list and that physical distribution efforts are coordinated with the Facilities Unit
6. Volunteer Coordination
- Report to the EOC or other location specified by the EOC Manager or Logistics Chief
 - Activate the Volunteer Management Annex and work in coordination with the Larimer County VOAD
 - Through the VOAD, volunteers are accounted for at the EOC, deployed upon demand of the incident and or event, and are demobilized and tracked by the VOAD desk at the EOC
7. Finance Section Chief
- Report to the EOC or other location specified by the EOC Manager
 - Oversee the financial aspects of meeting resource requests, including record-keeping, budgeting for procurement, documentation for cost recovery and transportation
 - Facilitate transfer of cash donations for the incident to volunteer (501c3) organizations in coordination with United Way 2-1-1
8. Legal Advisor
- Report to the EOC or other location specified by the EOC Manager when requested
 - Advise the EOC Manager, Logistics Section and the Procurement Team on contracts and questions of administrative law, purchasing laws, etc.

X. Resource Mobilization Systems

System of Systems

There are many emergency management systems and technologies used for resource mobilization and management. This is referred to as a “System of Systems” which is used to efficiently identify, locate, status, acquire, track, deploy, and demobilize resources. This System of Systems is used by county Public Safety Answering Points (PSAPs), local emergency managers, county emergency managers, state emergency management offices and the federal and private sector resource partnerships.

Resource Mobilization Systems

The most commonly used systems for resource management in Colorado are identified below:

- Local Dispatch (CAD) - This is the local 911 communications center which is the first contact between an incident and first responders

- WebEOC - WebEOC is a web-enabled crisis information management system that provides secure real-time information sharing to help managers make sound decisions quickly. The Colorado WebEOC system is managed by the Division of Homeland Security and Emergency Management, Office of Emergency Management. Among its other features, the Colorado WebEOC has a resource inventory and status function allowing all emergency response and emergency management agencies the ability to find, order and track resources through the system. **This system primarily includes deployable resources such as law enforcement, fire, EMS, and Public Works equipment.** Contact Larimer County Emergency Management for access.
Web Site is <https://webec.colorado.gov/eoc7/>
- National Interagency Dispatch / Resource Ordering Status System (ROSS) - National mobilization system and resource database of federal, state, county, and local resources. There are 12 regional Geographic Area Coordination centers across the country. The Rocky Mountain Area Coordination Center (RMCC) is located in Lakewood, Colorado. Within the RMCC there are 10 Interagency Dispatch Centers, 6 of which are in Colorado (Craig, Durango, Ft. Collins, Grand Junction, Montrose, and Pueblo). Fort Collins Interagency Dispatch Center is Larimer County's primary agency. **This system is predominately a fire service system** but it has and can be used for all-hazard incidents under certain authorities. ROSS lists aircraft, hand crews, personnel, equipment, and supply resources from across the nation. State, county, and local resources from Colorado that have a valid Cooperative Resource Rate Form (CRRF) agreement with the State of Colorado are listed in ROSS. The current status of resources is maintained within ROSS for deployment and data is managed at each interagency dispatch center.
Web Site: <http://ross.nwcg.gov/>
- Connect Colorado - The State of Colorado All-Hazard Government and Private Sector integrated Emergency Resource database was developed by statutory requirement. This database is open to all statewide stakeholders for emergency response and emergency resource mobilization. The site includes resource typing definitions, and drop down box search ability **primarily for private sector resources**. Since the database is web-based, any entity and agency can access the system to search for local resources as well as list their own resources in the repository. Web site: <https://connect.state.co.us>
- EMSystem - EMSystem is managed by the Colorado Department of Public Health and Environment and is divided into two distinct areas: EMResource and EMTrack. EMResource is a communications and **resource management system specific to the health and medical fields**. It is used in Colorado by emergency departments in hospitals, emergency medical service facilities, local public health agencies, and dispatch centers. Incident-specific resources can be easily tracked, such as decontamination capability, ventilators, pharmaceuticals, and specialty services. EMResource equips all agencies involved in emergency medical response with essential real-time communication.

EMResource greatly enhances Colorado's ability to respond to mass casualty incidents (MCIs) and public health events through improved communications. For more information about this system, please contact Aubrey Kukral at CDPHE at 303-619-8902 or by email at aubrey.kukral@state.co.us. Web site: <http://www.emsystem.com>

- **Colorado Volunteer Mobilizer** - The Colorado Department of Public Health and Environment maintains a database that **contains information on volunteers** throughout the state. Volunteers are in the system under two units:
 - The first units are classified as general volunteers, medical professionals and the public and environmental health professionals that are in the system and listed under their home county.
 - The second units are classified as Medical Reserve Corps (MRC) units, Colorado Crisis Education Response Network (CoCERN), Community Emergency Response Teams (CERT), Search and Rescue, HAM radio operators (ARES and RACES) and Radiation Response Volunteer Corps groups. These groups are more active (i.e. meetings, 9 Health Fairs etc) and would be activated by the Larimer County EOC.

For more information on this system, please contact Koral O'Brien with CDPHE at 303-692-2782 or by email at koral.obrien@state.co.us.
Web site: <http://covolunteers.state.co.us/VolunteerMobilizer/login.aspx>
- **CDOT Systems** - The Colorado Department of Transportation uses three facilities for resource deployment; Eisenhower Tunnel Facility, Traffic Management Center and Hanging Lake Center. Resources are deployed based on relative location to one of these facilities. 90% of CDOT resources are requested locally through **State Patrol Dispatch at 303.279.8855** and 10% are requested through the State EOC when activated for a declared emergency or disaster.
- **ReadyOp Resource Database** – In Larimer County, specifically, the ReadyOp Contact Management System is used as a resource database to locate vendor-specific supplies and resources at the local-level. The database contains private-sector, business, public, volunteer, and specialty resources and supplies and is maintained by the Office of Emergency Management.

WebEOC Resource Management Tool

The Colorado Office of Emergency Management, through the Division of Homeland Security and Emergency Management, encourages all local jurisdictions to utilize the Statewide Resource Database within WebEOC for resource management purposes (§24-33.5-705.3(3)(a) C.R.S.). To obtain access to WebEOC, contact the Larimer County Office of Emergency Management.

Through use of the WebEOC Resource Management Tool, emergency managers and first responders have quick access to deployable resources in their own jurisdictions, neighboring jurisdictions, and those across the whole state. The State Office of Emergency Management maintains the functioning of the resource status boards in WebEOC. Stakeholders from the

emergency management and first responder communities are responsible for inputting their own resources into the system and maintaining the status of those resources through established procedures.

The effectiveness of WebEOC is dependent on the accuracy of the information in the database. Data in the system comes directly from the Connect Colorado system and the Colorado Resource Mobilization System. However, it is the responsibility of each jurisdiction and resource owner to maintain accurate information in the system. At this time, the WebEOC database is the primary location where data should be entered.

Adding a Resource in WebEOC:

Local jurisdictions or resource owners will update the database when new information is made available or as needed to ensure the list of resources and all the supporting information such as contact numbers is accurate. Larimer County will also use Just-in-Time Statusing to status resources within the WebEOC database at the time of an incident.

To add a resource:

1. In the WebEOC menu, click on the blue plus sign (+) to the right of the “Statewide Resource Status Board” link.
2. Complete the fields of the “New Record” form that pops up. Leave the default status of “Not Reported” unless there is an active incident or event.
3. Click “Save.”

To edit a resource:

1. Open the Statewide Resource Status Board in WebEOC
2. Select the Jurisdiction (County) filter for your agency
3. Select the resource category as appropriate for the resource you are editing
4. Click on “Details” to the right of the resource you are editing
5. Click on “Edit” on the top right of the window
6. Add or change the information as needed
7. Click on “Save” on the top left of the window
8. Click on “Return to List” to see the full resource list again

Locating, Ordering and Status Reporting

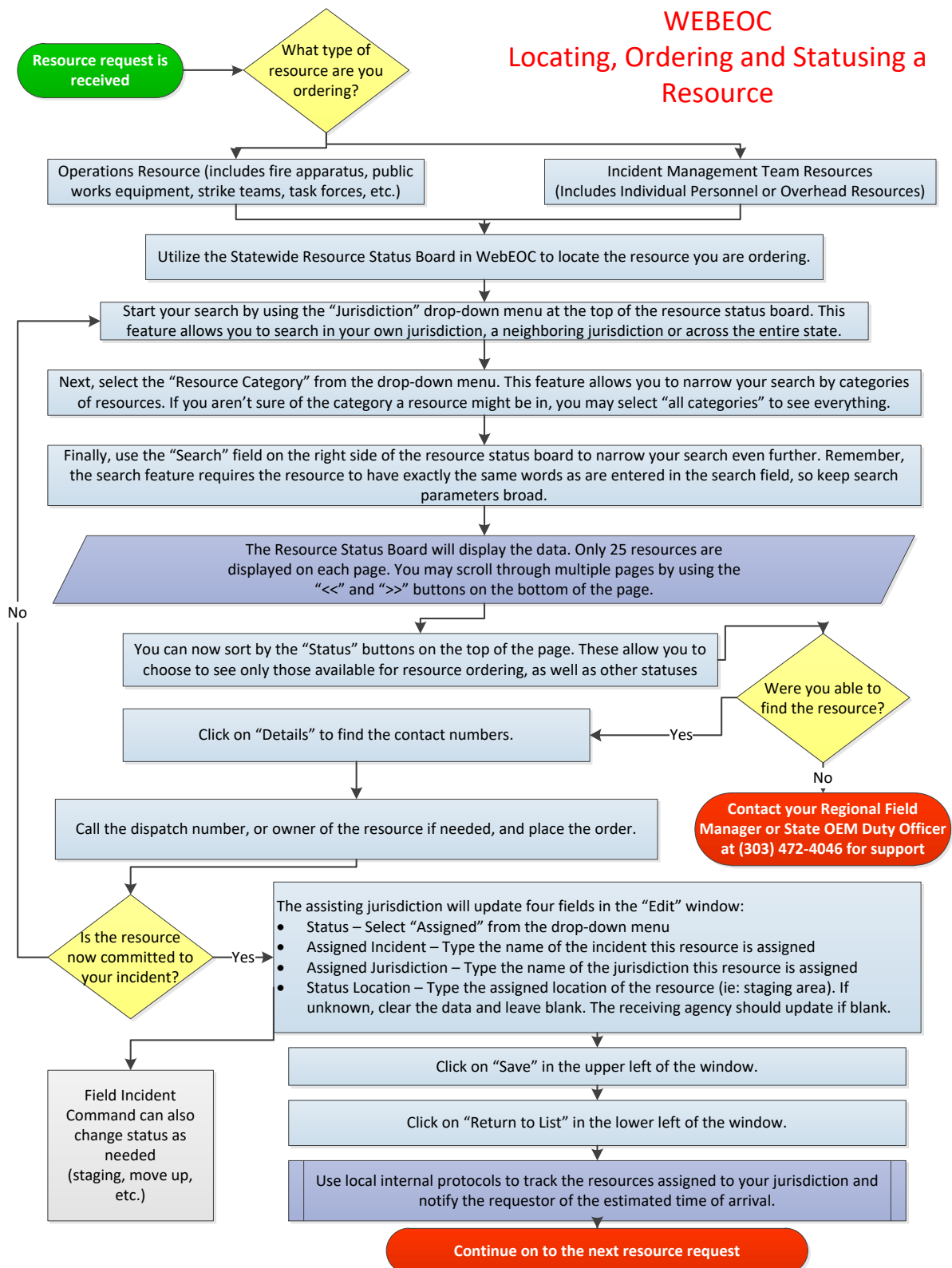
Emergency managers and first responders have access through this system to locate, order, and status resources across the state. The system provides a tool for quickly mobilizing statewide resources, determining resources assigned to an incident, and managing draw-down or resources.

Once a resource request is filled, the jurisdiction that owns the resource is responsible for changing the following fields: Status, Assigned Incident, Assigned Jurisdiction and Location Data. Once on the incident, the requesting jurisdiction/Incident Command will maintain the resource status. This may be accomplished at the ICP or at the EOC per local agreement.

The status of a resource will default to “Available Local.” Jurisdictions may set their status to a locally preferred status by using the drop down box. This enables the jurisdiction requesting

resources to track those resources that report in as available. It also allows for a more accurate list of resources available statewide, as it doesn't assume resources sit available at all times.

Additionally, it allows a providing jurisdiction to make a percentage of their resources available when needed by another jurisdiction while still maintaining adequate resources to meet local needs. With the default status set to "Available Local," this situation is more quickly and accurately reflected in the database at any time.

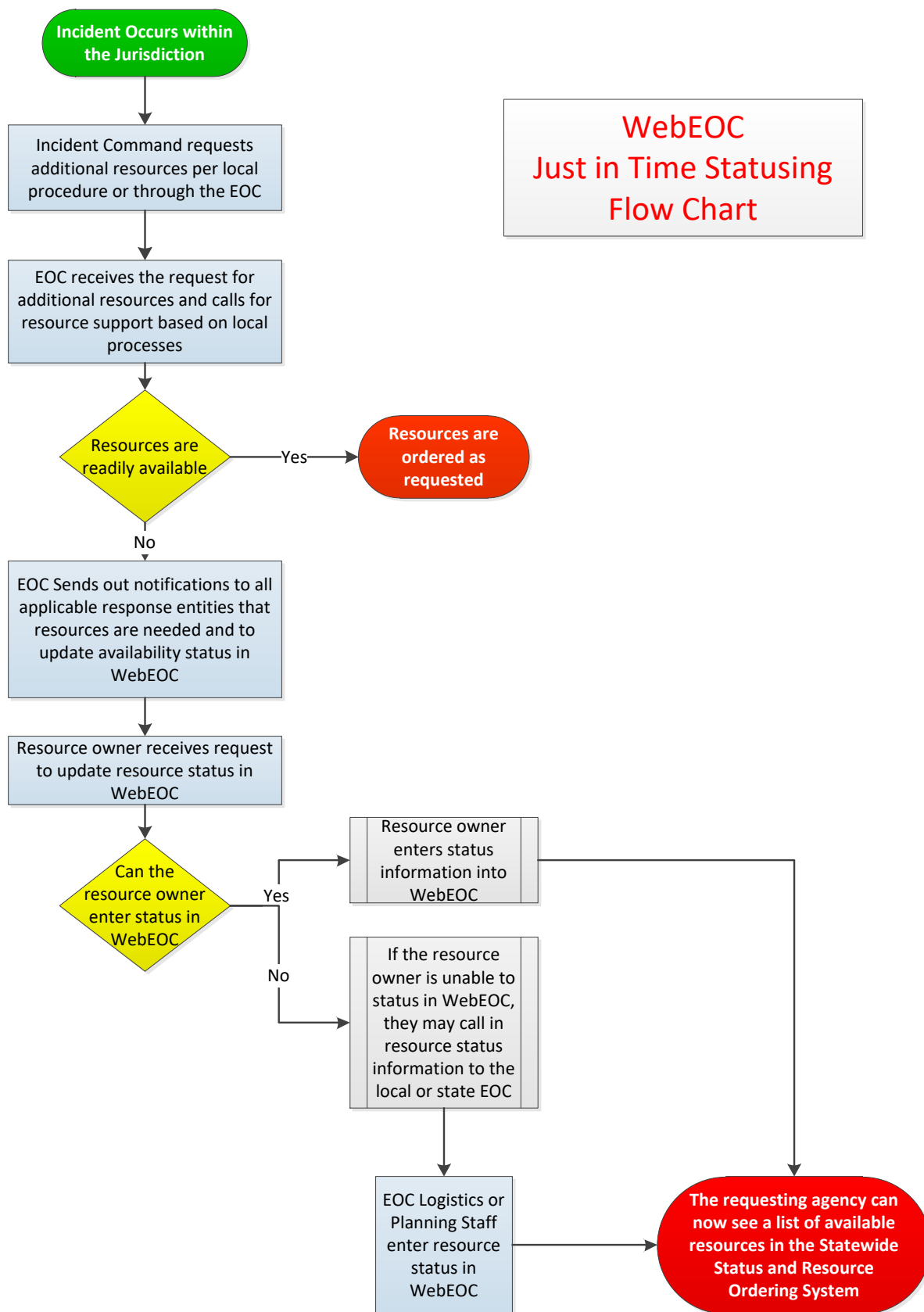


Just in Time Status Reporting

Many agencies will not be able to maintain up to date resource status in the system. Those who can use the system on a daily or regular basis will have resources with the most current status. For those who will use the system less frequently, a status of “not reported” or “available local” should be selected until the resource is used in the system.

With this reality we need a “just-in-time” status capability so that requesting agencies will have the best opportunity to find the resources they need in the minimal amount of time.

Larimer County will notify all local and regional agencies regarding an incident and will request updated status in the WebEOC system. If local resources are insufficient, Larimer County can call its neighboring jurisdictions or the state and request updated status. At this time, assisting jurisdictions will notify their response agencies and request them to update the status of their resources, which would then identify which resources are available within Larimer County for that incident. The EOC will then select which available resources it needs for its incident. The assisting jurisdiction will then notify the resource owner and complete coordination. The resource owner or assisting EM office will update the resource status to “Assigned” and include the incident name and jurisdiction.



Demobilizing in WebEOC

Once the resource is demobilized, the requesting jurisdiction EOC or assisting jurisdiction is responsible for changing the following fields in WebEOC: Status, Assigned Incident and Assigned Jurisdiction fields once the resource is demobilized according to local policy.

Demobilizing resources in the system allows

- Resources to be requested again
- Jurisdictions to view an accurate list of resources assigned to an incident

To demobilize a resource:

1. Open the Statewide Resource Status board in WebEOC
2. Click on “Details” to the right of the resource you are editing
3. Click on “Edit” on the top right of the window
4. Change these three fields, as appropriate:
 - a. Status to Demobed to indicate to resource owner that their resource is released
 - b. Assigned Incident to blank
 - c. Assigned Jurisdiction to blank
5. Click on “Save” on the top left of the window.
6. Click on “Return to List” to see the full resource list again.

XI. Resource Mobilization

Key provisions of Resource Mobilization

- Local, county, regional, state and national resource mobilization plans/annexes should work together building stronger capability for response as the incident grows in size and complexity
- Resource mobilization starts locally and progresses to the state and national level
- Active support and participation enhances local government self-sufficiency and improves statewide disaster preparedness when local resource mobilization plans are in place
- Participating agencies should update contact and resource information (inventory in WebEOC and ReadyOp) regularly to keep current
- Local jurisdictions should be prepared to implement processes in local resource mobilization plans first
- All jurisdictions should conduct routine review and continuous refinement of existing plans and programs

If you have questions about updating your agency’s information, please contact the Larimer County Office of Emergency Management at (970) 498-7147 or the State Office of Emergency Management’s Resource Mobilization Program Manager at (720) 852-6689

Requesting and Assisting Agency Assignment of Responsibilities

During an event, the natural progression of resource mobilization begins with the local dispatch centers (PSAPs) sending first responders to the incident. As the incident grows in complexity the need to access additional resources may be experienced and local mutual aid agencies will be requested from participating partners. The resource acquisition process remains with the local dispatch centers and Computer Aided Dispatch (CAD) systems unless local mutual aid is nearly or totally exhausted. As mutual aid resources and support are exhausted the need to access additional resources becomes critical to meet the operational needs of an incident. If resources cannot be accessed by local dispatch, the Larimer EOC will assist the incident in resource management by finding and acquiring necessary resources. For wildfire events, this will be done in coordination with Fort Collins Interagency Dispatch Center.

Every resource order will involve a Requesting Agency and an Assisting Agency.

- Requesting Agency: Defined as the agency having jurisdiction. The request can be processed through any locally preferred ordering point, which is typically the ICP, dispatch center or the local EOC.
- Assisting Agency: Defined as the agency providing requested resources.

Requesting Agency Responsibilities:

- Develop and implement Local Resource Mobilization Plans, including mutual/automatic aid, local Intergovernmental Agreements for Emergency Management, vendors, contractors, local dispatch, national interagency dispatch, and local businesses
- Utilize the Larimer County Resource Annex when needed
- Utilize the State of Colorado All Hazards Emergency Resource Mobilization Annex (Resource Mobilization Annex) when needed
- Request assistance through the Larimer County Office of Emergency Management or EOC through the Request for Assistance Form
- Place Resource Orders for specific kinds and types of resources. Resource typing definitions may be found online at <http://www.fema.gov/resource-management>
- Manage the incident using National Incident Management System (NIMS) guidelines
- Receive deployed personnel and equipment; make work assignments as needed
- Coordinate with the local EOC to request state and federal reimbursement as appropriate
- Once the resource has been filled, complete part 3 of the Request for Assistance Form authorizing the resource and associated costs

Assisting Agency Responsibilities:

- Maintain a local resource mobilization plan and inventory personnel and resources
- Maintain workers' compensation and liability insurance coverage for those selected for deployment to another jurisdiction
- Brief the resource(s) about what to expect including all potential contingencies and a "worst case" scenario

- Assure that a safety plan is created and briefed with all resources
- Have the documentation needed for reimbursement for resources contributed to the incident management effort
- Complete the Request for Assistance Form, part 2, outlining the resources available and costs of deployment
- Deploy and assist
- Demobilize and return

Implementation

One or more of the following resource mobilization avenues shall be exercised simultaneously to acquire as many requested resources as possible, in the shortest amount of time:

- Local mutual aid agreements
- ESF resource networks
- WebEOC using resource priority mapping for local, regional and statewide resources
- EMResource for medical and public health resources
- ReadyOp for local vendors and supplies
- Utilization of private vendors by the local and State EOCs
- State Field Managers to acquire state personnel to add capacity to resource ordering for the local EOC
- Emergency Managers that have functioning local resource mobilization systems
- State agency owned resources, mobilized through the State EOC
- Out-of-state resource mobilization by use of the governor-to-governor Emergency Management Assistance Compact (EMAC)
- Interagency Dispatch Center resources in ROSS that can meet the time requirement of the resource order
- Interagency Cache resources ordered via the Fort Collins Interagency Dispatch Center

Resource Mobilization and Management for Larimer County Incidents (All-Hazards)

Resource ordering in Colorado follows along a continuum of processes. Initial resources are ordered through established dispatch centers throughout communities across the state. As the resources available to these dispatch centers are used up, centers will call mutual aid centers for additional resources. When the resource requirement goes beyond what is available through dispatch centers and mutual aid the need for expanded resource management arises. As an incident grows and staff is added, resource ordering may transition from dispatch to a Logistics Section or incident management staff position as necessary. This can be done at the ICP or at the EOC depending upon local agreement and process.

When it is determined that all local resources have been or will be exhausted, and the County Emergency Manager may be unable to fill resource requests through local systems, the Local Unified Coordination Group is notified and begins prioritizing needs based on local policy and incident complexity. This is often accomplished within the local EOC but can be at another location as well. It is important for all entities within the County to work together to determine needs, gaps and priorities. At this point, and if it has not occurred already, the State OEM Field

Manager and State Fire Management Officer (for wildland fires) should be notified and may respond to offer technical assistance.

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 processes in the Resource Annex can be used to back-fill positions assigned to the incident or to maintain system status for day-to-day incidents and emergencies

Local Process by Incident Type

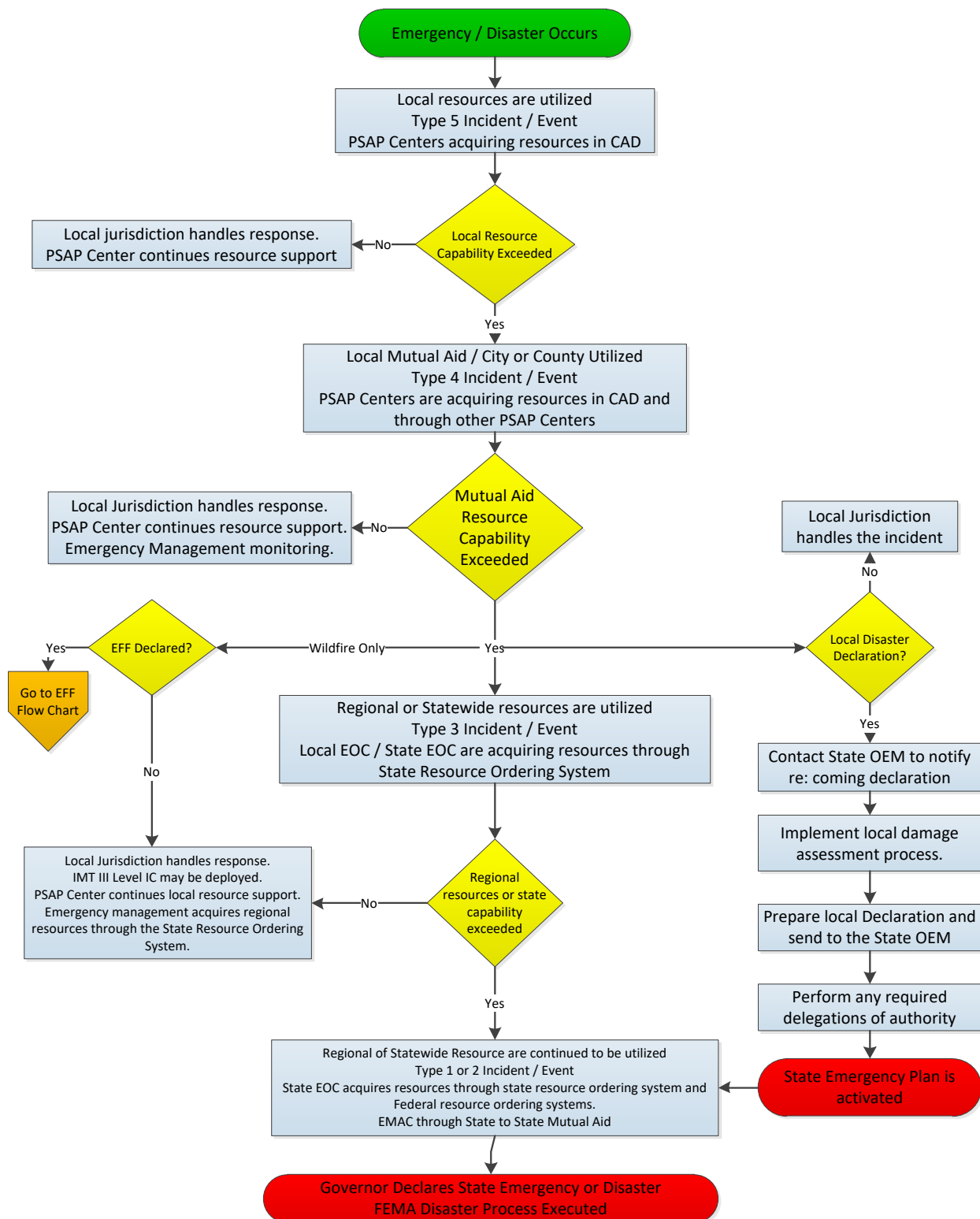
Type 5 Incident- Local agency responds and manages the incident with agency resources.

Type 4 Incident- Local agency responds and management of the incident exhausts all agency resources requiring the use of mutual aid and automatic mutual aid resources. The local Public Safety Access Point / Dispatch center exhausts local resources and initiates notification of the EOC staff to prepare for resource mobilization responsibilities in coordination with on-scene Incident Command. Once the EOC is established a responsibility of resource ordering delegation is completed transferring resource ordering. The Incident Commander(s) shall be notified of the delegation to the EOC.

Type 3 incident- PSAPs dispatch CAD designated resources and, as required, the EOC mobilizes regional or state-wide resource mobilization using established EOC procedures. A request to involve the State EOC and the Statewide Resource Mobilization Plan occurs. Federal Interagency Dispatch is also involved.

Type 2 and Type 1 Incident- Larimer EOC continues resource mobilization in conjunction with Incident Command, the State EOC and the Federal Interagency Dispatching System. The State Resource Mobilization Plan is in full effect. Emergency Management Assistance Compact is managed through State Emergency Management. If a wildfire incident is occurring all extended attack resource ordering transfers to the Federal Interagency System.

Larimer County Resource Management Flow Chart



Local Resource Mobilization Guidance

The process of resource mobilization is divided into two areas (1) initial scene management and (2) extended scene management. The distinction is important because the governance of each resource mobilization process is different in structure and function. For example, initial scene management (initial attack) has differing requirements for training and certifications and is commonly based on mutual aid resource systems. Extended scene management may have more stringent requirements for certification levels, type, and kind of resource, and in many cases, the need for advanced resource mobilization and management assistance from structures outside of mutual aid and dispatch centers (specifically for wildfires).

The governance of initial scene management resource mobilization is defined in the mutual and automatic aid agreements currently established in Larimer County. Dispatching policies and procedures also determine local resource mobilization capacity using the computer-aided dispatching (CAD) systems which maintain the inventories of local resources. Additional local governance can also be provided through the application of the Comprehensive Emergency Management Plan and the Larimer County Annual Operating Plan for wildfire incidents.

The governance of extended scene management and the ability to address resource deficiencies begins by initiating the Larimer Emergency Operations Plan which directly activates the Office of Emergency Management, the Emergency Operations Center and this Annex.

Requesting Local Resource Mobilization

Under the Larimer County Intergovernmental Agreement for Emergency Management, the costs incurred within the first twelve hours of the incident are the responsibility of the agency having jurisdiction (AHJ) unless other agreements have been made. The time of the initial dispatch tone or request to an initial response agency is the beginning of the mutual aid period. Cost share agreements apply after the 12 hour mutual aid period per Larimer County resource management guidelines. This agreement in no way affects other mutual aid agreements in place, such as the Annual Operating Plan or the Colorado Resource Rate Forms (CRRFs) used primarily on wildfire events.

For all out-of-county resources, the Incident Commander notifies the Sheriff's Office staff or places a request through the Larimer County EOC. All requests for out-of-county resources are approved in the EOC by the EOC Manager through authorization of the Director of Emergency Management, Board of Commissioners, the Larimer County Sheriff, or the Chief Executive Officer of the jurisdiction in which the event of the incident is occurring. The Agency Having Jurisdiction (AHJ) may request the activation of the Larimer EOC per the Larimer Emergency Operations Plan to provide logistics support, however, the responsibility to pay for all resource orders stays with the local AHJ.

Declaration of Emergency or Disaster

If the costs of an incident exceed the local AHJ's capability to pay, the AHJ must declare a disaster. As described in the Declaration Annex, a declaration of emergency by a local jurisdiction activates the Emergency Operations Plan (EOP) of that jurisdiction if it is not already

activated. For this reason, it's important for each political authority, such as a special districts, townships or municipalities to have an EOP adopted by the executive officers of the jurisdiction.

In large-scale wildfires, it is common for the AHJ to delegate authority to the Sheriff's Office in the event the incident grows beyond the AHJ's capability. However, in a non-wildfire, all-hazards incident when an AHJ needs additional assistance or the event grows beyond their capability a local disaster declaration is the first step in requesting additional assistance. The local disaster declaration must clearly articulate how the incident exceeds the local capability, clearly defines the damage and impacts, and specifies the type of assistance required. The local declaration will be forwarded to Larimer County OEM and will be submitted to the State OEM for processing. Once the declaration is accepted by the State OEM, the State EOP is officially activated, allowing state resources to be used. The disaster declaration will be forwarded into the governor's office for consideration and, if approved, disaster funds based on cost-share agreements will be allocated through executive order through the local jurisdiction.

If the disaster escalates to the level of a Stafford Act "major disaster" declaration (after being declared by the AHJ, Larimer County and the State of Colorado), the AHJ is the only legal entity that FEMA will allow to declare and request reimbursement for eligible expenses incurred within the geographic borders of that jurisdiction. A broader political entity, such as a county, is not allowed to submit reimbursement requests on behalf of expenses within a smaller or separate political jurisdiction.

Delegation of Authority

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.

A Delegation of Authority may only be granted by official action of the political governing body of the AHJ. However, by appropriate resolution it may 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, procedures are in place in Larimer County to allow a delegation of authority to the Larimer County Sheriff's Office for response operations.

The purpose of the Delegation of Authority is for the Sheriff's Office or a designated Incident Management Team (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 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, financial, and public information requirements
8. Direction for media relations and approval of releases
9. Termination conditions
10. Other terms and conditions established by the AHJ administrator

Special districts such as local fire protection districts (FPD) may wish to delegate the authority of a wildfire incident to the Sheriff's Office. The Sheriff or his/her designee, commonly a representative of the Sheriff's Office is the avenue Fire Agencies must take to initiate a delegation of authority (§30-10-513, C.R.S.)

1. Once the incident has exceeded the response capability of the AHJ, the Chief or designee may request a delegation of authority to the Sheriff's Office
2. The LCSO representative will complete a complexity analysis of the incident and determine whether or not the delegation of authority can be accepted by the Sheriff's Office
3. If agreed, the Sheriff or designee and the Fire Official or designee must both complete and sign a delegation of authority, including an agreement on cost sharing and/or responsibility of payments

It is possible to conduct a delegation of authority over the phone or radio with the two representatives if the circumstances prevent the two parties from meeting and signing the document. However, in such circumstances, both parties must officially sign the document as soon as is possible. The Sheriff's Office is not obligated to accept the delegation of authority, nor is a Fire Official obligated to delegate his/her authority at any time.

Understand that a Delegation of Authority is not an abdication of responsibility or authority; rather it is 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. The Delegation of Authority should also provide for the accountability of personnel and equipment, limitations to scope, and the power of review and termination.

Cost Share Agreements

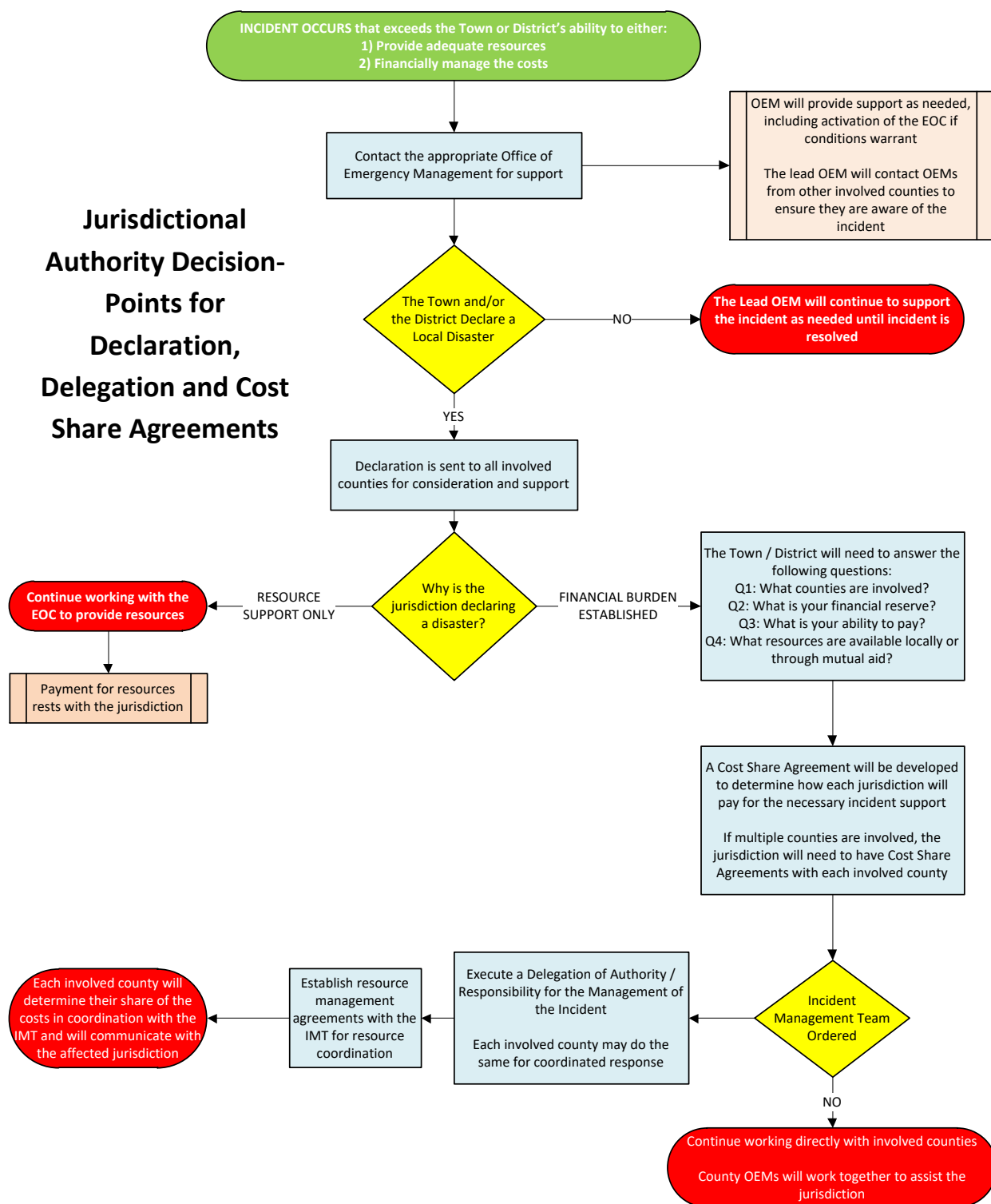
Once an incident has been delegated, a Cost Share Agreement will be used to determine which agencies will be responsible for costs. This may be done through a percentage of costs or by outlining specific resources that will be covered by the various jurisdictions to the agreement.

For example, if both the Sheriff's Office and the State of Colorado sign a cost share agreement, it is common to outline that Sheriff's Office resources will be covered by the Sheriff's Office and state-owned resources will be covered by the State of Colorado. The terms of the agreement are completely dependent upon the incident and the jurisdictions involved.

Wildland Fires / Interagency use

For wildland fire incidents exceeding local capabilities, additional resources should be ordered following local protocols and the process contained in the local Annual Operating Plan (AOP). Additional local resources should first be ordered through Incident Command, utilizing local PSAPs and Interagency Dispatch, and then through the affected local Emergency Operations Center or the County EOC via local resource mobilization plans. If additional resources are needed beyond what is available locally, the state resource ordering system and / or the National Interagency Dispatch System should be utilized following processes identified in the local / County AOP. If additional resources are necessary and cannot be located in the Interagency Dispatch System to meet the needs of the incident, the processes in the Resource Annex should be implemented (See Resource Mobilization Annex Flow Chart).

Wildfire events have a few additional funding mechanisms that allow for resource management through the State of Colorado, Division of Fire Prevention and Control. These include the Emergency Fire Fund (EFF) and the Wildfire Emergency Response Fund (WERF) through the State of Colorado, as well as the Fire Management Assistance Grant through FEMA. For incidents meeting the requirements of any of these funds, the county will work directly with the Fire Management Officer from the Division of Fire Prevention and Control for resource management considerations. For resources that fall outside of the parameters set forth within these programs, incident managers and the EOC will follow the procedures set forth in this annex for local resource management (See the Methods of Reimbursement section for more detailed information about these programs).



Resource Mobilization – Colorado State

Once it is determined that additional assistance is required, the Larimer EOC notifies the State EOC through the State OEM Regional Field Manager and the State Regional FMO (if wildland fire). These personnel will be able to provide technical assistance, liaison support, and resource support from a wider range than the local system. This often involves contacting regional partners and agencies to fill resource needs or gaps before the activation of the State Emergency Operations Center (SEOC).

Roles/Responsibilities:

- Initiate the process for developing a local incident complexity analysis. This can be done in conjunction with the OEM Regional Field Manager or DFPC Regional FMO
- Prepare local disaster declaration(s) and appropriate forms if applicable. A local disaster declaration does not have to be made in order to implement the processes in the Colorado State Resource Mobilization Annex. 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 processes in the Resource Mobilization Annex can be implemented for those necessary resources.
- Local governments are responsible for communicating which resources are currently involved knowing what types of resources are being requested and their anticipated assignment. The State OEM Regional Field Manager and/or DFPC Regional FMO confirms request and initiates State EOC and or State Unified Coordination Group (SUCG) activation as appropriate.
- When requesting state mobilized resources, complete the ICS 213 RR or Request for Assistance Form (available in WebEOC), 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.
- An Initial Incident / Situation Report should be provided to the Colorado Office of Emergency Management (COEM) as soon as is practical.

Initial Call for State Assistance Information Process

1. To Contact the Colorado Office of Emergency Management (COEM) Duty Officer or a Division of Fire Prevention and Control (DFPC) Fire Management Officer (FMO) call the Colorado State Patrol Dispatch on the **24-Hour Emergency Line (303) 279-8855**. The information will be routed to the most appropriate agency for response.
2. The Colorado State Patrol will ask for the following information:
 - Incident Name
 - Name & Call Back Information
 - Organization / Jurisdiction
 - Current Situation
 - Current Actions
 - Any needed assistance
3. If Wildfire - CSP Dispatch will contact the area Division of Fire Prevention & Control Fire Management Officer.

4. If not Wildfire - CSP Dispatch contacts the on-call Division of Homeland Security and Emergency Management Duty Officer and provides the information from items listed above and may also contact the below OEM Operations Staff;
5. The State EOC and Resource Mobilization Unit may be activated, and may contact the Local EOC and/or 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 communications travel channel
 - Person/title making request
 - Initial incident information forms

Additional requests for resources from the Incident Commander will come directly from the Local EOC to the SEOC Operations Manager and Resource Support Unit via the EOC Manager.

Requesting State Resource Mobilization

The process to implement the Resource Management Annex begins at the local level. The Annex can be implemented by an authorized individual once it is determined that resources are needed beyond what are available locally or by existing agreements.

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 Colorado State Resource Mobilization Plan is to expend local and mutual aid/ automatic aid resources prior to implementation. Mobilization can be initiated by any of the above authorities through the Colorado Department of Public Safety 24 hour Communications Center (CSP) at **303-279-8855**. *The State EOC will assist any political subdivision in implementing the Mobilization Plan at any time.*

State Agency Assistance

All state agencies are mandated under the authority of Colorado Disaster Emergency Act, as amended October 2013, 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, State OEM 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

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

Emergency Management Assistance Compact

EMAC is a national disaster–relief compact, ratified by Congress and adopted by Colorado Statute; CRS 24-60-2901. Since ratification and signing into law in 1996 (Public Law 104-321), 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become EMAC members.

EMAC offers assistance during governor-declared states of emergency through a system that allows states to send personnel, equipment, and commodities across state lines, to help disaster relief efforts in other states. EMAC offers assistance during governor-declared states of emergency through a responsive system that allows states to send personnel, equipment and commodities to help disaster relief efforts in other states. EMAC support is used when local and regional resources have been exhausted. It is activated by requesting the resource and mission from the State EOC.

The EMAC Process:

- Governor of requesting state issues a Declaration of State Emergency
- The requesting state assesses resources in-state and determines need for out-of-state resources
- The requesting state activates an EMAC A-Team to find, cost, and determine availability of resources
- The requesting state requests resources through EMAC process
- States with available resources contact the requesting state with availability. The assisting and the requesting state negotiate the cost of resources
- States complete a Requisition-A Form (REQ-A) with agreed upon costs and mission duration
- The assisting state deploys resources for agreed upon duration and cost
- The requesting state returns resource at completion of agreed upon mission
- The assisting state submits State Reimbursement Package to the requesting state
- Requesting state reimburses assisting state for resources

The State of Colorado Division of Homeland Security and Emergency Management, Office of Emergency Management EMAC Coordinator will be responsible for maintaining a database of trained EMAC A Team deployable members, training files and deployment records as well as serving as the state point of contact for all incoming and outgoing requests and coordination.

Resource Mobilization – Federal

When state and local resources are inadequate to effectively respond to an emergency or major disaster, the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), 42 U.S.C. 5121, et.seq., Public Law 93-288, as amended, allows for federal assistance through a Presidential Disaster Declaration. This law establishes a process for requesting and obtaining a Presidential Disaster Declaration, defines the type and scope of assistance available from the Federal government, and sets the conditions for obtaining that assistance.

To initiate Stafford Act assistance, the following steps must be taken:

1. Following a disaster an Initial Damage Assessment must be performed by the local jurisdiction to assess the impact of the disaster. This assessment should provide a rough estimate of the extent, type, and location of damages. Often this will require the coordination of the various municipal governments who will also perform their own damage assessments. When the information has been collected, it is provided to the Larimer EOC and then forwarded to the Colorado Office of Emergency Management (COEM).
2. State and Federal officials then conduct a joint preliminary damage assessment (PDA) with local officials to estimate the extent of the disaster and its impact on individuals and critical infrastructure. This information is included in the governor's request to show that the disaster is of such severity and magnitude that effective response is beyond the capabilities of the state and the local governments and that Federal assistance is necessary. The PDA is also useful at the local level to begin working on various recovery and mitigation activities.
3. The governor must request assistance if the situation meets the criteria for a declaration. The governor submits a written request to the president through the Federal Emergency Management Agency (FEMA), Region VIII, in Denver, Colorado.
4. FEMA uses information gained in the PDA to supplement the governor's request and this is sent to the president of the United States who determines the final disposition.
5. Based on the governor's request, the president may declare that a major disaster or emergency exists, thus activating an array of federal programs to assist in the response and recovery effort. However, not all programs are activated for every disaster. The determination of which programs are activated is based on the needs found during the damage assessment and any subsequent information that may be discovered.
6. The disposition of the request is transmitted through FEMA Region VIII back to the governor and then to the local jurisdiction. In rare cases the president of the United States will exercise his/her authority to initiate Stafford Act assistance prior to a governor's request.

7. Once a Stafford Act declaration has been made, FEMA, now part of the Emergency Preparedness and Response Directorate of the Department of Homeland Security, is tasked with coordinating the response of federal agencies with state and local governments.

Specialized federal resources are often available without a Stafford Act Declaration. Examples of such resources include Urban Search and Rescue Teams and other specialty teams. These resources are ordered and acquired through the State Emergency Operations Center where the request will be prioritized and filled based upon available resources.

For more detailed information about the declaration process, refer to the Declaration Annex as part of the Comprehensive Emergency Management Plan.

Catastrophic Incidents

In Colorado, it is rare that we will see the types of incidents that exceed the capabilities of the state to support or manage through the SEOC or the typical State Unified Coordination System. There are a few instances, however, where the State of Colorado system will be insufficient to support local needs, or will need to be enhanced to support multiple state and federal partners.

In these instances, the typical state coordination procedures will still be followed, but several additional considerations may be required to ensure support where needed:

- Multiple regions will likely be affected creating an added layer of coordination amongst the Regional Field Managers and the SEOC. Therefore, in addition to the calls and meetings that will occur within each region to determine jurisdictional needs and priorities, there will be coordination calls between Regional Field Managers and the State Unified Coordination Group to ensure priorities are coordinated throughout the state.
- The SEOC will need to depend upon other state or federal partners in order to facilitate unified coordination. Therefore, a coordination structure will be established to ensure state-to-state coordination as well as state-to-federal coordination. Due to the nature of these events, most of the coordination functions will occur virtually or by conference call
- The state-to-state coordination will typically occur through a conference call with all affected/supporting governors (or their designated representative) to determine policy and resource priorities. This will include a discussion of the current situation, state concerns, and where resources would best be utilized in a manner that will ensure the greatest good for the greatest number of people
- The state-to-federal coordination will typically occur through a conference call with both state and federal agencies to determine policy and resource priorities
- The Emergency Management Assistance Compact (EMAC) will become a key function within the SEOC to order resources from outside the State of Colorado.

At this level of response, the local Unified Coordination Group structure and the ability of jurisdictions to work closely with other communities, the state, and federal agencies is critical. Resources will not be available to everyone right away. The key will be to do the greatest good for the greatest number of people. Coordination will be more complex and will occur at multiple levels.

Local Jurisdictional Coordination Level – Policy decisions and resource coordination will be more difficult as outside resources will not typically be available to assist. Local collaboration will be the key to ensure the safety of those citizens.

Regional Coordination – The Regional Field Managers will facilitate coordination calls and meetings within each region amongst multiple local jurisdictions to determine priorities. The Field Managers will also coordinate together to outline region-wide priorities determined by the group.

State Unified Coordination Level – The SEOC/MACC will gather information from all regions within the state that require support and determine priorities at a state level. These priorities will always be based upon life safety, property preservation, and incident stabilization as the primary goals.

FEMA Region VIII Level – When multiple states are involved, whether affected or supporting an incident, FEMA Region VIII will begin coordination activities to determine Region VIII priorities and federal support needs. If only Colorado is affected, this may occur as part of the State MACC.

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 Resource Annex and Larimer County procurement rules govern all practices, payment conditions, and rates, just as it does for all other mobilization resources.

XII. Larimer County EOC Resource Mobilization Process

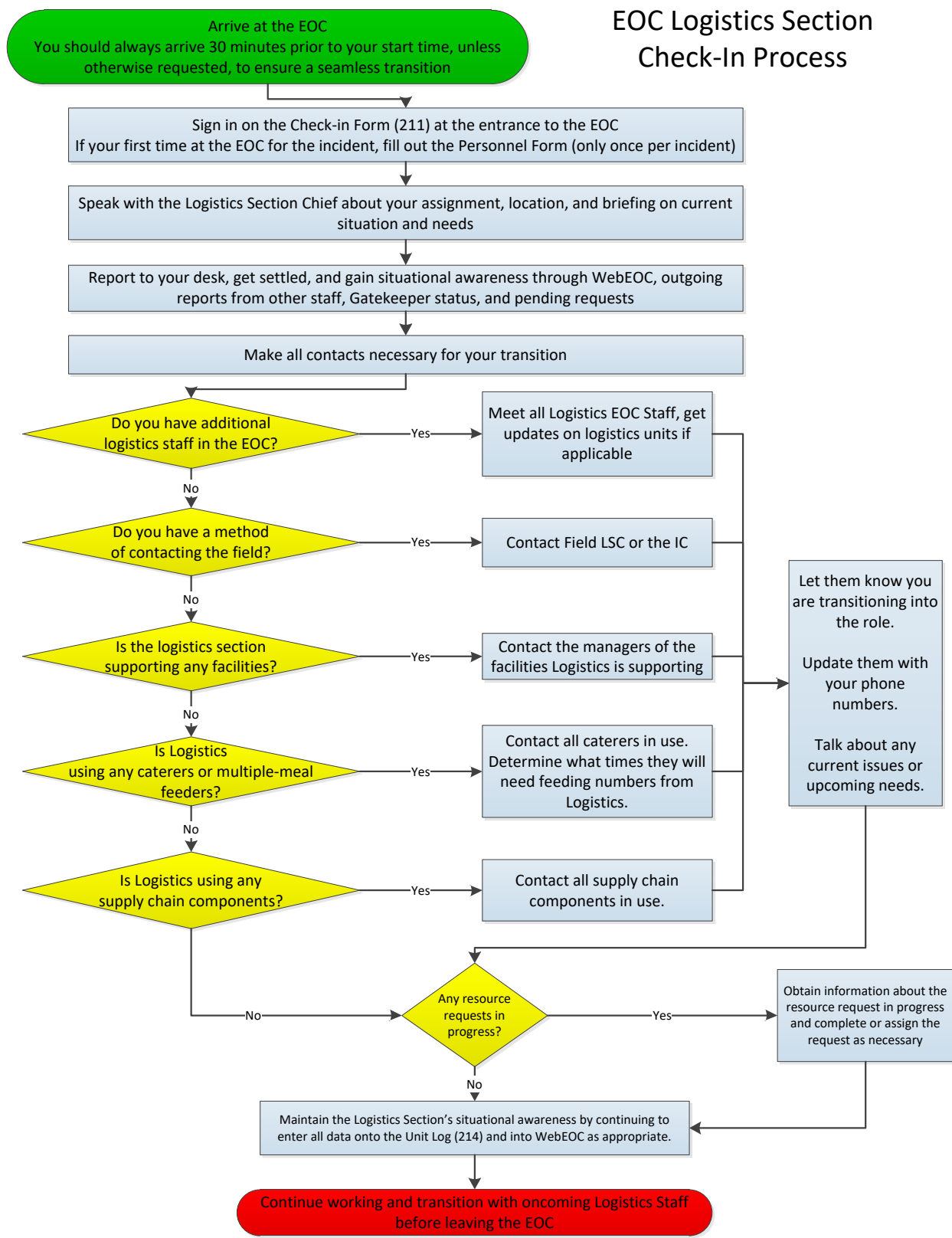
Larimer EOC Resource Ordering Procedures – Logistics Section Check-in Process

The purpose of the check-in process is to ensure the incoming staff has adequate situational awareness to fulfill the Logistics Section duties as well as eliminate transition mistakes regarding resource ordering. Transitions of Logistics Section staff can be one of the most critical times in the EOC because of the potential for severe consequences if a resource request is lost or missed. Communication is the single best way to eliminate this occurrence and is reflected in the check-in process flow chart.

A transition in the Logistics Section will generally take 30 minutes. This time allows the outgoing staff to give incoming staff a thorough in-briefing, wrap up open tasks, and provide continuity while the incoming staff gains situational awareness and makes all necessary contacts.

Logistics Section Check in Procedure

- Check in 30 minutes prior to your start time
- Gain situational awareness through an initial briefing by the Logistics Section Chief and by checking in with the Gatekeeper regarding all open requests
- Make all contacts necessary for your transition
 - Consider the Logistics Section staff, Incident Command, the managers of any facilities the Logistics Section is supporting, any caterers currently utilized, and all supply chain components that are active.
- Gather all relevant information regarding pending or in-progress resource requests
- Complete or assign pending or in-progress resource requests as necessary
- Support the maintenance of situational awareness within the Section by entering data into the Mission Tracking Form in the EOC or in Google Drive

EOC Logistics Section
Check-In Process

Larimer EOC Resource Ordering Procedures – Order Taking Process

In taking an order it is critically important to collect all the necessary information in the initial interaction with the requestor. Communications with the field can be spotty at times. Spotty communications can lead to difficulty in making second contact with the requestor to collect information that wasn't gathered in the first contact.

There are seven critical pieces of information Logistics needs to place an order. These must be collected every time to place an order.

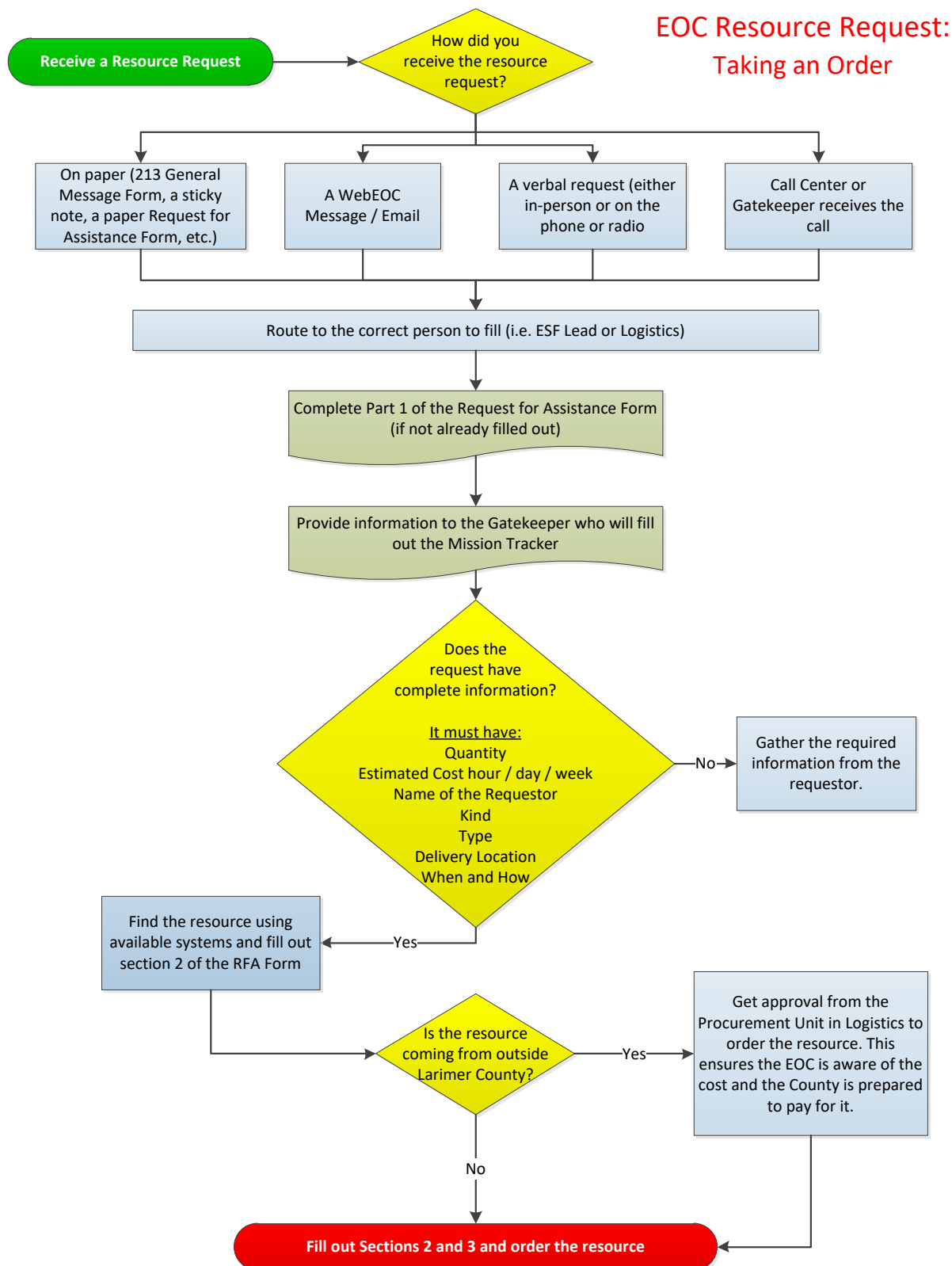
- Quantity
- Kind
- Type
- Delivery location
- When the resource is needed
- How long the resource is needed
- Name and contact information of the requestor

Logistics Section staff and relevant ESFs must obtain verbal approval from the EOC Manager or designee prior to ordering resources outside of Larimer County. This ensures the EOC Manager is aware of the cost and the County is prepared to pay for it.

Order Taking Procedures

While there are preferred methods to place an order, they may be sent to the Logistics Section in a wide variety of ways. Common methods include a Request for Assistance (RFA) form, a 213 General Message Form, a 213rr (Resource Request form) in WebEOC, a sticky note, WebEOC Message, in person, or over the phone or radio.

1. The EOC will accept any method, as long as the seven critical pieces of information listed above are included. If they are not included, Logistics will work to find them.
2. Once the seven pieces of critical information and any additional details are obtained, the Gatekeeper will enter the resource request into the EOC Mission Tracker for tracking purposes and will assign a resource number on the RFA form.
3. If the resource is coming from outside of Larimer County, the Logistics Section will obtain verbal approval from the Procurement Unit or designee before filling the request.



Larimer EOC Resource Ordering Procedures – Acquiring Resources

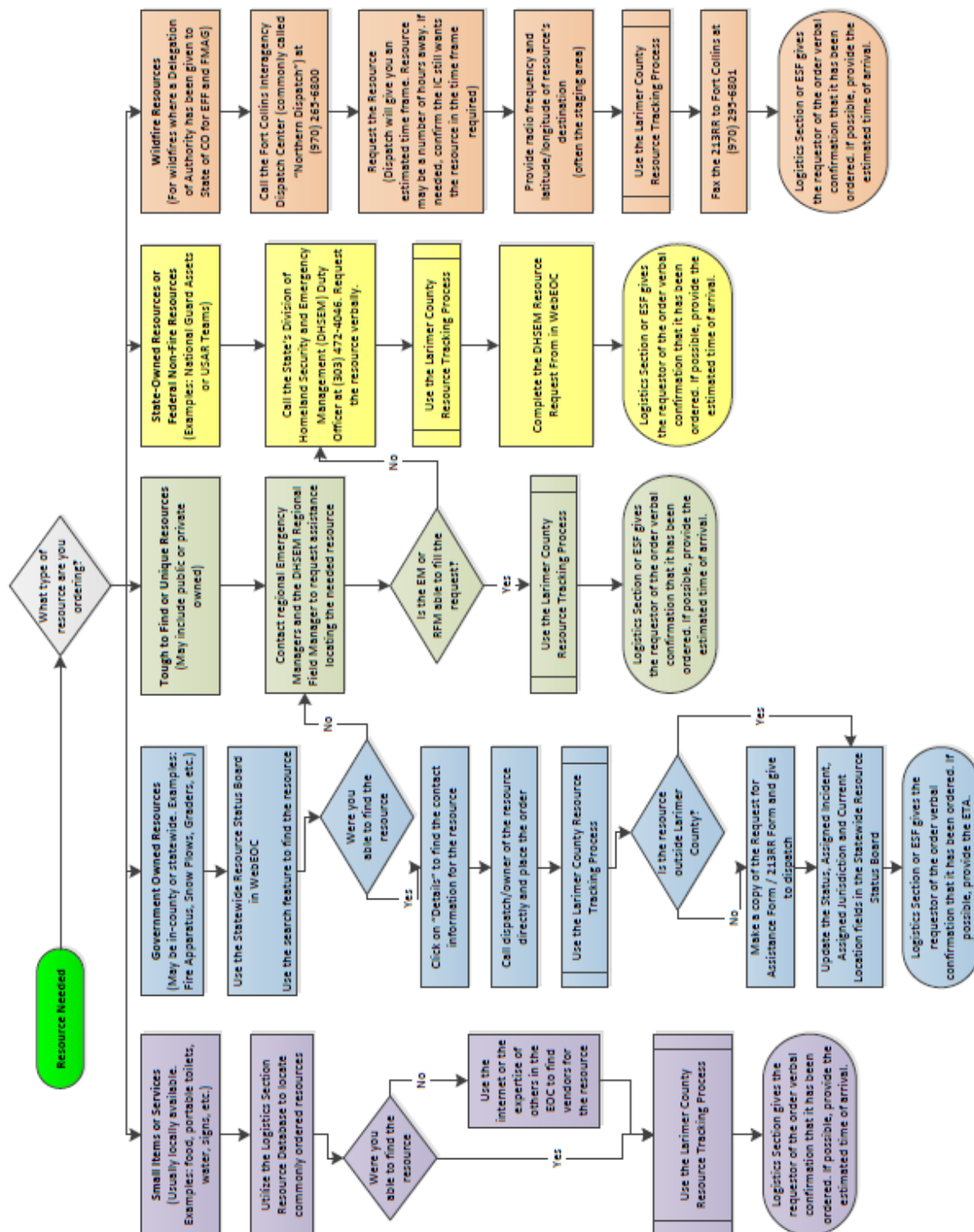
The purpose of this procedure is to procure requested resources quickly and efficiently to support Incident Command and emergency support functions.

In ordering a resource, Larimer County strives to order local resources first. This supports the local economy and decreases response time.

Procedure for Acquiring Resources

There are six key processes used to order resources from three specific categories.

- Small Items or Services
 - Logistics Section Resource Book and/or Database
- All-Hazards Resources
 - WebEOC Resource Status Boards
 - Regional Emergency Managers
 - Colorado's Office of Emergency Management
- Fire Support Resources
 - Local Fire Resources and statewide fire resources via Mutual Aid Agreements
 - Federal Fire Resources (interagency Dispatch)




Larimer EOC Mission Tracking Spreadsheet

To ensure that all resource requests are properly executed and mobilized resources are demobilized through the EOC, the Gatekeeper in the Planning Section tracks all resource requests on the Mission Tracker spreadsheet.

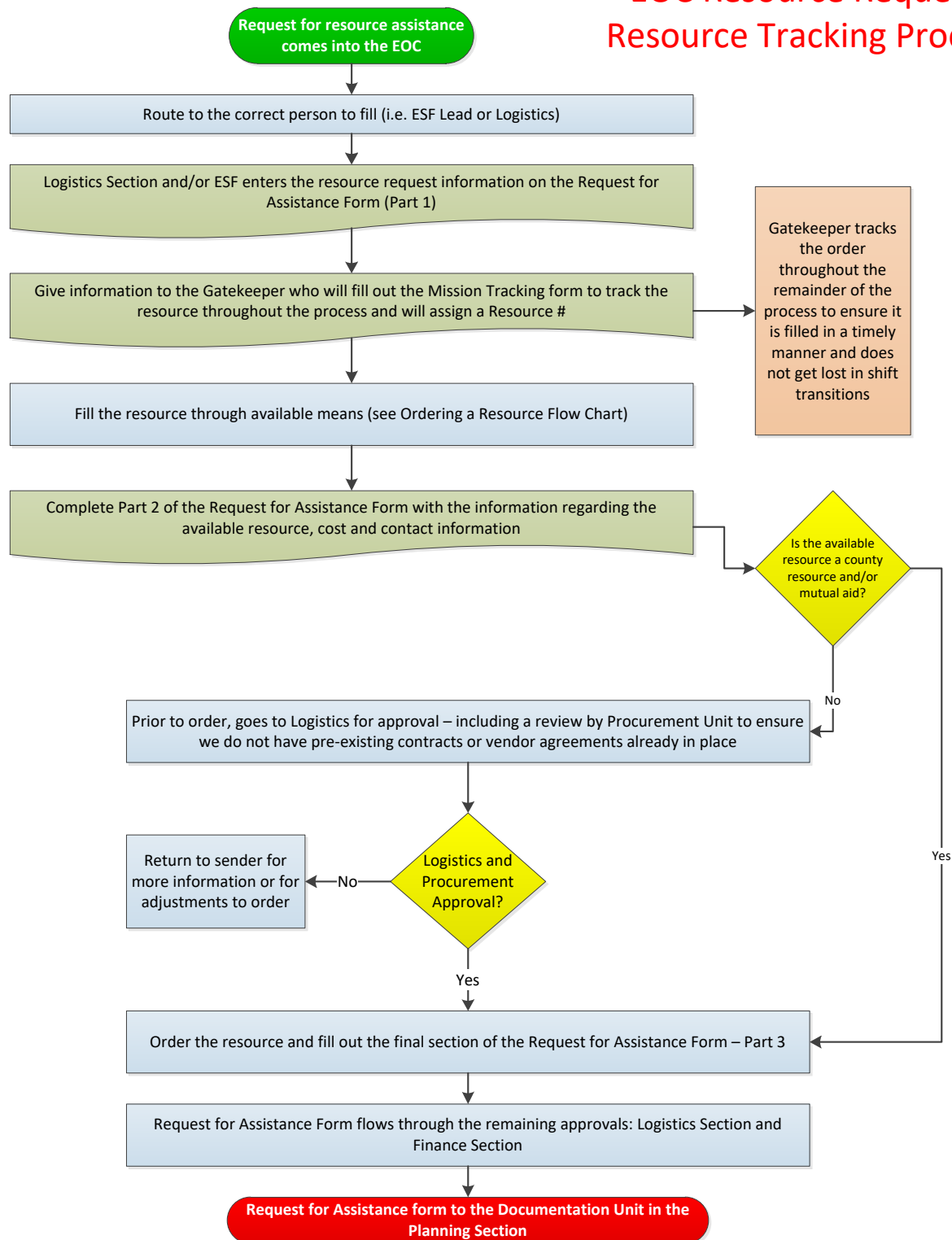
Each resource request filled by the EOC must be tracked on a Mission Tracking Form. Every resource must receive a Resource ID# for tracking purposes. The Resource ID# Sequence is: 1) CO-LRX, 2) Resource Type, 3) Request #, 4) Month, 5) Day.

- 1) The Resource ID# should always begin with CO-LRX to designate it as a Larimer County request.
- 2) The resource type will depend upon the resource being ordered.
 - A – Aircraft
 - C – Crews
 - E – Equipment
 - F – Facilities
 - I – Information (Maps, Weather, Air Quality, etc)
 - O – Overhead
 - S - Supplies
- 3) The Resource ID# should use sequential numbering starting with the 9000 series to designate it as an EOC resource request versus a state or Interagency resource request
- 4) The end of each request number will include the two digit month and day the request was made.

For Example: If an aircraft resource is requested for an incident on September 12, 2017, the resource ID sequence would be: CO-LRX-A-90010912

|  | | RESOURCE MANAGEMENT WORKSHEET EOC MISSION TRACKING | | Incident Name: | | | Operational Period (Date/Time): | | |
|---|----------|---|--------------|----------------|----|------|---------------------------------|-----|-----------|
| Resource ID# | Priority | Mission Assignment Description | Branch / ESF | Approvals | | | FILING | | Completed |
| | | | | RA | AA | LOGS | FIN | DOC | |
| LRX - Time: | | | | | | | | | |
| LRX - Time: | | | | | | | | | |
| LRX - Time: | | | | | | | | | |
| LRX - Time: | | | | | | | | | |

EOC Resource Request: Resource Tracking Process



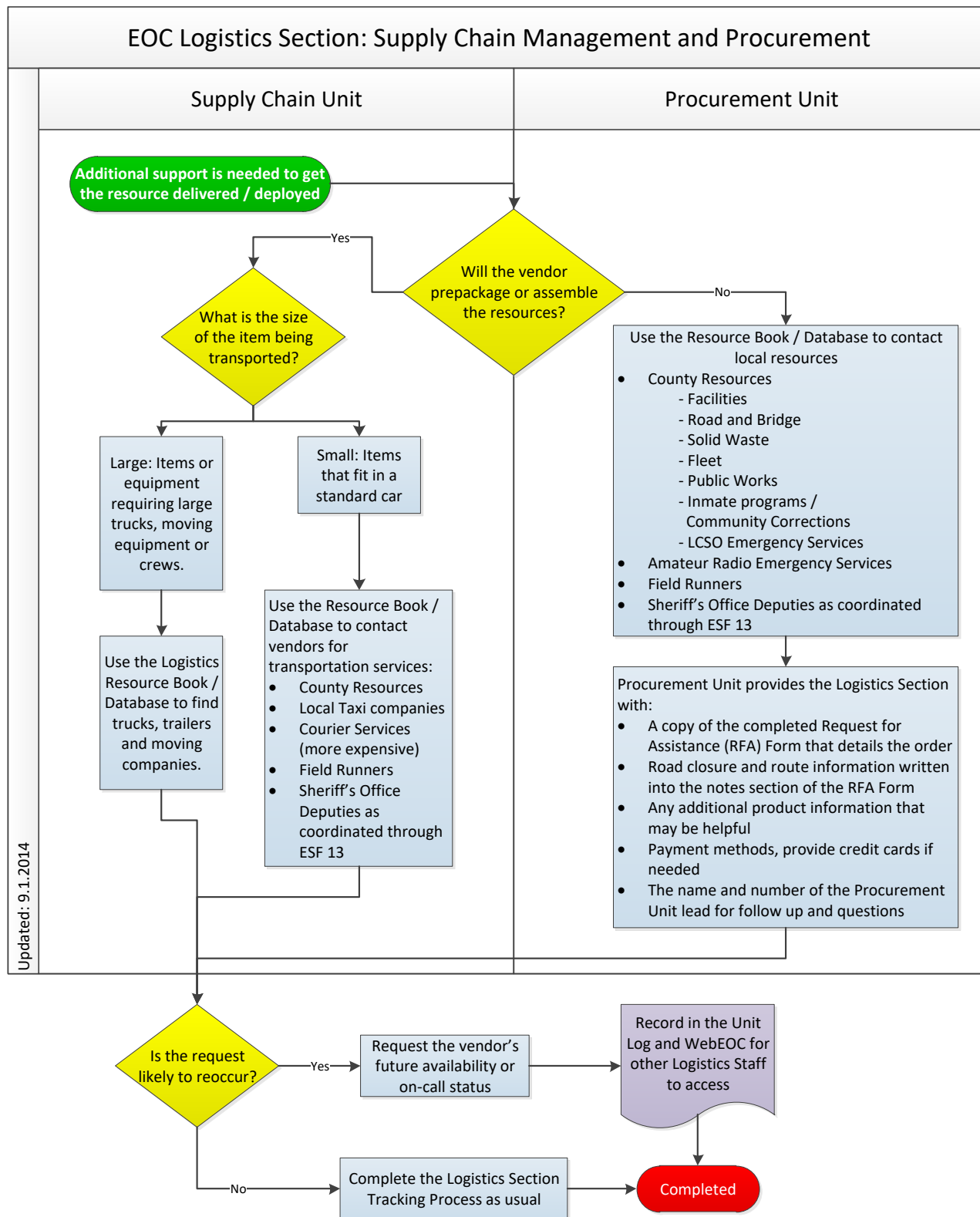
Larimer EOC Logistics Section Supply Chain and Procurement

Supply Chain Management is the management and flow of goods during an incident. It includes the movement and storage of key materials and goods from the point of origin to final destination. This section outlines the process for supply chain management and procurement to support resource ordering within the Larimer EOC Logistics Section.

When resource ordering is delegated to the Larimer EOC, the Logistics Section Chief is responsible for developing and managing a supply chain network to procure resources.

Procedure

The following flow chart shall be followed to execute the process.



Updated: 9.1.2014

Larimer EOC Logistics Section Policy Group Resources Ordering Verification Process

To identify the process for obtaining authorization from the Policy Group to procure requested resources that are not within Larimer County and are outside of mutual aid.

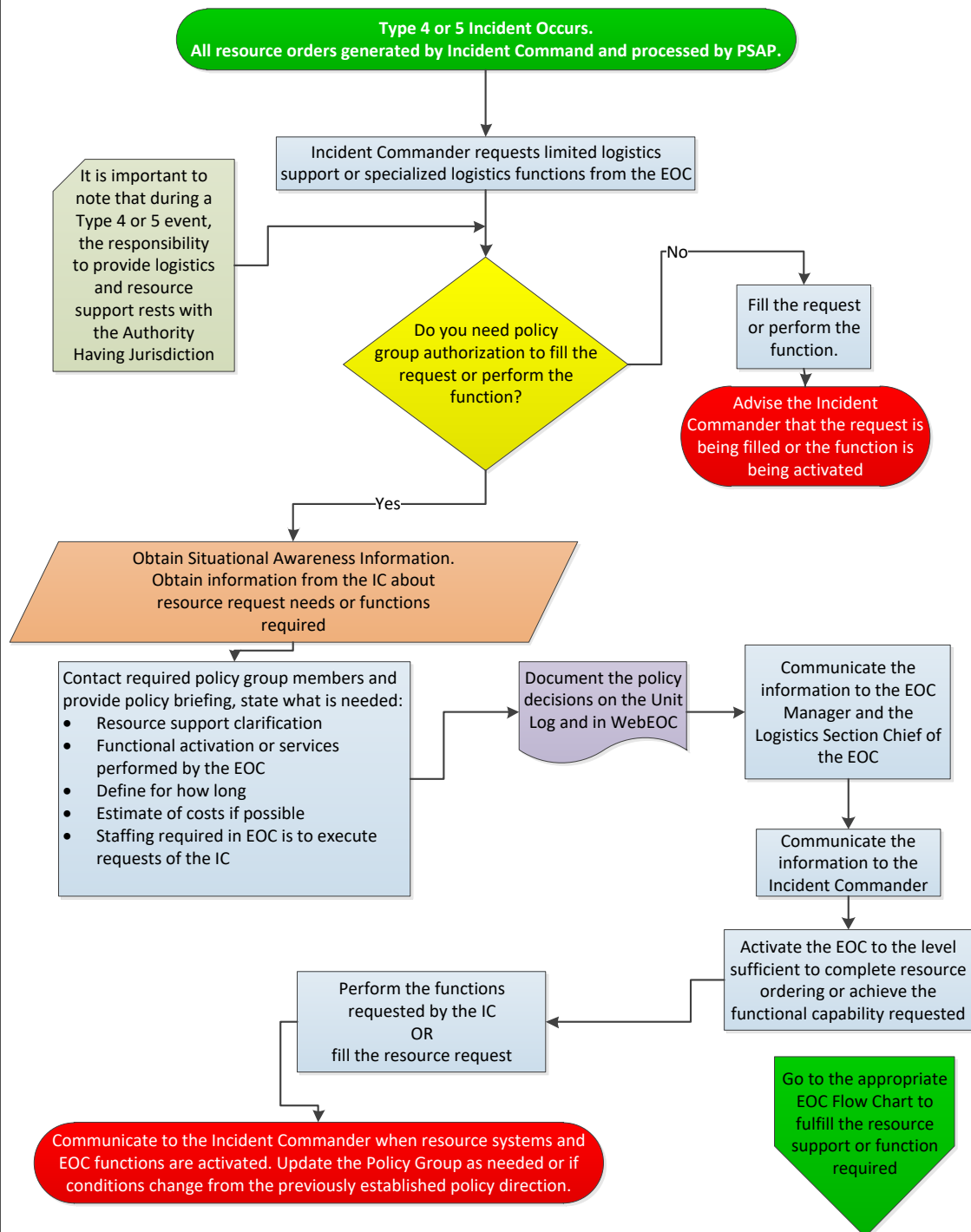
Ordering out of County resources carries a financial exposure to the County or requesting agency. No resource shall be ordered through the Larimer EOC unless proper authorization is obtained prior to the order being placed. When out of county resources are requested, the authorization process is managed by the EOC Manager and this process is completed only when it is communicated by the EOC Manager to the EOC Logistics Section Chief.

Procedure

1. Logistics Section receives an out of county request or deems out of county resources are required to fill a placed resource order.
2. The request is passed to the EOC Logistics Section Chief for authentication and review.
3. The request is communicated to the EOC Manager.
4. If the EOC Manager has pre-authorized out of county requests with the Policy Group the Logistics Section Chief shall be directed to fill the order.
5. If the pre-authorization is not present the EOC Manager shall communicate the situation to the Policy Group for authorization.
6. Disposition of the request is communicated back to the EOC Logistics Section Chief by the EOC Manager.
7. If authorization approval is provided the EOC Logistics Section Chief completes the order.
8. If authorization is not achieved the Logistics Section shall contact the requesting agency and advise on the situation.
9. The complete process shall follow the Policy Group Ordering Verification Process Flow Chart provided.

Policy Group Resource Ordering Verification Process

Procedure to verify the level of resource support for the incident



Updated: 9.1.2014

XIII. Methods for Seeking Reimbursement

Authorizing Agents for Resource Reimbursements

During a disaster, the organization ordering the resource is responsible for payment unless otherwise agreed upon. There is an important difference to note in the payment structures of federally declared wildfires under the Fire Management Assistance Grant (FMAG), which is a part of the Stafford Act, and the federally declared “major disasters” under the Stafford Act.

Under an FMAG, the federal government commonly utilizes a federal IMT to manage the incident. The federal team’s Incident Commander is most often given the authority to order resources as needed to suppress the fire. Wildfire cooperators that are requested to stay or deploy to the incident become contractors of the federal government and can receive payment for their services. The FMAG is still a cost share agreement, often with the federal government taking up to 75%, but it also allows for payment directly to resource vendors and cooperators. This reduces the strain on local governments who may incur high payments initially and then wait for reimbursement.

Under a Stafford Act Major Disaster declaration, the local government (AHJ) is responsible for all initial payments, and may then submit reimbursement requests for the cost shared amount for *eligible* expenses only. The cost share is often structured so that the federal government reimburses 75% of eligible expenses, leaving local governments with 25% of eligible expenses plus 100% of ineligible expenses. It is possible, at the governor’s discretion, for the state to share in the costs as well.

In an all-hazards (non-wildfire) incident in Larimer County, all resource requests that will be cost shared or paid in any part by Larimer County must be routed through the Larimer EOC for approval and tracking.

During an All-Hazards incident, a Declaration of Disaster is signed and a Delegation of Authority may be necessary if ordering an IMT for incident support. The political subdivision of government declaring an emergency or disaster must clearly articulate the local capabilities exceeded and damage assessment. The political subdivision is requesting assistance from the County or state and resources provided and responsibilities assumed are made by agreement. The political subdivision of government never dissolves their legal statutory sovereignty and therefore continues to govern their town, city or special district.

The principle executive officer of the political subdivision of government shall submit a Local Declaration of Disaster and submit it to the Larimer County OEM for processing (Reference the Disaster Declaration Annex for examples of this form). The Larimer OEM shall assist with the formation of a written disaster declaration agreement and shall also ensure that resources or responsibilities are acquired or operationalized per the agreement and within the specified timeline.

If the declaration is beyond the County's ability to provide assistance, the Larimer OEM shall oversee the processing of the Disaster Declaration and submit it to the State Office of Emergency Management. Larimer OEM shall facilitate any meetings or communications as needed to connect the Governor's Office to local elected officials.

All-Hazards Reimbursement

In the event resources are mobilized by the Larimer EOC, the following shall apply in the absence of pre-existing agreements and/or contracts in place. Governmental, non-governmental and private industry (private sector) resources responding to a formal Larimer EOC 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 should be discussed and documented in the Request for Assistance (RFA) form in the Larimer EOC.

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 and documented in the RFA form. In cases where there is no rate provided on a CRRF or the RFA form, the FEMA standard rates will be used. The reimbursement rate is intended to cover the total reimbursement available for the cost of ownership, depreciation, maintenance, repair, fuel and oil. Equipment rates specified in this section shall be exclusive of the personnel necessary to operate and/or maintain the equipment resources, unless otherwise stated in the RFA form. The referenced rate structure will be enforced in the absence of other pre-existing agreements or contracts. It is the intent that public agencies who mobilize through this Annex be reimbursed as close as possible to their actual cost of doing business.

Units of Government will be reimbursed for personnel at the applicable Administratively Determined Rate (AD Rate) or the Government Services Rate (GS), provided for in the Interagency Incident Business Management Handbook, Chapter 10 including the State of Colorado and Rocky Mountain/Great Basin Supplements, unless there is a current CRRF agreement in place. In the absence of a declaration, financial liability is upon the requesting agency.

Ordering Resources for an Affected Jurisdiction

Reimbursement for costs associated with resources ordered for the affected jurisdiction is the responsibility of the requesting agency. Reimbursement decisions will be made per local plans, agreements (IGAs, Mutual Aid, MOUs, etc.), and/or provisions of the local disaster declaration. The Request for Assistance Form may also be utilized to order a resource and agree on reimbursement terms with the assisting agency. Costs for state assets will be borne by the local requesting agency unless the state agency communicates that they are bearing the cost within their budget, or provisions are outlined clearly by the governor within the Executive Order declaring a disaster or emergency.

Methods for Seeking Reimbursement

Larimer County Sheriff's Office has a statutory responsibility for search and rescue, wildfire, and hazardous materials response in the unincorporated areas of Larimer County. On these types of incidents and in situations where mutual aid or contracted agencies capabilities are exceeded, operational costs are eligible for reimbursement through the Larimer County Sheriff but must be ordered through county channels, such as the LCSO or the Larimer EOC. All other types of incidents are subjected to the rules of reimbursement as defined in this Annex.

Private vendors utilized to support operational response during these incidents are only eligible if they are authorized through the Sheriff's Incident Command or the Larimer EOC. If private vendors are acquired outside of this process, costs will be the responsibility of the ordering agency to pay. Costs incurred by the AHJ for the jurisdiction managing the incident related to equipment, staffing, and apparatus are not reimbursable under state law and therefore not eligible. These costs may be reimbursed under state and federal disaster reimbursement programs if made available through a disaster declaration.

Reimbursement requests in all-hazards incidents must be submitted to the Larimer County OEM, 200 West Oak Street, Fort Collins CO 80522 within 30 days of the incident closing date. A reimbursement packet must be completed and submitted with the request.

Costs for incidents may be shared by special districts, townships, municipalities, counties, state and federal governments as agreed upon prior to the Larimer EOC filling orders. It is essential that the Larimer EOC track all incident resources assigned to the incident, make timely payments to those providing resources at the request of the Larimer EOC, and pursue local, state, and federal disaster declarations as necessary to ensure appropriate costs are shared. The jurisdiction having authority is responsible for tracking all resources assigned to the incident and their costs and making appropriate cost share reimbursement to the appropriate Larimer EOC Responding Agency. In the **absence** of a disaster declaration and accompanying disaster declaration agreement, the reimbursement relationship is between the ordering jurisdiction and the sending agencies/organizations. In the absence of any existing Colorado Resource Rate Form or existing contracts, the FEMA reimbursement rates for resources based on kind and typing shall be used.

Methods for Seeking Reimbursement – State Process

When a state disaster or emergency is **declared**, the State of Colorado, Division of Homeland Security and Emergency Management, Office of Emergency Management is responsible for payment of all resources ordered through the State Emergency Operations Center (State EOC) and provided by any governmental, non-governmental, and/or private sector source in response to state support of an incident (§24-33.5-704, C.R.S.). It is understood that cost for such incidents will be shared by local, state, and possibly federal governments as agreed upon prior to the State EOC filling orders. It is essential that the State EOC track all incident resources assigned to the incident, make timely payments to those providing resources at the state's request, and pursue local, state, and federal disaster declarations as necessary to ensure appropriate costs are shared. The jurisdiction having authority is responsible for tracking all resources assigned to the incident and their costs and making appropriate cost share reimbursement to the State OEM.

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

State Wildfire Reimbursement

In the event resources are mobilized by the State Office of Emergency Management (State OEM) the following shall apply in the absence of pre-existing agreements and/or contracts in place. 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 OEM.

Governmental, non-governmental and private industry (private sector) resources responding to a formal State OEM 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.

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 State OEM. 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.

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 the State OEM. 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) or Government Services Rate (GS) as determined by agreement, 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.

Colorado State Emergency Fire Fund (EFF)

The EFF may be used to assist counties with whom the Division of Fire Prevention and Control (DFPC) has signed an *Emergency Fund Contract Agreement for Watershed Fire Control* and who have paid their latest annual assessment. The fund will be used only for approved wildfire suppression and control activities. The state fire management officer (FMO), or his/her designee, is the only person authorized to approve and implement the fund.

Larimer County is a participant in the EFF agreement with DFPC. As a participant to this agreement, the state agrees to come to the aid of Larimer County should suppression resource needs exceed the county's capabilities. Larimer County Sheriff's Office or OEM will notify the State of Colorado Operations Line, as requested by DFPC, immediately should a wildfire incident occur which has the potential to exceed county capabilities. EFF fire incidents activate the State's Resource Mobilization Plan and will likely include mobilizing resources through the statewide resource database in WebEOC and the Fort Collins Interagency Dispatch Center (FTC).

When a wildfire is accepted by the state as an EFF incident, a cost share agreement may be negotiated between DFPC and affected jurisdictional agencies. The state FMO's decision will be documented in writing. When the EFF is implemented, DFPC assumes responsibility and authority for all suppression activity until the fire is returned to county responsibility. The county shall nevertheless continue to make its maximum effort to provide firefighting resources from within the county. The county will also continue event support and coordination, outside of the incident footprint through the County EOC.

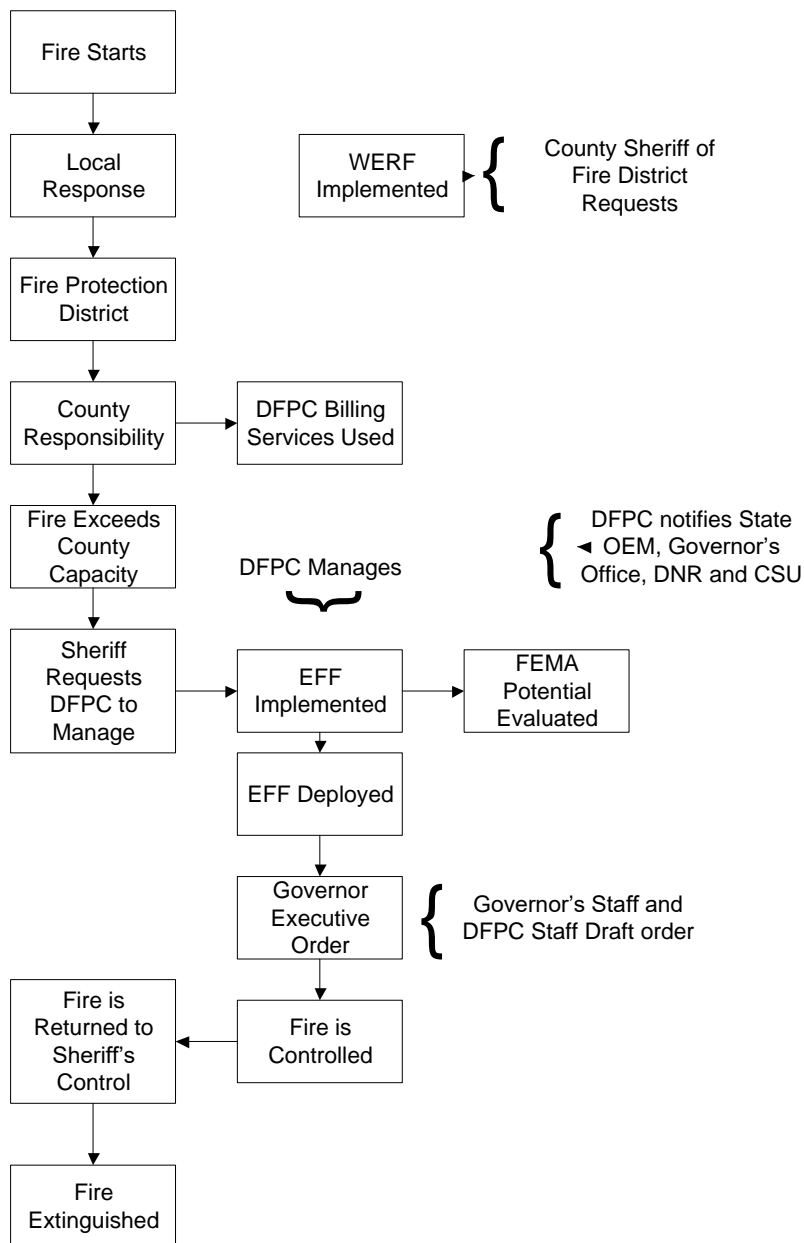
All EFF fires will have a unified command structure consisting of, at a minimum, the Larimer County Sheriff (or designated representative) and a DFPC Line Officer. If land governed by another agency is threatened or involved, that agency will provide a representative to the Unified Command. When a fire is approved for EFF implementation within Larimer County, the following minimum fire suppression forces will be maintained, as much as possible, through the duration of the incident:

- Local resources available to the county through mutual aid, automatic mutual aid or contract basis, while still providing a minimal level of response for other, new incidents within that district and without jeopardizing the ability of the assisting agencies to mount a reasonable response within their own jurisdiction.

- Law enforcement and traffic control through the sheriff's office.
- Other county-owned equipment as may be available and as mutually agreed upon between the county and the DFPC Line Officer, given the specific conditions and needs of the incident.

DFPC will transfer control of an EFF fire back to Larimer County when the fire spread is contained, the line officer's objectives have been met, and a written plan has been developed for the next operational period. The EFF fund can pay for water barring and reseeding control lines if authorized by the DFPC Line Officer and only when part of the Incident Action Plan during the EFF period. All other reclamation work must be funded by the landowner or other sources.

Wildfires occur as unscheduled emergency events. The role of the state is to provide technical advice and assistance to local government, assume the management of wildfires that exceed the capacity of local governments upon the request of the sheriff or when wildfires threaten to become state emergencies or disasters, and at all times, provide for the safety of firefighters and the public.



Initial response comes from local fire departments; fire protection districts; sheriff's offices; USFS, BLM, NPS, FWS, BIA.

DFPC may provide technical assistance during initial response and will provide state resources upon request.

Agreements between DFPC, federal agencies, and counties provide a path for local fire departments / districts to participate in fire response outside their local jurisdiction.

Wildland fire response is implemented through Six (6) interagency dispatch centers

Annual Operating Plans established with all responding agencies in a county facilitate coordinated response.

DFPC is the lead state agency for wildland fire management (Colorado Emergency Operations Plan ESF 4a).

DFPC manages the Wildfire Emergency Response Fund (WERF); the Emergency Fire Fund (EFF); the Wildfire Preparedness Fund; and FEMA Fire Management Assistance Compact (FMAG).

Wildfire Emergency Response Fund

The Wildfire Emergency Response Fund was created to assist local jurisdictions with initial attack wildland fire response on state and private lands within the state of Colorado (§24-33.5-1226 C.R.S.). Any County Sheriff, municipal fire department, or fire protection district within Colorado may request WERF reimbursement as the official Requesting Agency. WERF will reimburse, if funds are available, the Requesting Agency the cost of eligible wildland firefighting resources.

This table shows the eligible and ineligible items for WERF reimbursement.

| ELIGIBLE FOR WERF REIMBURSEMENT | |
|--|---|
| Both aerial resource use and hand crew use on the same incident. | |
| AERIAL RESOURCES | First hour of firefighting helicopter rotor time + pilot time OR First aerial tanker flight + drop + retardant* |
| | OAS-carded & USFS-carded pilots, if federal resources are involved. |
| HAND CREW | Up to 2 hand crew days within the first 2 operational periods of an incident, beginning from time of departure to fire. |
| | <i>Type 1, Type 2 Initial Attack</i> , or <i>Type 2</i> NWCG-qualified crews. |
| | Hand crews should be ordered based on incident needs, crew Type and capabilities, and proximity to incident. There is a preference for the use and reimbursement of State of Colorado inmate crews. |
| | Different crews may be used, but only for a total of 2 hand crew days. |

There are often additional costs associated with the use of aircraft and hand crews that are not reimbursable.

| NOT ELIGIBLE FOR WERF REIMBURSEMENT | |
|--|--|
| AERIAL RESOURCES | Fixed wing aircraft reimbursement does not include lead plane or aerial observer aircraft. |
| | Additional helicopter personnel (helicopter crew). |
| | Ferry time/flight time to bring aerial resource to Colorado. |
| | Fuel truck. |
| | Chase truck. |
| HAND CREW | Travel time to bring hand crews from outside Colorado. |
| | Hand crew logistics costs of lodging, camping, and per diem. |

Consult the County Annual Operating Plan for the local, state, and federal dispatch procedures to order resources eligible for WERF reimbursement. The Requesting Agency must notify the Colorado DFPC of each WERF reimbursement request. Requests should be emailed to DFPC at firebill@cdfpc.org within 7 days of resource use and include the following information:

- Who requested the resource (Sheriff, Fire Chief, etc.),
- Fire name,
- Incident number (whenever available),
- Resource name,
- Date(s) of use,
- Copies of resource orders (whenever available).

Since the DFPC has been tasked by the Colorado State Legislature to administer and manage this fund, it is critical that DFPC receives notification of any and all WERF requests to maintain an accurate balance for the fund.

*Any request for a Very Large Air Tanker (VLAT) must be approved by the DFPC Deputy Chief of Operations or their designee prior to use.

FEMA Fire Management Assistance Grant (FMAG)

Under the Stafford Act, 42 U.S.C. 5187, Fire Management Assistance is available to state, local and tribal governments, for the mitigation, management, and control of fires on publicly or privately owned forests or grasslands, which threaten such destruction as would constitute a major disaster.

The Fire Management Assistance declaration process is initiated when the Colorado DFPC submits a request for assistance to the FEMA Regional Director at the time a "threat of major disaster" exists. The entire process is accomplished on an expedited basis and a FEMA decision is rendered in a matter of hours. The grant program provides a 75 percent Federal cost share and the jurisdiction having authority pays the remaining 25 percent for actual costs.

Eligible firefighting costs may include expenses for field camps; equipment use, repair and replacement; tools, materials and supplies; and mobilization and demobilization activities.

Although the FMAG program is under the Stafford Act, the program works differently than an all-hazards "major disaster" declaration in the payment of volunteer fire fighters. Under an FMAG, a volunteer firefighter working in his/her own jurisdiction may become a contractor of the federal government, if requested. In this case, the fire fighter would be eligible to request compensation for deployment on the incident. Under a Stafford Act "major disaster" declaration, unpaid workers (volunteers) are not eligible to be paid or reimbursed regardless of the hours worked on the incident because they are not compensated on a daily basis for the same duty. On a "major disaster" declaration, a jurisdiction will only be reimbursed with a 75% cost share for expenses they would normally incur regardless of the declaration.

Compensation Claims

All incident compensation claims will be filed and governed by processes established in the latest version of the Interagency Incident Business Management Handbook, Chapter 70 (home agency responsible for own liability and workers' comp coverage; death and disability coverage).

Situations in Which Reimbursement May NOT Occur

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

1. Resource was not formally ordered by the Larimer EOC on behalf of a local incident.
2. Resource was available to the Authority Having Jurisdiction (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.

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

Private Sector Resource Reimbursement

The reimbursement rate for equipment supplied by the private sector vendors will be the equipment rental rates agreed to on the Request for Assistance (RFA) Form or in preexisting contracts with the Larimer County, the state or within the Interagency 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.

The resource management network is a primary responsibility of the EOC and should be effectively functional during an emergency situation. A listing of all available stores and supplies of foods, materials, and equipment is kept on file in the EOC.

XIV. 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 IC/EOC 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 IC/EOC logistics and finance sections. This is the time to communicate and sign-off on all emergency repairs on equipment. (The IC/EOC Finance Section Chief must approve of these prior to demobilization.);

4. The IC/EOC Demobilization Unit Leader will inform the State EOC 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.

XV. Information Collection & Dissemination

Information Collection

All pertinent information during an EOC activation relative to resource acquisition, costs, tracking and location of resources dispatched will be kept current in WebEOC, supported with a hard-copy of the Request for Assistance (RFA) Form (See Appendix D).

Dissemination

The EOC Manager and all Section Chiefs (Operations, Planning, Logistics and Finance) will be kept apprised of resource status; availability related to current and potential demand; projected resource requirements (anticipated beyond current status); and potential for mutual aid or regional / state resource needs. This will be accomplished during regular Section and EOC briefings or immediately communicated should an emergency situation dictate a change in any of these factors.

XVI. Communications

Within the Larimer County EOC, Telecommunications is under the Logistics Section as ESF 2. This follows the logic that communication resources are critical in any deployment of other resources sanctioned under the Logistics Section. As such, the Communications Unit Leader, under the direction of the Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of Incident Communications facilities; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment.

The Communications Unit has several key functions that are performed to support the Logistics Section. They include:

- Determine unit personnel needs
- Coordinate with the Incident Command Post to prepare and implement the Incident Radio Communications Plan (ICS Form 205)
- Establish appropriate communications distribution/maintenance locations within base/camp(s)
- Ensure communications systems are installed and tested
- Ensure an equipment accountability system is established

- Ensure personal portable radio equipment from cache is distributed per Incident Radio Communications Plan (ICS 205 in the Incident Action Plan)
- Provide technical information as required on the adequacy of communications systems currently in operation; and the geographic limitation on communications systems
- Identify equipment capabilities/limitations, to include the amount and types of equipment available, and the anticipated problems in the use of communications equipment
- Supervise Communications Unit activities
- Maintain records on all communications equipment as appropriate
- Ensure equipment is tested and repaired
- Recover equipment from demobilized or released units

XVII. Administration, Finance & Logistics

The Logistics Section and the Administration and Finance Sections must maintain an open and regular communication (in addition to regular EOC briefings).

It is critical the Finance Section Chief and the Logistics Section Chief have a clear picture of resource costs, budget impacts, and projected cost impacts for planned and anticipated operations. Any indication the resource needs or costs will exceed budget allowances must be recognized and communicated early on to the EOC Manager.

At the end of the activation and demobilization of resources, the Logistics Section Chief and Finance Section Chief must undertake a formal reconciliation process. All costs and resources must be accounted for and reconciled in order to officially close an EOC activation. A formal report is to be provided to the EOC Manager.

XVIII. Annex Development & Maintenance

It is the responsibility of Larimer County Office of Emergency Management to keep an accurate and updated list of all available sources that will supply resources during an emergency. Larimer OEM will handle the coordination and planning of these services and will update the Resource Management Annex regularly to reflect necessary changes.

XIX: References

Local

Larimer County Comprehensive Emergency Management Plan
Boulder County Resource Mobilization Plan

State

Colorado State Emergency Operations Plan
Colorado Resource Mobilization Plan

Federal

National Response Framework
CPG 101 Version 2.0
Interagency Incident Business Management Handbook 2014
National Preparedness Goal
National Disaster Recovery Framework

APPENDIX A – Acronyms

| | |
|--------|--|
| AHJ | Agency Having Jurisdiction |
| AOP | Annual Operating Plan |
| CAD | Computer Aided Dispatch |
| CDPHE | Colorado Department of Public Health and Environment |
| CDVMN | Colorado Donations and Volunteer Management Network |
| COG | Continuity of Government |
| COOP | Continuity of Operations |
| COVOAD | Colorado Voluntary Organizations Active in Disaster |
| CRFF | Colorado Resource Rate Form |
| CST | Civil Support Team |
| DAC | Disaster Assistance Center |
| DCT | Donations Coordination Team |
| DFPC | Division of Fire Prevention and Control |
| DHS | U.S. Department of Homeland Security |
| DMORT | Disaster Mortuary Operational Response Team |
| DRC | Disaster Recovery Center |
| EFF | Emergency Fire Fund |
| EOC | Emergency Operations Center |
| FAC | Family Assistance Center |
| FACT | Family Assistance Center Team |
| FEMA | Federal Emergency Management Agency |
| FMAG | Fire Management Assistance Grant |
| FMO | Fire Management Officer |
| HSPD | Homeland Security Presidential Directive |
| IC/UC | Incident Command/Unified Command |
| IGA | Intergovernmental Agreement |
| IMT | Incident Management Teams |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| LCSO | Larimer County Sheriff's Office |
| LTRC | Long-Term Recovery Committee |
| MOU | Memorandum of Understanding |
| OEM | Office of Emergency Management |
| PIO | Public Information Officer |
| PPD | Presidential Policy Directive |
| PPE | Personal Protective Equipment |
| RFA | Request for Assistance |
| RSF | Recovery Support Function |
| VCT | Volunteer Coordination Team |
| VOAD | Voluntary Organizations Active in Disaster |
| VRC | Volunteer Reception Center |
| WERF | Wildfire Emergency Response Fund |

APPENDIX B – Definitions

The following are definitions of terms used in both the Larimer County Resource Management Annex and the Colorado State Emergency Resource Mobilization Annex.

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 the 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 wildland fire protection on all lands within a county. It is a working document compiled each year by wildland fire 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 incident control to one of containment or confinement.

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.

Base – Staging and/or command center location for emergency operations.

Base Camp – Location for eating, sleeping, etc. near staging or command center.

Coordination Center – A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Director – Means the director of the Office of Emergency Management as identified in section 24-33.5-705 C.R.S.

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

Emergency Management Assistance Compact (EMAC) – The adopted state-to-state process for ordering resources that will cross state lines during a governor declared emergency or disaster.

Emergency Manager– Is the director or coordinator of the local or interjurisdictional disaster agency as described in section 24-33.5-707 (4) C.R.S or other person identified pursuant to section 24-33.5-707 (6), responsible for local or interjurisdictional disaster preparedness and response

Emergency Operations Center (EOC) – EOCs are facilities (physical or virtual) that are used in varying ways at all levels of government and within private industry to provide a location for coordination, direction, and support during emergencies.

Geographical Area Coordination Center (GACC)– The primary mission of the GACC is to serve federal and state wildland fire agencies through logistical coordination and mobilization of resources (people, aircraft, ground equipment) throughout the geographical area, and with other geographic areas, as necessary.

Host Jurisdiction–Is the jurisdiction having authority over the disaster or emergency until incident management authority is delegated to another agency.

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 responsible for the management of all incident operations at an incident site by delegation of authority from an AHJ.

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. It has the same meaning set forth and established in section 29-22.5-102 (3) C.R.S

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 primarily assigned to wildland fire incidents. For the purposes of the Colorado State Emergency Resource

Mobilization this refers to the Dispatch Centers located in Craig, Grand Junction, Montrose, Durango, Ft. Collins, Pueblo, and the Rocky Mountain Coordination Center (Lakewood).

Jurisdiction– Is the state and tribal authorities and county, city and county, town, special district, or other political subdivision of the State of Colorado.

Local Dispatch – Dispatch offices representing local city/county government emergency response resources and responds to local incident requests for resources. These are also referred to as Public Safety Access Points (PSAP).

Mobilization– Is the process of providing emergency resources beyond those available through existing inter-jurisdictional or mutual aid agreements. Resources sent in response to a request from a jurisdiction in which an emergency or disaster situation or local emergency incident has exceeded or will exceed the capabilities of the requesting jurisdiction. The Term also includes the redistribution of resources either to direct emergency incident assignments or to assignment in communities where resources are needed to provide backfill coverage when those communities' resources have been mobilized to assist other jurisdictions.

Mobilization Center – An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment (see also Base and Staging Area).

Mobilization Plan– Means the Statewide All-Hazard Resource Mobilization Plan developed and utilized pursuant to section 24-33.5-705.4 C.R.S.

Mobilization System– Means the Statewide All-Hazards Resource Mobilization system and processes created under section 24-33.5-705.4 C.R.S. A system that includes the Mobilization Plan and the technology and personnel necessary to mobilize resources according to the Plan.

Multiagency Coordination (MAC) – A process that allows all levels of government and all disciplines to work together efficiently and effectively. Multiagency coordination occurs across the different incident management disciplines, across jurisdictional lines, and across all levels of government and the private sector. During an incident or incidents, multiagency coordination is used to support incident needs, set jurisdictional policies concerning the incident, set incident priorities, and allocate critical resources. The scope of a MAC group is defined by geography: local, region of a state, state, multi-state region, and national. The State of Colorado uses the Unified Coordination Process as the primary guideline for multiagency coordination at the local, regional, and state level. Further definition of specific MAC processes can be found in the emergency operations plans associated with a given MAC group.

Multiagency Coordination (MAC) Group – Personnel that work together to perform multiagency coordination. Very often this group works out of an emergency operations center (EOC) or coordination center.

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– Is the emergency interagency assistance rendered pursuant to an agreement between the jurisdictions rendering and receiving assistance

Mutual Aid Agreement – A non-binding, mutually beneficial 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 at the federal, state, tribal, and local levels use to coordinate and conduct response and recovery actions.

National Interagency Dispatch System – The National Geographic Area Coordination centers include (Regional) Eastern, Southern, Southwest, Rocky Mountain, Northern Rockies, NICC, Northwest, West Basin, North CA Ops, South CA Ops, and Alaska centers for regional resource management through ROSS.

Non-Host Jurisdiction – Is a jurisdiction providing disaster or emergency response resources to a host jurisdiction, also known as a sending agency.

Operational Period – A defined time period (i.e. 0600 to 1800 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 Mobilization Liaison – The Executive Director of the Department of Public Safety or his/her designee who is the Liaison to the Local Unified Coordination Group, Incident Commander, or Host /Requesting Agency.

Resource Request Order 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.

Resource Ordering and Status System (ROSS) – National database for resource deployment, used at the National Interagency Dispatch, Rocky Mountain Area Coordination Group, wildland and all-hazard resources.

Rocky Mountain Area Coordination Center (RMACC) – One of 12 Geographic Area Coordination Centers (GACC) in the Nation. RMACC is located in Lakewood, Colorado and covers a 5 state Rocky Mountain Geographic Area (Colorado, Kansas, Nebraska, South Dakota, and Wyoming

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 Office 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 partner organizations 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.

Unified Command – As described in section 29-22.5-102 (8) C.R.S., Unified Command is an application of ICS used when there is more than one agency with jurisdiction. Agencies work together through their designated representative within the Unified Command at a single ICP to establish a common set of objectives and strategies, and a single IAP.

Unified Coordination (also known as Multi-Jurisdictional or Multi-Agency Coordination) – The involvement of multiple entities in the planning, coordination, recovery, and decision-making activities of an incident or event.

Unified Coordination Group – A Unified Coordination Group includes local, state, and federal partners, NGOs, volunteer organizations, the private sector, and other partners involved in response and recovery that have the policy making authority to make decisions, allocate resources, and commit funds. In some cases, it may be necessary for the UCG to function virtually such as via teleconference or video teleconferencing to accomplish its assigned tasks based on the size and scope of the event (i.e. blizzard activities across multiple jurisdictions).

Unified Coordination System – An activity or a formal system used to coordinate resources and support between agencies or jurisdictions useful for regional situations. This involves a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordination of assisting agency resources and support to agency emergency operations.

APPENDIX C: Wildfire Annual Operating Plan – Guidance Document

In wildfires, the Annual Operating Plan is a governance document that influences initial attack and extended attack resource mobilization. The current AOP highlights that are related to resource mobilization are defined below:

Resource Requests

The parties to this operating plan agree to coordinate all resource requests from cooperating agencies as follows:

- A. **FEDERAL RESOURCES** (ARF, BLM, NPS): Requests for federal resources, including all personnel and equipment, shall be coordinated through the Fort Collins Interagency Dispatch Center.
- B. **Division of Fire Prevention and Control**: Requests for state resources shall be coordinated through the Fort Collins Interagency Dispatch Center.
- C. **COUNTY RESOURCES**: Requests for county resources during **initial attack** shall be made through the Larimer County Sheriff's Office Dispatch Center. Requests for county resources during **extended attack** shall be made through the Fort Collins Interagency Dispatch Center.
- D. **AVIATION RESOURCES**: All federal and state aviation resources shall be ordered by an authorized ordering official through the Fort Collins Interagency Dispatch Center.

Reciprocal Fire Assistance Mutual Aid

In the AOP mutual aid is defined as assistance provided by a supporting agency or fire protection district at no cost to the jurisdictional (protecting) agency. Supporting agencies will voluntarily, or upon request, take initial attack action in support of the jurisdictional agency. It shall be the responsibility of the agency performing initial attack to notify jurisdictional agencies if those lands are involved or threatened. The jurisdictional agency will not be required to reimburse the supporting agency for costs incurred for the duration of the mutual aid period, unless other arrangements are agreed upon pursuant to § 29-5-105 C.R.S. through § 29-5-110, C.R.S. (Temporary fire fighter duty assignments).

1. **Mutual Aid Period**: For fires occurring on federal lands, each agency or fire protection district will assume responsibility (regardless of fire jurisdiction) for its own expenses during the first 12 hours or until 00:00 hours of the first operational period, whichever comes first, unless otherwise agreed upon by the jurisdictional agencies. The beginning of the operational period is measured from the time of the initial dispatch, tone, or report of fire to a dispatch center.

No party is under any obligation to respond to a call from another of the parties when conditions exist which would prevent response because of priority responsibility in its own jurisdiction, and no party shall be required to deplete unreasonably its own resources, facilities and services in furnishing such mutual aid.

2. **Federal Response Zone**: The Federal Response Zone is defined as any land within 2 miles of the accepted federal land management boundary. Agencies will respond upon request (or may voluntarily respond if adjoining land is threatened) to any other agency or fire

protection district for the duration of the 12-hour mutual aid period within the Federal Response Zone.

Wildfire AOP Reimbursement and Cost Sharing

For County managed fires, the Larimer County Sheriff's Office may identify a separate process and procedure for reimbursement of cooperators not identified in this agreement. On EFF-declared fires reimbursement requests from cooperating agencies will be made to the Division of Fire Prevention and Control (DFPC). Invoices are required to have proper documentation supporting those expenses before the process for payment can be completed.

Cost-share agreements shall be prepared when an incident burns across or threatens jurisdictional boundaries. The intent is to distribute the financial burden based on a method agreed upon by a representative from each affected jurisdiction. A cost-share agreement should be negotiated as soon as practical. For wildland urban interface (W/UI) fires involving structures, the distribution of costs should be commensurate with the values protected. During fires that threaten private lands and structures, cost of jurisdictional fire suppression and support resources are borne whenever possible by the jurisdictional agency, department, or fire protection district in which the structures and/or fire is located. A cost-share agreement may be developed to allow for reimbursement if agreed upon by all authoritative parties.


Generally, agencies that elect to not fully suppress an ignition with the intent to manage the fire for other objectives are responsible for all cost associated with that fire after the 12 hour mutual aid period ends.

Interagency zone dispatching is used for EFF fires or if indicated by level of the incident. When the resource ordering is officially transferred, the EOC shall continue to support incident operations and resource management as needed or requested. If all resource needs are fulfilled a complete resource status inventory shall be provided by the EOC to the interagency dispatch center.

Appendix D: Request for Assistance Form (RFA)

| LARIMER COUNTY EMERGENCY MANAGEMENT | | | | | | | | | |
|--|--|-------|-----------|--------------|-----------------------------|---------------------------------|--|--|--|
| REQUEST FOR ASSISTANCE | | | | | | | | | |
| Event Name: | | | | | | | | | |
| Requesting Agency | | | | | | Assisting Agency | | | |
| Requesting Agency Mission Number | | | | | | Assisting Agency Mission Number | | | |
| Date | | | | | Time | | | | |
| SECTION 1 | | | | | | | | | |
| COMPLETED BY LARIMER COUNTY (INCIDENT COMMAND OR EOC PERSONNEL) | | | | | | | | | |
| Contact Person | | | Telephone | | | Fax | | | |
| | | | Email | | | Other: | | | |
| Description of Mission Assignment: | | | | | | | | | |
| Description of Resources Needed: | | | | | | | | | |
| Date Needed: | | | | Time Needed: | | | | | |
| Estimated Deployment Duration (specify days or hours): | | | | | | | | | |
| Special Deployment Consideration: | | | | | | | | | |
| Additional Details for equipment/safety/living conditions/working conditions: | | | | | | | | | |
| | | | | | | | | | |
| Resource Coordination Contact: | | | | | Telephone: | | | | |
| Staging Area / Check-In Directions: | | | | | | | | | |
| Name of Government representative authorizing this request: | | | | | | | | | |
| Printed Name | | | Title | | Signature | | | | |
| | | | | | | | | | |
| SECTION 2 | | | | | | | | | |
| COMPLETED BY ASSISTING COUNTY, LOCAL GOVERNMENT, POLITICAL SUBDIVISION, OR STATE OF COLORADO | | | | | | | | | |
| Contact Person | | | Telephone | | | Fax: | | | |
| | | | Email: | | | Other: | | | |
| Type of Assistance / Resources Available | | | | | | | | | |
| Resource Point of Contact: | | | | | Telephone: | | | | |
| Resources Available From: | | Date: | | | Time: | | | | |
| Resources Available To: | | Date: | | | Time: | | | | |
| Estimated Costs for deployment | | | | | | | | | |
| Name of Representative from Agency or Entity Authorized to Offer Assistance: | | | | | | | | | |
| Printed Name | | | Title | | Signature | | | | |
| | | | | | | | | | |
| SECTION 3 | | | | | | | | | |
| TO BE COMPLETED BY LARIMER COUNTY UPON ACCEPTANCE OF ASSISTANCE OFFER | | | | | | | | | |
| Name of Government representative authorizing this request: | | | | | | | | | |
| Printed Name | | | Title | | Signature | | | | |
| | | | | | | | | | |
| SPECIAL CONSIDERATIONS / OR AMENDMENTS | | | | | | | | | |
| Agreement extension period: | | | | | Estimated Cost: \$ | | | | |
| Authorizing Signature: | | | | | Assisting Agency Signature: | | | | |
| Date: | | | Date: | | | | | | |

Appendix E: EOC Situation Report

| | | | |
|---|--|--------------------------------|--|
|  | Larimer County Emergency Operations Center | | |
| | SITUATION REPORT | | |
| | Incident in Progress - Authorized for General Distribution Refer Inquiries to: Larimer County Emergency Management (303) 656-3214 Email lrhodes@larimer.org | | |
| Incident Name: | | Incident # | |
| Incident Type: | | Date / Time | |
| SitRep Number | | EOC Status | |
| Incident Location | | Event Start | |
| | | Date / Time | |
| 1 - INCIDENT SUMMARY | | | |
| | | | |
| 2- CURRENT SITUATION / STATUS | | | |
| | | | |
| 3 - AGENCIES INVOLVED | | 4 - RESOURCES COMMITTED | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| 5- ASSISTANCE ANTICIPATED | | | |
| | | | |
| 6 - INJURIES / FATALITIES / MISSING | | | |
| | | | |
| 7 - DAMAGES | | | |
| | | | |
| 8 - EVACUATION / SHELTER STATUS (INCLUDE #) | | | |
| | | | |
| 9- FUTURE THREATS | | | |
| | | | |
| 10 - KEY MESSAGE / SAFETY | | | |
| | | | |
| | | | |
| ICP JURISDICTION / LOCATION: | | | |
| IC NAME / CONTACT #: | | | |
| EOC JURISDICTION / LOCATION: | | | |
| EOC MANAGER NAME / CONTACT #: | | | |

| Larimer County Emergency Operations Center | |
|--|-------------------------------|
| SITUATION REPORT - ESF ADDENDUM | |
| ESF 1 / 3: | |
| ESF 2: | |
| ESF 4 / 4a: | |
| ESF 6 / 6a / 6b: | |
| ESF 7: | |
| ESF 8 / 8a / 8b / 8c: | |
| ESF 9: | |
| ESF 10: | |
| ESF 11: | |
| ESF 12: | |
| ESF 13: | |
| ESF 14: | |
| ESF 15: | |
| ESF 16: | |
| ESF 17: Financial Report: | |
| Operational Period Estimated Costs: | Total Incident Costs to Date: |
| Planning Section Chief Name: | |

Appendix F: Delegation of Authority template**DELEGATION OF AUTHORITY**

INCIDENT NAME:

INCIDENT NUMBER:

JURISDICTIONS:

Management of this incident is delegated to _____, IC _____. You have full authority and responsibility for managing the incident within the framework of laws, agency policy and agency administrator direction. This delegation includes the authority to obligate agency funds necessary to manage this incident in a cost-effective manner.

Please coordinate your transition with the current IC, _____ as smoothly and rapidly as possible. Ideally, the transition can be completed between operational periods. The In-Briefing will provide additional information to all your Section Chiefs.

Priorities

1. Protection of the lives of first responders, air crews and the public.
2. Minimize impacts to human improvements (structures).
3. Consideration for the needs of the local residents and communities.
4. Containment of costs, commensurate with values.
5. Provide effective, timely and accurate information to the public.

Management Objectives

1. SAFETY - Give special consideration to risks associated with response and aviation operations. When in doubt, life safety shall take priority in all strategic and tactical decisions.
2. Ensure safe passage of traffic on impacted County Roads where feasible. Minimize the duration of Highway closures and coordinate closely with the Larimer County Sheriff and Colorado Department of Transportation.
3. Maintain or enhance relationships with the private landowners, other agencies, Volunteer Fire Departments, and elected officials, as appropriate. The Sheriff's Office and the Board of Commissioners expect to be actively involved in public meetings and in dialogue with elected officials at all levels.

4. Manage the human resources assigned in a manner that promotes mutual respect and is consistent with Larimer County's policy for preventing harassment.
5. Keep Cost effectiveness, use of critical resources and economic expenditures as an important part of your decision making process. Ensure that expenditures are commensurate with values at risk.

Planning

6. Utilize local resources and employ services and support from the local area wherever possible.
7. You will be responsible for assisting in recovery transition planning and analysis.
8. Limit the number and duration of area closures. Maintain access where the public is not at risk from (or does not interfere with) emergency operations or responder traffic.
9. Release local IA resources first, in accordance with standard de-mobilization procedures.
10. Provide opportunities for local trainees to complete or enhance ICS qualifications where possible.

Operations

11. The operational priorities will be identified and re-evaluated daily at the planning meeting.
12. Structure protection is primarily the responsibility of Larimer County. Work with Larimer County Emergency Services and local first response organizations on structure protection plans. These resources should be included in your organization, strategic planning, daily briefings, and identified in the Incident Action Plans. Track resource costs in accordance with the cost share agreement which has been developed for this incident.
13. Minimize the duration and scope of evacuations by returning homeowners to their residences as soon as possible. All evacuations and re-entry procedures will be coordinated by the Larimer County Sheriff. The team is expected to facilitate daily evacuation planning meetings with all Agency Administrators, Larimer County and representatives from local fire departments.
14. Provide opportunity for recovery and restoration of infrastructure, when safe to do so, during the incident, to accommodate the return of residents as soon as practical. Maintain a 'Recovery' Branch to coordinate restoration of public services and utilities, and identify

losses in support of the Larimer County Sheriff's Office and Larimer County Office of Emergency Management.

15. Provide opportunity for Damage Assessment Teams and Interagency BAER Teams (when applicable) to access the incident when safe to do so.
16. Employ the services of _____ as liaison(s) for Operations, both in the field and in planning.

Information

17. Larimer County PIO _____ will be the lead information officer and manage the information function on this incident as part of the Joint Information Center (JIC). Your information function is expected to coordinate information efforts under the direction of Larimer County. The information function will disseminate information and ensure that frequent incident updates are communicated to all agencies, affected land owners, elected officials and the media. Frequent information contacts and meetings with the local community are expected.
18. Information priorities for this incident are: 1) keep the affected communities informed, 2) provide information to the local media, and 3) provide information to the national media.
19. Key messages include:
 - Human life safety is the number one priority for the incident.
 - Management decisions will weigh benefits against risk and exposure to responders.
 - Homeowners must continue to take personal responsibility for mitigation measures on private property.

Finance

20. Daily documentation of cost management efforts can be completed via a Key Decision Log. Release surplus overhead and resources in a timely manner.
21. Release surplus overhead and resources in a timely manner. Release of resources (including aircraft) and re-mobilization when needed is preferable to long-term periods of little use.
22. A cost share agreement between Larimer County and _____ has been developed for this incident, and is available from _____.
23. All pending finance issues are to be resolved before responsible team members leave the incident unless negotiated otherwise. Key IMT may be required to return to the area after close-out to resolve financial issues.

Logistics

24. Utilize local resources and employ services and support from the local area wherever possible.
25. Travel should be minimized whenever possible. Spike camps are preferred over long trips or frequent moving of personnel.
26. Use sustainable practices such as combining passengers in vehicles and use of canteens rather than bottled water if feasible. Recycle materials when possible.
27. Closely monitor the ordering and storage of hazardous material. You will be responsible for arranging for the disposal of surplus material and waste.
28. Provide an accurate inventory of all accountable property and equipment prior to closeout or transition to the next team. Loss / tolerance should be within acceptable levels established through the National Cache system.

Resource Protection

29. Implement the appropriate resource protection measures for all operations and support activities. Key items to be aware of include the following.
 -
 -

Agency Representatives

30. Work closely with _____ who is the assigned Larimer County Agency Representative (AREP) for this incident. The AREP will attend your daily Planning Meeting. The following personnel can provide additional guidance and support as needed:

| <i>Agency/ Jurisdiction</i> | <i>Role</i> | <i>Name</i> | <i>Office</i> | <i>Cell</i> |
|------------------------------------|--------------------|--------------------|----------------------|--------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Mop-up Guidelines (Wildfire Only)

31. Mop-up guidelines have been developed in a separate document from the Forest Duty Officer. Standards are dependent upon fuel type, terrain, burn severity, resource value, and land ownership. Please adhere to these guidelines, which are a strategic consideration that impacts suppression costs and reduces firefighter exposure.

Suppression Repair Standards (Wildfire Only)

32. Repair of disturbance from suppression actions will be completed with emergency funds. Repair may begin when doing so will not compromise control efforts. Specific measures for firelines, roads, streams and camp locations will be developed by the Agency Resource Advisors as needed and documented in the daily IAP Division assignments. All repair will be completed prior to IMT2 demobilization unless negotiated otherwise.

Turn back Standards

33. Standard for release is 100% contained or to a level which can be managed by a Type 3 organization.
34. Specific standards and the residual management organization will be negotiated prior to transfer of command to another team or back to Larimer County.

End State

35. The incident is managed until all the incident objectives have been achieved.
36. The incident is mitigated using the appropriate resources to implement tactics with reasonable probabilities for success.
37. When the IMT leaves, there will be only acceptable impacts to the natural resources and a positive impression on local landowners after a prudent investment of taxpayer assets.

Effective Date and Time

This delegation becomes effective at _____ hours on _____, 20__ until you release this delegation as documented by a return memorandum from you to the undersigned, or designated alternates.

Larimer County Sheriff

Date and Time

Chair, Larimer Board of County Commissioners

Date and Time

Incident Commander

Date and Time

Appendix G: Cost Share Agreement Template

INCIDENT COST SHARE AGREEMENT

INCIDENT NAME:

INCIDENT NUMBER:

INCIDENT DETECTION DATE AND TIME:

JURISDICTION(S):

CAUSE:

INCIDENT COMMANDER(S):

This cost share agreement between _____ and Larimer County / Larimer County Sheriff's Office was prepared under the following authorities:

Wildland Fire Incidents

- Larimer County Wildland Fire Annual Operating Plan
- The Interagency Cooperative Fire Management Agreement between the State of Colorado; USDA Forest Service; USDI Bureau of Land Management; USDI National Park Service; USDI Bureau of Indian Affairs; USDI Fish and Wildlife Service; Colorado State Forest Services, 2012 and
- Larimer County Wildland Fire Preparedness Plan 2015
- C.R.S. 29-22.5-103 General Authority and Responsibilities for Wildfire
- Agreement for Cooperative Wildfire Management between Larimer County and the State of Colorado, 2015
- Inter-governmental agreement for Participation in the Colorado Emergency Fire Fund
- Colorado Cooperative Fire Management Agreement
- Fire Cost Share Principles for State of Colorado

All Hazard Incidents

- Larimer Intergovernmental Agreement for Emergency Management, 2015
- Larimer Mutual Aid Agreement for Emergency Management, 2016
- Larimer Comprehensive Emergency Management Plan, 2015
- C.R.S. 22-33.5-701, as amended, Colorado Disaster Emergency Act
- C.R.S. 29-1-203, as amended, Permits governments to enter into cooperative agreements

Agency Representatives participating in the development of the cost share agreement:

Agency: _____
 Name: _____
 Title: _____

Agency: _____
 Name: _____
 Title: _____

To employ the simplest and most equitable method of cost sharing for the duration of the incident, it is hereby agreed that the cost basis on the _____ Incident will be shared as follows:

1. Larimer County and _____ agree to pay for their respective resources.
2. The mutual aid period will be _____
3. A division of costs for all other resource (including aircraft and support) upon expiration of mutual aid is equal to the percentage of damage within each participating jurisdiction.
4. Other cost share provisions...
5. Rehabilitation and recovery costs will be borne by the affected jurisdictional agencies.

This Agreement and the apportionment contained are our best judgments of Agency cost responsibilities on the date/time shown. This Cost Share Agreement will remain in force until _____ or until the Agreement is amended.

Name: _____ Title: _____

Signature: _____ Date: _____

Mailing Address: _____

Name: _____ Title: _____

Signature: _____ Date: _____

Mailing Address: _____

Appendix H: IGA for Emergency Management in Larimer County

INTERGOVERNMENTAL AGREEMENT FOR DISASTER-EMERGENCY MUTUAL AID AND DISASTER-EMERGENCY FUNDING ASSISTANCE

This Agreement is made by and among the governmental entities who are signatories hereto, all being governmental entities lying within or in close proximity to northern Colorado, and each a Party (referred to herein as the “Party” or the “Parties”), agreeing as follows:

I. Purpose

Each Party has equipment and personnel trained and equipped to respond to situations involving an emergency. By this Agreement, the Parties intend to authorize and provide the terms for their mutual assistance in emergency situations, whether natural or man-made, which require resources in addition to those that can be provided by the Party in whose jurisdiction the emergency occurs. This Agreement is intended to allow for mutual aid between the Parties whenever there is an urgent or potentially significant situation that threatens the general welfare and good order of the public, public health, public safety, or property, including but not limited to “Disasters”, “State of Emergency”, or “Local Emergency” as those terms are defined in Title 24, Article 33.5, Part 7, Colorado Revised Statutes.

II. Authority

The authority for this Agreement is Section 18 of Article XIV of the Colorado Constitution; Section 6 of Article XX of the Colorado Constitution; Section 29-1-203, C.R.S., and provisions of the Colorado Disaster Emergency Act, Section 24-33.5-701, *et seq.*, C.R.S., as amended.

III. Term

This Agreement shall commence on the date that it is signed by at least two Parties and shall continue until such time as there are no longer at least two Parties to the Agreement. A Party may terminate its participation in this Agreement as set forth in Section VIII, below.

IV. Request for Assistance and Mutual Aid

- a. In the event any Party determines a need for aid from any other Party in light of an emergency or disaster, such Party may request aid from any other Party as follows:
 - i. A request for assistance may be for any type of assistance or aid that the Requesting Party (“Requesting Party”) may deem necessary to respond to an emergency or disaster situation within its jurisdiction.

- ii. A Requesting Party's request for aid will be made through its Emergency Operations Center (EOC) or emergency management staff to the EOC or emergency management staff of any other Party. Any request for mutual aid or assistance shall include a statement of the nature and complexity of the subject need, the amount and type of equipment and/or personnel requested, contact information, duration needed, and the location to which the equipment and/or personnel are to be dispatched.

V. Response to Request for Assistance and Mutual Aid

- a. Upon receipt of a request for assistance, any other Party (Responding Party) may, in its sole discretion, provide personnel, equipment, or other assistance to the Requesting Party.
- b. Any Responding Party reserves the right to recall its personnel, equipment, materials, supplies and other resources at any time and will, if practicable, give the Requesting Party at least twenty-four (24) hours advance notice.

VI. Command & Control

- a. It is the intent and Agreement of the Parties that the command structure and exchange of mutual aid provided for in this Agreement conform to the current standards of practice of the National Incident Management System (NIMS) and the Incident Command System (ICS).
- b. Parties responding with available resources and personnel will confer with the Requesting Party's EOC and report to the staging area designated by the Requesting Party. The Responding and Requesting Parties' EOCs will track the status of the appropriate resources accordingly in WebEOC.

VII. Release of Resources

Personnel and equipment of a Responding Party shall be released by the Requesting Party's Incident Commander when the assistance is no longer required; or when the Responding Party requests the return of such resources. The release of all resources shall be communicated and documented through the appropriate EOC and resource management system.

VIII. Reimbursement and Compensation

- a. First Twelve Hours of Response. Unless otherwise agreed in advance by the involved Parties, during the first twelve (12) hours from the time of the initial dispatch tone or request to a Responding Party, the Requesting Party will not incur any personnel or equipment charges from any Responding Party (Non-Reimbursable Costs).
- b. After the First Twelve Hours of Response. Unless otherwise agreed in advance by the involved Parties, after the first twelve hours from the time the Responding Party first dispatches personnel or equipment to the Requesting

Party, the Requesting Party shall reimburse the Responding Party for the following costs associated with the response (Reimbursable Costs):

- i. Personnel Costs. Personnel costs, including salaries, hourly wages, overtime, and costs of fringe benefits.
- ii. Equipment. An amount for the use of the Responding Party's equipment during the period of assistance according to the Schedule of Equipment Rates established and published by the Federal Emergency Management Agency (FEMA), www.fema.gov/xls/government/grant/pa/egsch.xls. Rates for equipment not referenced on the FEMA Schedule of Equipment Rates shall be as agreed upon by the involved Parties and based on actual recovery of costs.
- iii. Materials and Supplies. The actual replacement cost or replacement in kind of the expended or non-returnable materials and supplies provided by the Responding Party, plus handling charges. The Responding Party shall not charge the Requesting Party for materials, supplies and reusable items that are returned to the Responding Party in a clean, damage-free condition. Reusable supplies that are returned to the Responding Party with damage must be treated as expendable supplies for purposes of cost reimbursement.
- c. Tracking Reimbursable Costs. Tracking of personnel time, work/rest, and equipment costs shall be the responsibility of the Requesting Party. The Responding Party will be responsible for invoicing the Requesting Party after demobilization as per any financial agreement by both parties.
- d. Reimbursement. The reimbursement of any Responding Party is not contingent on the Requesting Party's eligibility for or receipt of reimbursement from any federal or state agency. The Parties acknowledge that a Requesting Party will pursue all legal reimbursement available for costs associated with emergency and disaster response and recovery, including Reimbursable Costs incurred by Responding Parties. The Parties agree to cooperate with any Requesting Party as may be necessary to establish the necessity of the aid provided, and its reasonableness in light of the emergency situation. Parties involved in this Agreement shall, upon request of resources, determine financial terms and limitations through a separate document or through a pre-existing process outlined by the Emergency Management Agency or the Emergency Operations Center. This is typically done through a Request for Assistance Form or a 213RR Form, but may involve any written financial process used by the Requesting Party.

In addition, this Agreement shall not be construed as to limit or waive reasonable compensation or reimbursement for costs incurred under this Agreement that may be eligible for reimbursement by local, state or federal agencies or any other third parties.

Payment. Within ninety (90) days from the end of the period of assistance, a Responding Party shall provide the Requesting Party with an invoice that itemizes all Reimbursable Costs. The Requesting Party must pay the invoice in full on or before the forty-fifth (45th) day following the billing date. Any amounts unpaid on the forty-sixth (46th) day following the billing date will be delinquent, and from that date forward will accrue interest at 2% per annum plus the bank prime loan rate in effect on the first date of delinquency, as reported in the Federal Reserve Statistical Release H.15, www.federalreserve.gov/releases/H15/update/. Delinquent interest will be computed on an actual days/actual days basis. Upon agreement of the involved Parties, the payment deadlines may be extended if reimbursement from state or federal sources is pending and likely to occur.

- e. Financial Obligations. Pursuant to Colorado law, the Requesting Party's financial obligations under this Agreement, if any, are subject to and contingent upon its annual appropriation.

IX. Additional Responsibilities

- a. Agency Policy and Procedures. Each Party's personnel are responsible for following their agency's administrative policies and procedures. The parties hereto enter into this Agreement as separate and independent governmental entities and each shall maintain that status through the term of this Agreement. Each Party remains responsible for all pay, entitlement, benefits, employment decisions, and worker's compensation benefits for its own personnel.
- b. Compliance with All Applicable Laws. Each Party shall be responsible at all times for compliance with all laws and regulations applicable to each of its actions hereunder. Each Party must, upon request by another involved Party, make available on a reasonable basis such information as may be required to ensure or show compliance with local, state and federal laws.
- c. Provisions for Responding Personnel. Within the written request for resources, the Agreement shall outline provisions required for personnel and equipment, including temporary housing, food and supplies necessary to perform the functions required. This may be outlined in the request as a need by the Requesting Party or as a need from the Responding Party. This should be outlined prior to any deployment of resources. If the Requesting Party cannot provide food or shelter for the said personnel, the Responding Party may secure the resources necessary to meet those needs and shall be entitled to reimbursement from the Requesting Party for such cost, not to exceed the state per diem rates.
- d. Nondiscrimination. No person with responsibilities in providing services or the operation of any activities under this Agreement will unlawfully discriminate against persons being assisted or requesting assistance on the basis of race,

color, national origin, age, sex, religion, handicap, political affiliation or beliefs, or any other unlawful basis.

X. Disaster Planning and Interagency Cooperation

a. In order to enhance public safety, the protection of life, property and the environment, and in order to enhance the mutual aid capabilities contemplated in this Agreement, the Parties agree to do the following:

- i. Prepare and keep current emergency planning documents, including jurisdictional disaster response plans and recovery plans. The Parties agree to cooperate in the development of each Party's Emergency Operations Plans.
- ii. Participate in the county emergency management activities which are designed to ensure coordinated disaster planning, response, and recovery. These activities may include the Local Emergency Planning Committee, multi-agency coordination systems, disaster risk and hazard assessment, training and education, and Incident Management Team support.
- iii. Provide a liaison to the county EOC during incidents that affect two or more Parties within the county to the extent allowed by the local emergency plans, staffing, and other budgetary considerations of the Parties. Liaisons may be provided virtually through EOC software management tools, telephone or email.

XI. Termination

Any Party may terminate its participation in this Agreement without cause, and such termination will be effective on the date written notice is sent to the governing board of each Party. Termination will not negate any obligations that result from mutual aid provided or received prior to termination, including pending claims for reimbursement provided under this Agreement.

XII. Non-Liability

This Agreement shall not be construed to create a duty as a matter of law, contract, or otherwise for any Party to assume any liability for injury, property damage, or any other loss or damage that may occur by any action, or non-action taken, or service provided, to the public or any person, as a result of this Agreement. Each Party retains all of the protections afforded by the provisions of the Colorado Governmental Immunity Act, C.R.S. 24-10-101 *et. seq.*, as the same may be amended from time to time.

XIII. Integration and Amendments

This Agreement contains the entire understanding of the Parties and the Parties agree that this Agreement may only be amended or altered by written agreement signed by the Parties' authorized representatives.

XIV. Assignment /Transfer

No Party shall assign or otherwise transfer this Agreement or any right or obligation herein without prior consent of the other Parties.

XV. No Third Party Beneficiary

This Agreement is made for the sole and exclusive benefit of the Parties hereto and nothing in this Agreement is intended to create or grant to any Third Party or person any right or claim for damage, or the right to bring or maintain any action at law, nor does any Party waive its immunities at law, including the rights, protections, limitations and immunities granted the Parties under the Colorado Governmental Immunity Act, C.R.S. 24-10-101 *et. seq.*, as the same may be amended from time to time.

XVI. Severability

If any term, covenant, or condition of this Agreement is deemed by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions of this Agreement shall be binding upon the Parties.

XVII. Headings

The section headings of this Agreement are inserted only as a matter of convenience and for reference. They do not define or limit the scope or intent of any provisions in this Agreement and shall not be construed to affect in any manner the terms and provisions herein.

XVIII. Becoming a Party to this Agreement

Each Party agrees to allow any other governmental jurisdictions, as defined under Colorado law, to join in this Agreement after formal approval by the prospective Party's governing body and notification by the Larimer County Office of Emergency Management of such action to each of the other Parties to this Agreement. To the extent that local government entities outside of Larimer County choose to join in this Agreement, notification shall also be provided to office of emergency management in the county where the entity is located.

XIX. Execution

This Agreement shall be executed by each Party on a separate signature page. This Agreement and the original signature pages shall be filed with and held by Larimer County Emergency Management or its successor agency, at 200 West Oak Street, Fort Collins, CO 80522. Copies of signature pages shall be provided to each Party jurisdiction, and such copies shall have the full force and effect as if they were originals. A copy of the full Agreement will provided to the Colorado State Division of Homeland Security and Emergency Management.

As outlined in the foregoing Intergovernmental Agreement, the below designated jurisdiction executes this Agreement on the most recent date indicated below.

JURISDICTION:

By:

Title:

Date:

ATTEST AS TO SIGNATURES:

Title:

Date:
