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Development of an All Risk Incident Management Team for Rapid City

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CERTIFICATION STATEMENT

I herby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and the appropriate credit is given where I have used the language, ideas, expressions, or writings of others.

Signed: _____

Abstract

The Rapid City Fire Department has determined that the threat exists for a natural or man-made disaster to occur and could overwhelm local first responders in terms of incident management processes. The problem is the Rapid City Fire Department does not have organized personnel or resources for the management of large scale disasters that might exceed the capabilities of first responders.

The purpose of this research was to identify the necessary components of an all risk incident management team for large scale disasters within Rapid City and the surrounding area. A descriptive research methodology was used to identify the necessary components of an all risk incident management team for Rapid City and surrounding area. The research questions to be answered were: 1) What are the personnel needs for staffing of an incident management team? 2) What are the start up costs and ongoing costs associated with an incident management team? 3) What are the training requirements for members of an incident management team?

A literature review was performed using publications from the Learning Resource Center at the National Fire Academy, the Rapid City Public Library and the Rapid City Fire Department Library. Other sources for the review were a wide variety of internet or web-based resources. Personal interviews and correspondents were conducted with subject experts in the formation or utilization of incident management teams as well.

The results of this research project identified the personnel needs for the establishment of a Type 3 Incident Management Teams for Rapid City and surrounding area to include the incident commander, command and general staff as well as associated unit leaders. The start-up costs were measured by in-kind contributions by the agencies represented. The agencies could

contribute staff time, use of vehicles, travel expenses and their buy in and support. The training requirements for team members meet National Incident Management System (NIMS) and credentialing requirements set forth in the Type 3 All-Hazard Incident Management Qualification Guide.

It is recommended that the Rapid City Fire Department lead the effort to form a Type 3 Incident Management Teams (IMT) for the area by creating partnerships with other agencies that make up the emergency response community. The presence of a Type 3 IMT could result in the reduced loss of life and property associated with large scale disasters in Rapid City and surrounding area.

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Introduction

Rapid City was established on the eastern slope of the Black Hills of western South Dakota. The draw of the Black Hills in the mid 1800's was for the gold mining. As the gold camps were established in the higher elevations of the Black Hills, Rapid City became a location for resources to be delivered, assembled and dispatched to the higher country gold camps. With its close proximity to Rapid Creek and accessibility by horse and wagon, Rapid City flourished and became the largest community in western South Dakota. Draws to the community include education, retail, tourism, medical and transportation.

Rapid City is subject to several threats that could result in significant large scale disasters due to the local geography, proximity to a national monument and a military installation. Major threats to Rapid City may include, but are not limited to flash flooding, winter blizzards, severe thunderstorms, wildfires in the urban interface and acts of terrorism. Without an organized response from local first responders, these disasters could result in the significant loss of life and property.

Nationwide, responders have developed a systematic and organized approach to the management and response to such disasters. The problem is the Rapid City Fire Department does not have organized personnel or resources for the management of these large scale disasters that might exceed the capabilities of first responders. When incidents occur in the Rapid City area and are of minor or moderate complexity, local responders quickly assemble resources and personnel to deal with the incidents and are typically controlled by single jurisdictions. However, there is the potential that these local resources may become overwhelmed when the

complexity increases. The authority having jurisdiction may request additional personnel and resources or an organized team to assist in the management of these incidents. Such a team can be assembled and organized to assist in the incident management by supporting and complementing the existing incident management system in place by local jurisdictions. Typically, this is for large scale incidents of significant complexity and may require long-term management (DHS, 2008).

The purpose of this research was to identify the necessary components of an all risk incident management team for large scale disasters within Rapid City and the surrounding area. A descriptive research methodology was used to identify the necessary components of an all risk incident management team for Rapid City and surrounding area. The research questions to be answered were: 1) What are the personnel needs for staffing of an incident management team? 2) What are the start up costs and ongoing costs associated with an incident management team? 3) What are the training requirements for members of an incident management team?

The response to these research questions will provide the Rapid City Fire Department with a better understanding of the benefits of developing an incident management team for Rapid City and the surrounding area.

Background and Significance

Rapid City is the second largest municipality in the State of South Dakota and the largest in the western half of the State. Rapid City is a community of approximately 70,000 residents and is surrounded by many other smaller communities comprised of an additional 50,000 residents within Pennington County. Rapid City is nestled on the eastern slope of the Black Hills national Forest.

Since 1886, the RCFD has served the city of Rapid City and surrounding area with the delivery of emergency and non-emergency response as well as providing quality customer service to the citizens, business community and visitors to Rapid City and surrounding communities. The RCFD serves the community out of 7 fire stations strategically placed throughout the city. The fire department staffs 4 advanced life support ambulances, 5 fire engines, 1 quint, 1 truck company and 1 battalion chief as well as many additional cross staffed apparatus. All uniformed firefighters are cross trained in the delivery of EMS, structural firefighting, hazardous materials operations, aircraft rescue and firefighting, technical rescue, incident command system and wildland firefighting. These services are provided to the corporate limits of Rapid City as well as much of western South Dakota. (City of Rapid City, Fire Department, 2010).

The City of Rapid City is protected by the Rapid City Fire Department. The surrounding areas within Pennington County are protected by 19 small volunteer fire departments. All fire departments in Pennington County belong to a county fire service board which meets monthly. The fire service board also employs a full time county fire coordinator. The county fire coordinator administers the benefits, policies and procedures of the board to the 19 volunteer departments. The fire coordinator does not manage incidents but is in a support role for those agencies having jurisdiction.   All departments participate in a robust mutual aid system and also participate in many automatic aid programs.

Pennington County Emergency Management has two full time staff members. They are responsible for assisting with emergencies through various planning and preparedness functions, assisting with incident response by securing resources or logistical support and play a role in the disaster response and recovery phases by acting as a liaison to the State office of Emergency

Management. Emergency management staff will not assist with incident management more than that of a support function. The emergency manager also provides training, disaster planning and exercise programs for other public safety agencies to help maintain incident preparedness.

The Rapid City Fire Department and surrounding agencies have been involved in numerous natural disasters where the local agencies have been overwhelmed and have had to be managed by incident management teams assembled in neighboring states. Assembly and response of these national incident management teams have typically taken up to 24 hours leaving the management of the incident to local responders.

The Rapid City Flood of 1972 tragically took the lives of 238 Rapid City residents. The incident was a flash flood that occurred on the evening of June 9 when approximately 15 inches of rain fell in the Rapid Creek drainage system above Rapid City. On the evening of June 9, three Rapid City firefighters lost their lives in the line of duty while performing rescues. In 1972, little was known about the benefits of using a recognized incident command system or incident management teams. Also, in 1988 the Westberry Trails fire raced through neighborhoods on the afternoon of July 25th destroying 17 homes, dozens of outbuildings and vehicles on the western edge of Rapid City. One civilian life was lost as a result of the wildfire. A federal incident management team was requested and assembled 36 to 48 hours after the start of the fire leaving incident management to the local authorities when it was determined that that local responders were not prepared for managing such an incident. This delay resulted in first responders being overwhelmed due to the incident complexity. There have been dozens of large scale wildfires in the Black Hills area that have resulted in the request for national incident management teams. While responders have become better prepared to deal with large wildfires,

the need still exists for locals to not be dependent on national incident management teams that are at least 24 hours away.

Mount Rushmore National Monument poses a significant threat to the surrounding area as a probable target for terrorism. In light of recent terrorist attacks on the United States, both domestic and international, the monument would make a credible target for terrorists. In addition to Mount Rushmore, Ellsworth Air Force Base sits adjacent to Rapid City and is home to 50% of the Nation's B-1 Bombers also making a target for terrorists.

As the threats to Rapid City and surrounding area increase and the population continues to increase, so does the need for local responders to be able to quickly assemble and deploy an incident management team to manage disasters. Research into the development of an all risk incident management team for Rapid City and surrounding areas is directly related to the terminal objective of the NIMS, Stafford Act and Federal Emergency Management Agency Recovery segment of the National Fire Academy's Executive Analysis of Fire Service Operations in Emergency Management course. This objective stated that the student will be able to understand the roles of the National Incident Management System (NIMS) and the National Response Framework (NRF) in the management of domestic incidents of a catastrophic nature (National Fire Academy, 2011, SM 3-1).

Through identifying the necessary components of an all risk incident management team for large scale disasters, Rapid City and the surrounding area will be better prepared to deal with them. This research also relates to the following United States Fire Administration Strategic Plan Goal #2 "Improve Local Planning and Preparedness" and Goal #3 "Improve the Fire and Emergency Services' Capabilities for Response and Recovery From All Hazards"

(USFA.dhs.gov, 2010). Identifying the necessary components of an all risk incident

management team for Rapid City and surrounding area will assure that the Rapid City Fire

Department is accomplishing these important goals of the United States Fire Administration.

Literature Review

A comprehensive literature review was conducted by reviewing information and research

of others on the development of all risk incident management teams. Material reviewed included

many federal guiding documents on incident management teams, applicable sites on the World

Wide Web or internet, periodicals, training documents and other text. With recent large scale

disasters in the United States like Hurricane Katrina, the attacks on the World Trade Center and

Pentagon, massive flooding and multiple catastrophic wildfires has come a significant push for

emergency agencies throughout the country to become more versed in the utilization of the

incident command system. A recognized way to manage these incidents on a large scale is that

of the formation of incident management teams (IMT). To clarify, these incidents are the most

complex type lasting more than one operational period. Many of these recommendations were

born from the large scale disasters mentioned. Often times, these disasters are the worst of the

worst, that local responders and citizens would have never imagined could happen to them or in

their community. This complacency leads to the agencies having jurisdiction (AHJ) not being

prepared to deal with them. One major change from recent disasters was the creation of the

National Incident Management System (NIMS). NIMS came from President George W. Bush

when he issued Homeland Security Presidential Directive #5 (HSPD-5). This presidential

directive directed emergency responders to "enhance the ability of the United States to manage

domestic incidents by establishing a single, comprehensive national incident management

system". (Neville & Neamy, 2011). Although NIMS was a new policy, the concept had been

around for years. In the 1970's, California began utilizing a similar model to deal with large

scale catastrophic wildfires called FIRESCOPE. This form of incident management was well

established and proven by California wildfire firefighters. FIRESCOPE stood for Fire Resources

of Southern California Organized for Potential Emergency and was a collaboration of Los

Angeles City and County fire departments and the United States Forest Service and was funded

by a federal grant. (Neville & Neamy, 2011). The philosophy was that this model would assist

emergency responders with decision making during large scale incidents and would apply a

standardized approach to this management which would ultimately provide for better outcomes

for all involved.

What NIMS ultimately does is "provides a consistent nationwide template to enable

Federal, State, tribal and local governments, nongovernmental organizations, and the private

sector to work together to prevent, protect against, respond to, recover from, and mitigate the

effects of incidents, regardless of cause, size, location, or complexity." (DHS, 2008). One thing

that continues to direct NIMS in updating of the document is the best practices and lessons

learned that come from the management of large scale disasters. This practice assures that the

emergency response community will continue to improve over time.

NIMS works in accordance with a document called the National Response Framework

(NRF). NIMS provides the template for the management of large scale incidents while the NRF

provides the policy aspect from a Federal level. The NRF is the guiding document on how the

Nation will deal with all-hazards incident and the response to those incidents. "NIMS and the

NRF are designed to ensure that local jurisdictions retain command, control, and authority over

response activities for their jurisdictional areas". (DHS, 2008).

Under HSPD-5, agencies are directed to comply with NIMS. For local agencies to comply, a standard organization must be utilized to assemble responders and managers for the coordination and management of large scale disasters and incidents. According to NIMS, IMT's have many operational procedures in place to include qualifications, notification and deployment procedures. The training and experience levels and response capabilities are factors in determining the IMT's type or level of qualification. The complexity of the incident is in direct relation to the level or type of team needed for the management of the incident. (DHS, 2008).

To determine the appropriate type or size of an appropriate all risk IMT for Rapid City and surrounding area, this researcher had to determine the different types of teams. A local or regional IMT is a team can be made up of a single or multi-agency group to manage incidents at the city or county level. There might be 7 to 10 members on the team and typically deal with incidents lasting only one operational period or one day. This type of team could be classified as a Type 4 or Type 5 IMT. Incidents vary in complexity from large structure fires, multi-casualty vehicle accidents, response to a crime committed, etc. The Rapid City Fire Department is capable of assembling a Type 4 or Type 5 IMT with existing resources and personnel on a 24 hour a day 7 day a week basis. (IMT Types, 2011)

An all hazard Type 3 IMT is characterized by multi-agency and multi-jurisdictional coordination and are capable of management of an incident for multiple operational periods or multiple days. Team members are trained and experienced in the incident command system (ICS). This team is formed on the State, regional or metropolitan level similar to that of Rapid City and surrounding area. Team members are typically from departments or agencies and can be from differing levels of government. Type 3 IMT's can carry from 10-35 members. These team members are trained in the management of large scale or complex incidents with a large

amount of single resources assigned or working within the incident. At the Type 3 level, a

formal incident action plan (IAP) is developed and maintained throughout the incident. Incidents

managed at the Type 3 level are more significant in complexity than that of a Type 4 or 5. These

incidents could include, but are not limited to natural disasters like tornados, large winter storms

or blizzards, wildfires, floods or complex law enforcements incidents. Type 3 teams can also

handle events that are up-coming such as a dignitary visit, large rally or multi-day concert event.

A Type 3 event can be transitioned into a larger, more capable IMT. (IMT Types, 2011).

A Type 2 IMT would be the next step in complexity or size of an IMT based on its

capabilities. This team comes ready and self contained. These teams are pre-assembled on a

State and National level. These teams are monitored through a Geographical Area Coordination

Center (GACC) or the National Interagency Fire Center (NIFC) in Boise, ID. Team member's

qualifications and training meets or exceeds the National Wildfire Coordination Group (NWCG)

guidelines and are specific to Type 2 IMT's. Team rosters can run between 20-35 management

positions and can manage resources and responders totaling 200 to 500. There are currently

dozens of Type 2 IMT's strategically assembled throughout the United States and can be

typically be deployed within 24 hours of a request. Incidents managed at the Type 2 level can be

some of the most complex and difficult to manage. Examples can include large catastrophic

wildfires with structures threatened or lost, loss of life can be possible or have been already lost,

hurricanes, tornados, acts of terrorism, etc. (IMT Types, 2011).

The highest levels of IMT's are the Type 1 IMT. Like the Type 2 teams, they are self

contained and are capable of long-term deployments. They are also all hazard teams capable of

dealing with the most complex incidents. These can be Regional or National incidents receiving

national attention and can be top priority for resource allocation and financial assistance. Type 1

IMT's are coordinated on a State, GACC or NIFC level. Like the Type 2 team members, all must meet NWCG standards for Type 1 credentialing. Team members are specialized in specific positions and can be part of a 35 to 50 member team. Type 1 incidents can be comprised of 500 to over 1000 responders. There are currently over 18 Type 1 IMT's in existence and are available year round. These teams are typically ordered and assembled for the Nation's top priority disasters. (IMT Types, 2011).

For the sake of this research and to stay with the possibility of establishing a Type 3 Incident Management Team for Rapid City and the surrounding area, this researcher focused on answering the research questions for a Type 3 IMT. As fire chief of the Rapid City Fire Department and member of several multi-agency boards dealing with emergency response and planning, this researcher determined that a Type 3 IMT was most applicable for Rapid City.

Personnel or staffing needs of a Type 3 IMT were very straight forward. This researcher conducted an interview with a local subject matter expert. According to Rob Powell (Appendix B), a Type 3 IMT would likely be led by an incident commander, or the person most highly qualified and responsible for the IMT. He would be supported by a command staff made up of the public information officer, the liaison officer and the safety officer. The rest of the team would be comprised of the general staff made up of the finance section chief, the logistics section chief, the operations section chief and the planning section chief. Chief Powell went on to describe the importance of maintaining depth in the team roster. In addition, a team being established could fill positions into the unit leader positions. Positions that could be filled could be situation and resource units leaders, supply unit leader, finance/administration leader, facility unit leader and division/group supervisors. (FEMA, 2007).

Team members of Type 3 IMT's must meet minimum training requirements to remain qualified to hold their positions. NIMS utilizes a credentialing process to assure team members are qualified to hold positions on teams. By credentialing, team members are prepared to respond to and manage the incidents. Members must obtain the necessary knowledge, skills and abilities to carry out their appropriate responsibilities on the team.

Chief Powell stated "In this case, for a Type 3 IMT, the level of training is determined through NIMS and the NWCG. There is the initial training necessary to receive your Trainee designation. To qualify to take the initial training requires you to have met the prerequisites. What follows the initial class is the initiation of a task book. Once you possess this task book, you now have a certain amount of time to get out on incidents of significant complexity, at least Type 3 incidents, and perform all the necessary functions in that task book. You would be assigned to a qualified person of your desired ability who would be evaluating you on your performance in a real life setting. The right way to do it is to have meaningful assignments that get you the quality evaluations to become fully qualified. Usually the AHJ would have a training officer that would issue you the task book and would then look at your completed task book and sign off that you have performed the necessary functions of the desired position.

Once you have done the training, completed the task book and been signed off, you could be assigned to a team. Once assigned to a team for a position, you would need to receive so many assignments, call outs or deployments and continued training or refreshers to maintain that qualification. Again, all this is depends on the agency having jurisdiction. They will have the say as to how you maintain your qualifications".

The United States Fire Administration (USFA) has developed a Type 3 All Hazard Incident Management System Qualification Guide. (USFA, 2010).   See appendix C for a copy of the Type 3 All Hazard Incident Management System Qualification Guide. Within this guide, the required criteria are listed for each position within the Command and General Staff positions of the Type 3 IMT. Also listed are the experience requirements and level of required physical fitness. Appendix C also contains example forms for the credentialing process. This document serves as the basic template for the required elements of the team members. The qualification guide references the forming of a committee for a peer review process. The committee could provide oversight of all documentation to assure that records, certifications, necessary experience and overall quality are present.

"In August 2003, the U.S. Fire Administration convened a focus group of stakeholders and experts from across the country to best determine the means to develop Type 3 IMTs nationwide. The focus group agreed to stay with the basic National Wildfire Coordinating Group (NWCG) Incident Command System (ICS) training and typing models for the all-hazards emergency response community". (FEMA, 2010). According to the USFA, team members would be appointed by a municipality, regional or state AHJ. Core classes for Type 3 team members would consist of ICS 100 and 200, ICS 300 and 400, a course covering the functions of local IMT's, an All-Hazard IMT course, customized simulations like tabletop exercises and ICS position-specific professional development. As Powell described, field mentoring is also a necessary step.

It is important to know that the authority having jurisdiction (AHJ) is ultimately responsible to assure compliance with the guidelines that are established for credentialing. The USFA qualification guide only provides the guidance. The AHJ is responsible for

implementation of the requirements set forth there within. The AHJ assures the member has met

the requirements then recommends the certification or recertification of the member. This

process assures the team and its member's qualifications are in compliance with NIMS

requirements. This qualification guide only contains the minimums for team members. Once

these minimums have been met by the member, the AHJ recommends the person be qualified.

An application must be filled out and submitted to receive the necessary documentation to

perform the team function. This process is completed every 3 years and the qualifications are

maintained by performing the responsibilities within the position qualified.

In recent years with the downturn in the economy, start up costs could certainly be a

concern for AHJ's. However, with the associated costs with managing a large scale disaster, this

researcher would argue that those costs will be paid by the AHJ whether they have a team

established or not. It may be that the costs associated with establishing an IMT may be less than

costs associated with managing the incident without an IMT. Determining costs associated with

establishing an IMT were not readily available. Many local subject matter experts were solicited

for this information. No direct costs could be associated. All referenced the importance for the

agencies to sponsor their members who are assigned to the team. This could include time off for

things like training, seminars, team meetings, assignments or deployments and ongoing

professional development for team members. These costs could involve providing team

members with a vehicle, travel expenses, time off, backfilling of personnel to cover the team

member, uniforms, registration fees for professional development like conferences or seminars

etc.

Depending on the local or regional arrangement of the Type 3 IMT, the team may work

under a contract through different levels of government like counties or the state. How the

contract might work is the IMT would be requested and reimbursed for expenses by the responsible party or the party requesting the IMT. Therefore, the costs associated for personnel or team members could be paid back to those agencies supplying the team members. As fire chief, this researcher is involved with sponsoring many IMT team members and has worked with a state contract that provides the reimbursements for team members. The system has worked very well in South Dakota and has provided opportunities for members of the Rapid City Fire Department like Chief Rob Powell to be assigned to an IMT. There is a certain degree of buy in that is necessary and the AHJ must have confidence in the IMT system and see the formation of these teams for the benefits that come with them.

In recent years, the complexity, nature and size of incidents in the United States have grown and so has the need to responsibly manage them. In light of the economic downturn, there has been a desire by all levels of government to identify cost sharing approaches and create partnerships. Creating incident management teams can work to identify savings and reduce redundancies. Also the costs associated with managing and responding to these disasters has increased and become a concern for citizens and elected officials alike. IMT's can work better to reduce these costs. (Washington, 2011).

<div align="center">Procedures</div>

This applied research project that was completed for the Executive Fire Officer Program used a descriptive research method, collection and analysis of data to identify the necessary components of an all risk incident management team for large scale disasters within Rapid City and surrounding area. Research for this project began in January, 2011 at the National Fire Academy's Learning Resource Center located in Emmitsburg, Maryland. Literature review

continued off-campus at the Rapid City Public Library and the Rapid City Fire Department

Library.

In addition, a significant amount of research was conducted utilizing the internet

searching for subjects related to incident management teams, costs associated with incident

management teams, training requirements of team members and necessary qualifications of team

members. Much of the research referenced existing national standards. This researcher

discovered a wealth of information on incident management teams and attempted to narrow the

research to material specific to the research questions.

A survey was developed and distributed to 20 fire departments located in the western

United States (Appendix A). These communities were selected based upon their location,

proximity to wildland areas and size/response similarities. Survey recipients were asked the

population served by their department, if they had the capability to manage all incidents of all

complexities, if they could benefit from forming an incident management team, if their

department were to form an incident management team, which type or size would it be, if they

currently have the adequate staff to support the formation of an incident management team,

could they financially support the formation and the ongoing costs associated with an incident

management team and what would be any concerns they would have with the formation of a

team. The survey assumed that these departments had a basic understanding of the questions in

relationship to the issues of not having an incident management team, the difficulties of

managing a large scale disaster, resources and staffing necessary for a team and applicable

incident command system terminology. A limitation to the survey was not knowing how many

recipients would respond to the survey.

The last procedure used in this research was an interview conducted with Battalion Chief Rob Powell (Appendix B). Chief Powell has 24 years of wildfire experience in the Rapid City area and has served as a Division Supervisor, Structural Protection Specialist and Operations Section Chief assigned to Rocky Mountain Region Team "C" (Type II All Risk Incident Management Team) on numerous large scale disasters in the United States. Powell is also involved with disaster planning, training and preparedness in the Rapid City area. He is currently an Assistant Chief for the Johnson Siding VFD Fire Protection District. In the interview, Chief Powell was asked what the personnel needs would be for the staffing of incident management team in the Rapid City area and what the training requirements would be for members on an incident management team?

<div align="center">Results</div>

The results of this research answered the project's three research questions. The first research question asked "What are the personnel needs for the staffing of an incident management team? Under HSPD-5, agencies are directed to comply with NIMS. For local agencies to comply, a standard organization must be utilized to assemble responders and managers for the coordination and management of large scale disasters and incidents. According to NIMS, IMT's have many operational procedures in place to include qualifications, notification and deployment procedures. The training and experience levels and response capabilities are factors in determining the IMT's type or level of qualification. The complexity of the incident is in direct relation to the level or type of team needed for the management of the incident. (DHS, 2008).

An all hazard Type 3 IMT is characterized by multi-agency and multi-jurisdictional coordination and are capable of management of an incident for multiple operational periods or multiple days. Team members are trained and experienced in the incident command system (ICS). This team is formed on the State, regional or metropolitan level similar to that of Rapid City and surrounding area. Team members are typically from departments or agencies and can be from differing levels of government. Type 3 IMT's can carry from 10-35 members. These team members are trained in the management of large scale or complex incidents with a large amount of single resources assigned or working within the incident. At the Type 3 level, a formal incident action plan (IAP) is developed and maintained throughout the incident. Incidents managed at the Type 3 level are more significant in complexity than that of a Type 4 or 5. These incidents could include, but are not limited to natural disasters like tornados, large winter storms or blizzards, wildfires, floods or complex law enforcements incidents. Type 3 teams can also handle events that are up-coming such as a presidential visit, large rally or multi-day concert event. A Type 3 event can be transitioned into a larger, more capable IMT (IMT Types, 2011).

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the public information officer, the liaison officer and the safety officer. The rest of the team

would be comprised of the general staff made up of the finance section chief, the logistics

section chief, the operations section chief and the planning section chief.

In addition, a team being established could fill positions into the unit leader positions.

Positions that could be filled could be situation and resource unit leaders, supply unit leader,

finance/administration leader, facility unit leader and division/group supervisors. (FEMA, 2007).

The second research question asked "What are the start up costs and ongoing costs

associated with an incident management team? Associated costs with the startup of an IMT were

difficult to identify. The costs were not discovered in specific dollar amounts but more tied to

in-kind contributions that an agency may contribute by supplying the team members from their

respective agencies. These costs could involve providing team members with a vehicle, travel

expenses, time off, backfilling of personnel to cover the team member, uniforms, registration

fees for professional development like conferences or seminars etc.

Depending on the local or regional arrangement of the Type 3 IMT, the team may work

under a contract through different levels of government like counties or the state. How the

contract might work is the IMT would be requested and reimbursed for expenses by the

responsible party or the party requesting the IMT. Therefore, the costs associated for personnel

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very well in South Dakota and has provided members of the Rapid City Fire Department like

Chief Rob Powell to be assigned to an IMT. There is a certain degree of buy in that is necessary

and the AHJ must have confidence in the IMT system and see the formation of these teams for the benefits that come with.

The third research question asked "What are the training requirements for members of an incident management team? Core classes for Type 3 team members would consist of ICS 100 and 200, ICS 300 and 400, a course covering the functions of local IMT's, an All-Hazard IMT course, customized simulations like tabletop exercises and ICS position-specific professional development.

Team members of Type 3 IMT's must meet minimum training requirements to remain qualified to hold their positions. NIMS utilizes a credentialing process to assure team members are qualified to hold positions on teams. By credentialing, team members are prepared to respond to and manage the incidents. Members must obtain the necessary knowledge, skills and abilities to carry out their appropriate responsibilities on the team. The United States Fire Administration (USFA) has developed a Type 3 All Hazard Incident Management System Qualification Guide. (USFA, 2010).

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Discussion

The Rapid City Fire Department and surrounding agencies have been involved in numerous natural disasters where the local agencies have been overwhelmed and have had to be managed by incident management teams assembled in neighboring states. Assembly and response of these national incident management teams have typically taken up to 24 hours leaving the management of the incident to local responders. As threats to Rapid City and surrounding area increase and the population continues to increase, so does the need for local responders to be able to quickly assemble and deploy an incident management team to manage disasters.

The results of this research that was conducted clearly showed the initiative that the Rapid City Fire Department and surrounding area could take to better prepare to respond to a disaster that would otherwise overwhelm local emergency responders under the current ICS structure. The formation of a Type 3 IMT could result in the reduction of loss of life and property should a large scale disaster occur in Rapid City and surrounding area. The requirements that were identified in this research showed that the Type 3 IMT best suited the available personnel of Rapid City and the surrounding area. It is also apparent in the findings of this research that the response model and the utilization of incident management teams is being successful by local, state and national agencies by working together in the creation of these teams. Research showed that the Federal Government has provided many guiding documents for agencies to reference. Federal agencies such as Department of Homeland Security, Federal Emergency Management Agency, U.S. Fire Administration and the National Wildfire Coordination Group under the Homeland Security Presidential Directives and systems like the National Incident Management System and the National Response Framework have come

together in concert to provide responders a standardized approach to emergency response.

However, much responsibility resides with the different agencies from the federal level down to

the local AHJ's to work together in the forming of incident management teams.

Under HSPD-5, agencies are directed to comply with NIMS. For local agencies to

comply, a standard organization must be utilized to assemble responders and managers for the

coordination and management of large scale disasters and incidents. What NIMS ultimately does

is "provides a consistent nationwide template to enable Federal, State, tribal and local

governments, nongovernmental organizations, and the private sector to work together to prevent,

protect against, respond to, recover from, and mitigate the effects of incidents, regardless of

cause, size, location, or complexity." (DHS, 2008).

A Type 3 IMT would likely be led by an incident commander, or the person most highly

qualified and responsible for the IMT. He would be supported by a command staff made up of

the public information officer, the liaison officer and the safety officer. The rest of the team

would be comprised of the general staff made up of the finance section chief, the logistics

section chief, the operations section chief and the planning section chief.

In addition, a team being established could fill positions into the unit leader positions.

Positions that could be filled could be situation and resource unit leaders, supply unit leader,

finance/administration leader, facility unit leader and division/group supervisors. (FEMA, 2007).

As economic times have become more difficult for emergency response agencies, the

start up costs for an IMT could certainly be a concern for AHJ's. It may be argued that certain

costs will be paid by the AHJ whether they have an IMT established or not. It may be that the

costs associated with establishing an IMT may be less than costs associated with managing the

incident without an IMT. Determining costs associated with establishing an IMT were not

readily discovered in the research. Local subject matter experts were solicited for this

information. No direct costs could be associated with the possible establishment of an IMT for

Rapid City and surrounding area. All persons referenced the importance for the agencies to

sponsor their members who are assigned to the team both organizationally and financially. This

could include time off for things like training, seminars, team meetings, assignments or

deployments and ongoing professional development for team members. These costs could

involve providing team members with a vehicle, travel expenses, time off, backfilling of

personnel to cover the team member, uniforms, registration fees for professional development

like conferences or seminars etc.

   According to NIMS, IMT's have many operational procedures in place to include

qualifications, notification and deployment procedures. The United States Fire Administration

(USFA) has developed a Type 3 All Hazard Incident Management System Qualification Guide.

(USFA, 2010).   Within this guide, the required criteria are listed for each position within the

Command and General Staff positions of the Type 3 IMT. Also listed are the experience

requirements and level of required physical fitness. Team members of Type 3 IMT's must meet

minimum training requirements to remain qualified to hold their positions. NIMS utilizes a

credentialing process to assure team members are qualified to hold positions on teams. By

credentialing, team members are prepared to respond to and manage the incidents. Members

must obtain and maintain the necessary knowledge, skills and abilities to carry out their

appropriate responsibilities on the team.

Recommendations

The problem is Rapid City does not have organized personnel or resources for the management of a large scale disaster that might exceed the capabilities of first responders. Large scale disasters will occur and impact areas in and around Rapid City. It is highly likely the Rapid City Fire Department will participate in the management of these incidents. Leadership within the RCFD should pursue and lead the charge of the formation of an all risk incident management team for Rapid City and surrounding areas. This should include actively participating in the funding, planning, assembling, forming and maintaining of an incident management team should a team be needed to manage a disaster that impacts Rapid City. Based on the research that has been completed and the results of that research, the RCFD should begin the process of developing an all risk incident management team for Rapid City and surrounding area.

In accordance with the National Response Framework (U.S. Homeland Security, 2008) and National Incident Management System (DHS, 2008), the Rapid City Fire Department should strive to develop a recognized response model to deal with large scale disasters impacting the area. By doing so, the community stands a better chance to secure assistance from the Federal Emergency Management Association for response and recovery efforts. It is not only the responsibility of the RCFD but that of the entire emergency response community down to each volunteer fire department in Pennington County to create partnerships and working relationships between local, state and federal agencies. It will be these partnerships and interagency cooperation that will result in the successful formation, staffing and maintenance of an incident management team.

Such an approach should target every discipline of the response community of fire, law enforcement and EMS, not just the RCFD. Once completed, the incident management team should be shared with elected officials and the entire community as a success story of interagency cooperation. This interagency cooperation should create a robust and sustainable IMT that is capable of responding to all types of disasters when the disaster occurs and would go a long way in reducing the loss of life and reducing property damage.

The risk to natural and man-made disaster in Rapid City is very real is not going away in years to come. It will be part of this community as long as we have homes built where they interface with the forested areas, witness the distinct changing of the seasons of western South Dakota, and enjoy the splendor of Mount Rushmore and the protection of Ellsworth Air Force Base. The Rapid City Fire Department is tasked with participating in and committing to reducing the loss of life and property due to large disasters which will inevitably add to the quality of life in Rapid City.

In accordance with the direction provided by HSPD-5, agencies are directed to comply with NIMS. For local agencies to comply, a standard organization must be utilized to assemble responders and managers for the coordination and management of large scale disasters and incidents. According to NIMS, IMT's have many operational procedures in place to include qualifications, notification and deployment procedures. The Rapid City Fire Department should assemble the necessary, qualified personnel from the area and form a Type 3 All-Hazard Incident Management Team. By doing so the community of emergency responders will be better prepared to deal with a large scale disaster in Rapid City and surrounding area. Having this team established could result in the reduction of loss of life or property.

The Rapid City Fire Department should take the lead in soliciting support, buy in and cooperation of other emergency response agencies. The benefits of having a ready assembled group of responders to deal with a disaster are immeasurable. A Rapid City All-Hazard Incident Management Committee should be formed with committee members from the agencies that would be involved with the formation of the team.

The Committee should seek the expertise of those in the area that are currently assigned to IMT's. In addition, there is a tremendous amount of local talent that may already meet the minimum requirements for team selection. Those personnel should be sought out and recruited. Those personnel from different agencies that could be selected based on their current responsibilities and position, that may not already meet the requirements, should begin the credentialing process to comply.

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Appendix A: Development of An All Risk Incident Management Team Survey

Good afternoon,

My name is Mike Maltaverne. I am completing an applied research project to satisfy the requirements for completion of the Executive Fire Officer Program. I am respectfully requesting that you participate in a short survey about Incident Management Teams. The survey will only take 2-3 minutes.

You can access the survey through following the link below…

I appreciate your assistance.

http://www.surveymonkey.com/s/85CT7L3

Mike Maltaverne

Fire Chief

Rapid City Fire Department

10 Main Street

Rapid City, SD 57701

1. What is the population served by your department?

    Less than 10,000

    10,000 to 25,000

    25,000 to 50,000

    50,000 to 100,000

    Greater than 100,000

2. Does you department have the capabilities to manage "all" incidents of "all"

    complexities?

    Yes or No

3. Could you department benefit from the forming of an incident management team (IMT)?

    Yes or No

4. If your department was to form an IMT, what type would it be?

    Type IV

    Type III

    Type II

    Type I

5. Do you currently have the amount of staff to support the forming on an IMT?

    Yes or No

6. Could you financially support the formation and ongoing costs associated with an IMT?

    Yes or No

7. What would be the questions or concerns you would have regarding the formation of an

    IMT? Examples: Costs, staffing, upkeep, training or maintenance etc.

Appendix B: Rob Powell Interview

1) Chief Powell, can you summarize your qualifications as they relate to incident

management teams?

My deep understanding of ICS comes from my wildfire experience in the Rapid City area

for 23 years and I am currently a Battalion Chief with RCFD managing all of city incidents large

and small that occur on a daily basis. I have served as Div/Sup, Structural Protection

Specialist and OPS Section Chief on numerous all risk incidents. I have also been involved with

disaster planning, training and preparedness in the Rapid City area. I am currently an Assistant

Chief for the Johnson Siding VFD Fire Protection District. Lastly, I am serving as an Operations

Section Chief for the Rocky Mt Region Type II Incident Management Team, Team "C".

2) Can you tell me what the personnel needs would be for staffing of an IMT in the Rapid

City area?

The needs for an IMT team will depend on the typing of the team or the complexity of

incidents you want to respond to. For example, you will have more needs for a Type 1 team than

a Type 3 team. What you have described for Rapid City is probably on the level of a Type 3

team. We currently have a Type 2 team in our zone so the real benefit for Rapid City would be

to fill that void of the smaller incidents that are more appropriate for a Type 3 team. In my

professional opinion, our area certainly has the number of available people and the talent pool to

staff a Type 3 team. With the local talent, implementation of a team would be relatively short,

maybe as short as one year. A starting point for personnel needs would be your Incident

Commander or the person in charge. You would also need to fill the command staff positions

including a public information officer, a liaison officer and a safety officer. The last necessary

positions are that of your general staff like the finance section chief, operations section chief, logistics section chief and planning section chief. The key to a successful long term team is depth. It would be beneficial to have people cued up in training positions and maybe go two or three deep on these positions. This provides the team succession planning, availability if team members are out on vacation or unavailable and allows you to set up rotations of team members. Certainly this depth would be a one key to the success of a Type 3 team for the Rapid City area.

Lastly, another key to success would be to achieve buy in from the agency administrators. They are the people that are allowing their employees to serve on this team. They have to be willing to bare some of the burden to allow employees to attend training, respond to team meetings and respond to incidents little or no warning. These agreements have to be in place prior to someone becoming a team member. The way you sell it to them is if the incident happens in their jurisdiction or affects their agency, they will have the comfort knowing that there is an incident management team available to them to manage that incident or event.

3) What would be the training requirements for members of an IMT?

Again, it would depend on the type of team you are referring. In this case, for a Type 3 IMT, the level of training is determined through NIMS and the NWCG. There is the initial training necessary to receive your Trainee designation. To qualify to take the initial training requires you to have met the prerequisites. What follows the initial class is the initiation of a task book. Once you possess this task book, you know have a certain amount of time to get out on incidents of significant complexity, at least Type 3 incidents, and perform all the necessary functions in that task book. You would be assigned to a qualified person of your desired ability who would be evaluating you on your performance in a real life setting. The right way to do it is to have

meaningful assignments that get you the quality evaluations to become fully qualified. Usually

the AHJ would have a training officer that would issue you the task book and would then look at

your completed task book and sign off that you have performed the necessary functions of the

desired position.

Once you have done the training, completed the task book and been signed off, you could

be assigned to a team. Once assigned to a team for a position, you would need to receive so

many assignments, call outs or deployments and continued training or refreshers to maintain that

qualification. Again, all this is depends on the agency having jurisdiction. They will have the

say as to how you maintain your qualifications.

I hope all this helps. I could go on and on. I think this is a good summary of what it

takes to be affiliated with an incident management team. I applaud you for looking in to the

possibility of establishing a Type 3 team for our area. Having worked on a national IMT, I have

seen the benefits of a team when managing large incidents. If done right, it is like a well oiled

machine. Good luck.

Appendix C: Type 3 All-Hazard Incident Management System Qualification Guide

U.S. Fire Administration

Type 3 All-Hazard Incident Management System Qualification Guide

September 2010

U.S. Fire Administration
Mission Statement

We provide National leadership to foster a solid foundation for our fire and emergency services stakeholders in prevention, preparedness, and response.

Cover photo by Andrea Booher. U.

Preface

Overview

The National Incident Management System (NIMS) credentialing effort aims to ensure that the incident management community can plan for and receive personnel and resources that match its requests; to ensure that those personnel and resources possess the needed competencies, knowledge, skills, and abilities to carry out the work requested of them; and to establish procedures to appropriately manage officially dispatched emergency and incident managers and other responders.

In order to better align the request and matching process associated with interstate mutual aid and national mobilization and credentialing efforts, the U.S. Fire Administration (USFA) has developed this guide for the USFA Type 3 All-Hazard Incident Management Teams (AHIMTs).

The focal point of the qualifications process discussed in this guide is the authority having jurisdiction (AHJ). The AHJ is defined as an organization, office, or individual having statutory responsibility for enforcing the requirements of a code or standard, or for approving equipment, materials, and installation, or a procedure. The AHJ is the focal point of the process because it is responsible for the development, implementation, and maintenance of the qualifications procedures discussed in this guide.

This document is intended to provide guidance to AHJs and nongovernmental organizations when developing personnel qualifications as part of the overall credentialing process that will conform to the Federal government's efforts and to the Guidance issued for the implementation of the National Incident Management System (NIMS).

Under the NIMS Guidance: *National Credentialing Definition and Criteria* issued by the Federal Emergency Management Agency (FEMA) (NG0002, March 2007), credentialing is a systematic effort to make sure that personnel can be identified, their authorization for deployment confirmed, **and their qualifications related to the performance of any incident management position or assigned task or duty are understood by both the receiving jurisdiction and the sending organization**. This Qualification Guide addresses only the qualifications portion (shown above in bold type) of the NIMS credentialing description. ICS Position Task Books (PTBs) are the documentation required to verify someone is qualified in that particular position.

Scope

The statements and descriptions referenced by this guide are considered the **minimum** personnel qualifications that are established for interstate mutual aid and national mobilization purposes under NIMS. The positions listed include Command and General Staff and roles or positions identified

within several disciplines that are frequently called upon during an emergency. AHJs may have their own list of credentialed positions in addition to the ones appended or referenced by this document. An AHJ may also add to these standards to meet specific needs within an AHJ. However, an AHJ cannot impose a higher standard on another AHJ that meets the minimum standards within this guide.

Exception: Based on actual or anticipated conditions at the scene of an incident, a requesting jurisdiction may request a higher level of physical fitness for a particular position.

This Qualification Guide is a dynamic document; it will be updated as needed to incorporate new position titles or to revise the qualification standards. AHJs should ensure that they are using the most recent version of this guide. Contact USFA or FEMA directly or consult its website to obtain the most recent version of this guide.

APPROVAL AND IMPLEMENTATION

_____ _____

Signature Date
State/UASI IMT Coordinator

_____ _____

Signature Date
IMT Steering Committee Chair

_____ _____

Signature Date
Credentialing Working Group Chair

Record of Changes

Change #	Date of Change	Entered by	Summary of Change

Table of Contents

Appendices

I. Purpose

This document serves as the qualification and credentialing guidelines for USFA Type 3 All-Hazard Incident Management Team (AHIMT) personnel.

II. Explanation of Terms

A. Acronyms

AHIMT All-Hazard Incident Management Team
AHJ Authority Having Jurisdiction
COG Council of Government
DHS Department of Homeland Security
DIVS Division Supervisor
EMI Emergency Management Institute
FSC Finance/Administration Section Chief
IC Incident Commander
ICS Incident Command System
IMT Incident Management Team
LOFR Liaison Officer
LSC Logistics Section Chief
MACC Multiagency Coordination Center
NIMS National Incident Management Team
NRF National Response Framework
NRP National Response Plan
NWCG National Wildfire Coordinating Group
OSC Operations Section Chief
PIO Public Information Officer
PSC Planning Section Chief
PTB Position Task Book
SOFR Safety Officer
UASI Urban Area Security Initiative
USFA U.S. Fire Administration

B. Definitions

1. **Full Credential**—The credential issued to an individual that has completed all required training, demonstrated proficiency as documented in the position task book, and recommended by their agency head or authority having jurisdiction (AHJ).

2. **Incident Complexity**—Incident complexity is identified by Types 5 to 1, with 5 being the simplest and 1 being the most complex. For example, a Type 5 incident is characterized by relatively few resources, is of short duration, and has few complicating factors. A Type 1 incident has large numbers of resources and may last for several operational periods and has many complicating factors. Refer to the NIMS document for a full definition.

3. **Memorandum of Understanding**—A document outlining policies, procedures, and agreements between the USFA Type 3 AHIMT, jurisdictions, agencies, and incident management team personnel.**U.S. Fire Administration Type 3 All-Hazard Incident Management System Qualification Guide**

2 4. Provisional Credential—A credential issued to an individual that has completed all required training with the exception of position-specific training and/or the All-Hazards Incident Management Team course (O- 305 demonstrated proficiency as documented in the Position Task Book (PTB), and recommended by their agency head or authority having jurisdiction (AHJ).

5. Qualified Evaluator—The individual that can document and complete evaluation records contained in PTBs. The evaluator must be credentialed in the position they are evaluating or be approved to evaluate by the Credentialing Working Group. The Credentialing Working Group will maintain a list of qualified evaluators.

6. Technical Specialist—A person participating as a member of an Incident Management Team (IMT) that contributes technical knowledge and skill.

7. Trainee Credential—A credential issued to an individual that has not completed provisional or full credential requirements.

III. Objectives

A. Establish minimum agency training and qualification standards for incident single resource assignments.

B. Retain the foundation of the performance-based qualification system established and implemented in the National Wildfire Coordinating Group (NWCG) qualification system.

C. Hold to a minimum required training and allow for the development of skills and knowledge outside of the formal classroom environment.

D. Eliminate redundancy, unnecessary positions, and requirements.

E. Develop standards for USFA Type 3 All-Hazard Incident Management Teams.

IV. Guidance

With the publication of this edition of these guidelines, the standards established in this guide are the minimum to be met by all participating agencies, organizations, and individuals that choose to participate in the USFA Type 3 All-Hazards Incident Management System. All individuals applying for certification must complete the Regional Incident Management Memorandum of Understanding. Individuals who have begun the process of qualifying for a position under NWCG guidelines can continue to use those standards. No local agency or jurisdiction is required to use these standards or qualifications to certify a local incident management position.

V. Incident Qualification System

The development of Type 3 IMTs has been mandated by Homeland Security Presidential Directive (HSPD-5) and HSPD-8. The IMTs may provide local jurisdictions, State Emergency Operations Centers (EOCs), or Multiagency Coordination Centers (MACCs) with an effective response

organization to manage resources and information and provide planning and operational advice to manage and mitigate an incident.

Personnel who are certified in a NWCG position may retain that certification and carry it over into the USFA system. To qualify in any other State position, the individual must meet the standards identified herein. New NWCG position certifications can be used for most positions with the exception of some Operations positions, i.e., Division/Group Supervisors or Strike Team Leaders. These positions should be from the specific emergency response discipline that has primary tactical responsibility.**U.S. Fire Administration Type 3 All-Hazard Incident Management System Qualification Guide**

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This system is designed to establish

• minimum training;
• skills;
• knowledge; and
• experience for incident positions.

Minimum standards may be enhanced by the AHJ to meet specific needs of an agency or organization.

A. Introduction

Personnel mobilized by the USFA Type 3 AHIMT Technical Assistance Program will be required to meet the established qualification standards in this guide.

This guide applies to all Incident Command positions.

B. Description of the System

The Incident Qualification System is a "performance-based" qualification system. In this system, the primary criterion for qualification is individual performance as verified by a qualified evaluator, using approved standards.

In a performance-based system, qualification is based on demonstrated performance as measured by incidents and planned events, normal job activities, or simulated exercises or classroom activities.

1. The components of the Incident Qualification System are as follows:

    a. Training courses provide the specific knowledge and skills required to perform tasks identified in the PTB. This provides a direct link between training and job performance. Required training has been held to the minimum required to provide for safe operations on incidents.

    b. PTBs contain all critical tasks, which are required to perform the job. Subject matter experts have established the tasks in each PTB. PTBs are in a format that allows documentation of a trainee's ability to perform each task. Tasks pertaining to tactical decisionmaking and safety are flagged and require position performance on an incident or preplanned event. Remaining tasks may be evaluated through other means such as simulation, or other emergency and nonemergency work. Successful completion of all required tasks of the position, as determined by a qualified evaluator(s), will be the basis for certification application.

    Credentialing for Command and General Staff positions must use USFA Type 3 All-Hazard Incident Management Team PTBs. All other positions must use NWCG task books.

    c. Agency Head Certification and documentation is the responsibility of the AHJ certifying that the applicant is qualified to perform in a specific position. Individuals are responsible for providing proof of qualification on an incident. It is the responsibility of each agency to document those qualified in all positions.

Important Note: PTBs can be initiated by the IC or the AHJ for use on incidents, planned events, or training simulations. PTBs and the qualification process can be initiated prior to attendance and completion of training courses.

> **d. Peer Review** is the final piece of the certification process to perform an audit of all applications for position certification. All course records, certificates, Summary of Response Experience, and any other documentation relative to the request for position certification will be reviewed by a Peer Review Committee established by the Credentialing Working Group. The Peer Review Process Overview is attached in Appendix B.

2. Responsibilities.

Each agency is responsible for selecting trainees, ensuring proper use of PTBs, and approval of certification application by trainees. The individual is responsible for completing required training courses, documenting proficiency through a completed PTB, and provide a Summary of Response Experience and Training Record.

Once the agency head has approved the certification application it is forwarded to the Peer Review Committee which will review the PTB, course certificates, and Summary of Response Experience, ensuring that the individual meets the State standards.

The Peer-Review Committee will consist of multidisciplinary and multijurisdictional membership as determined by the Credentialing Working Group.

C. Certification and Recertification

Each agency recommending certification or recertification of an individual is responsible for ensuring qualifications of personnel based upon the requirements of this guide. The Credentialing Working Group will ensure the qualifications of individuals not affiliated with an agency or jurisdiction.

A key component in the certification or recertification process is the subjective evaluation by the appropriate official of an individual's capability to perform in a position. **Completion of required training and experience does not guarantee certification.**

The quality of experiences gained in a given position should be closely evaluated when making a determination for advancement to the next higher position, to a different position, or for recertification. The quality of experience may relate to the type or duration of an incident or event in terms of personnel, equipment, the number of assignments, or complexity of operations.

This guide recommends that more than one PTB evaluation record be completed before the individual applies for certification.

Each individual must reapply for certification before the expiration of his/her current certification by submitting a Credentialing Application Package. Failure to reapply within 90 days following the expiration of certification will require completion of a new PTB for the position.

D. Currency Requirements

For the positions identified in this guide, the maximum time allowed for maintaining currency is 3 years.

Currency can be maintained in the following ways:

1. By successful performance in the position qualified.

2. By successful performance in a higher position(s) within the section where the individual is currently credentialed.**U.S. Fire Administration Type 3 All-Hazard Incident Management System Qualification Guide**

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E. Required Training/Prerequisite Experience

Required training and prerequisite experience cannot be challenged. The process of demonstrating the abilities to perform the position is the completion of a PTB.

F. Additional Training That Supports Development of Knowledge and Skills

Additional training which supports development of knowledge and skills are training courses that can help to support a position performance assignment. The knowledge and skills necessary for successful completion of the tasks in a PTB are provided in the identified courses, but may also be acquired in a variety of ways, including on-the-job training, work experience, and identified formal training as determined by one's own agency, exercises, or planned events.

An individual must have an opportunity to acquire the knowledge and skills required to perform the tasks of a position before accepting a position performance assignment. It is the responsibility of the individual agency to ensure that each trainee has the opportunity to acquire the knowledge and skills necessary for position performance.**U.S. Fire Administration Type 3 All-Hazard Incident Management System Qualification Guide**

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Appendix A: Type 3 ICS Position Qualifications

Incident Commander (Type 3)

Description: An Incident Commander (IC) (Type 3) has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Requisite Criteria

The table below lists minimum requisite criteria based on existing protocols and standards for an IC (Type 3) to participate in the National Incident Management System (NIMS) Integration Center's National Emergency Responder Credentialing System.

Category	Criteria
Training	**Completion of the following courses/curricula:**
	. ICS-100: *Introduction to ICS for Operations First Responders.*
	. ICS-200: *Basic NIMS/ICS for Operational First Responders.*
	. ICS-300: I*ntermediate ICS for Expanding Incidents for Operational First Responders.*
	. ICS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS.*
	. FEMA IS-700: *NIMS, An Introduction.*
	. FEMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An Introduction.*
Experience	Significant, ongoing experience related to the management of emergency incidents and events that may involve multiple jurisdictions requiring mutual-aid response.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	ledical requirements established by the authority having jurisdiction (AHJ).
	linimum physical fitness standards as required by the AHJ.

Public Information Officer (Type 3)

Recommended Criteria

The recommended criteria that follow are intended to supplement previously listed requisite criteria for the NIMS Integration Center's consideration and referral to organizations, as appropriate.

The table below lists the Incident Management Working Group's recommended criteria for a PIO (Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System. These criteria incorporate and/or modify existing protocols and standards and/or propose their development where they do not exist.

Category	Criteria
Education	**Completion of the following courses/curricula:**
	accalaureate degree in journalism or communications from an accredited college or university, or equivalent.
	nowledge of print, radio, television, and Internet media.
Training	**Completion of the following courses/curricula:**
	ontinuing education requirements for training, as required by the AHJ.
	MI courses E-388, *Advanced Public Information Officers*, or E/L 952, *NIMS ICS All-Hazards Public Information Officer*, or equivalent.
	raining on scenario-specific operations of concern to the jurisdiction and incident.
	ecertification and verification of requisite training.
	SFA course O-305, *All-Hazards Incident Management Team*, or equivalent.
Experience	unctional experience in media relations at the level or levels of government to commensurate with the scope of the incident.
	uccessful previous experience as a PIO.
	ompletion of PTBs that validate and verify (by AHJ) demonstrated ability to perform required skills in exercises and/or actual incidents every 3 years or as dictated by need.
Medical/Physical Fitness	Medical and physical fitness requirements established by the AHJ that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-14 hours per day under physical and emotional stress for sustained periods.
Certification	A performance-based certification and qualification system to document minimum training, skills, and knowledge, experience, and physical fitness requirements.
	Criteria

Training	Completion of the following courses/curricula:
	CS-100: *Introduction to ICS for Operational First Responders.*
	CS-200: *Basic NIMS/ICS for Operational First Responders.*
	CS-300: *Intermediate ICS for Expanding Incidents for Operational First Responders.*
	CS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS.*
	EMA IS-700: *NIMS, An Introduction.*
	EMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An Introduction.*
Experience	Significant, ongoing experience related to emergency planning and preparedness, report writing, and information management.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	ledical requirements established by the AHJ.
	linimum physical fitness standards as required by the AHJ.
Experience	Significant, ongoing experience related to emergency planning and preparedness, report writing, and information management.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	ledical requirements established by the AHJ.
	linimum physical fitness standards as required by the AHJ.

Liaison Officer (Type 3)

Description: A Liaison Officer (LOFR) (Type 3) is responsible for coordinating with cooperating and assisting agencies.

Requisite Criteria

The table below lists minimum requisite criteria based on existing protocols and standards for a LOFR(Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System.

Category	Criteria

Training	Completion of the following courses/curricula:
	ICS-100: *Introduction to ICS for Operational First Responders.*
	ICS-200: *Basic NIMS/ICS for Operational First Responders.*
	ICS-300: *Intermediate ICS for Expanding Incidents for Operational First Responders.*
	ICS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS.*
	EMA IS-700: *NIMS, An Introduction.*
	EMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An Introduction.*
Experience	Significant, ongoing experience coordinating with representatives from various agencies and organizations during emergency situations, as well as experience in emergency management.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	Medical requirements established by the AHJ.
	Minimum physical fitness standards as required by the AHJ.

Safety Officer (Type 3)

Description: A Safety Officer (SOFR) (Type 3) is responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Requisite Criteria

The table below lists minimum requisite criteria based on existing protocols and standards for a SOFR (Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System.

Category	Criteria
Training	Completion of the following courses/curricula:
	ICS-100: *Introduction to ICS for Operational First Responders.*
	ICS-200: *Basic NIMS/ICS for Operational First Responders.*
	ICS-300: *Intermediate ICS for Expanding Incidents for Operational First Responders.*
	ICS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS.*
	EMA IS-700: *NIMS, An Introduction.*
	EMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An*

Introduction.

pecialty training as required (e.g., Incident Scene Safety, Fire Suppression, Hazmat Operations, Accident Investigation, Postincident Analysis (PIA)).

Category	Criteria
Experience	Significant, ongoing experience in strategy and tactics related to the incident scenario (e.g., wildland fire or hazmat incident) and experience in emergency management. Significant experience in all phases of the response and recovery cycle.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	ledical requirements established by the AHJ.
	linimum physical fitness standards as required by the AHJ.
	ble to work wearing appropriate personal protective equipment (PPE).

Operations Section Chief (Type 3)

Description: An Operations Section Chief (OSC) (Type 3) is responsible for all tactical incident operations, including the activation and supervisor of Incident Command System (ICS) organizational elements in accordance with and in execution of the Incident Action Plan.

Requisite Criteria

The table below lists minimum requisite criteria based on existing protocols and standards for an OSC (Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System.

Category	Criteria
Training	**Completion of the following courses/curricula:**
	CS-100: *Introduction to ICS for Operational First Responders*.
	CS-200: *Basic NIMS/ICS for Operational First Responders*.
	CS-300: *Intermediate ICS for Expanding Incidents for Operational First Responders*.
	CS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS*.
	EMA IS-700: *NIMS, An Introduction*.
	EMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An Introduction*.

Experience	Significant, ongoing experience in strategy and tactics related to the incident scenario (e.g., wildland fire, water rescue, confined space rescue, or hazmat incident) and experience in emergency management.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	ledical requirements established by the AHJ.
	linimum physical fitness standards as required by the AHJ.
	ble to work wearing appropriate PPE.

Planning Section Chief (Type 3)

Description: A Planning Section Chief (PSC) (Type 3) is responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan.

Requisite Criteria

The table below lists minimum requisite criteria based on existing protocols and standards for a PSC (Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System.

Category	Criteria
Training	**Completion of the following courses/curricula:**
	ːS-100: *Introduction to ICS for Operational First Responders*.
	ːS-200: *Basic NIMS/ICS for Operational First Responders*.
	ːS-300: *Intermediate ICS for Expanding Incidents for Operational First Responders*.
	ːS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS*.
	EMA IS-700: *NIMS, An Introduction*.
	EMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An Introduction*.
Experience	Significant, ongoing experience related to emergency planning and preparedness, report writing, and information management.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	ledical requirements established by the AHJ.
	linimum physical fitness standards as required by the AHJ.

Logistics Section Chief (Type 3)

Description: A Logistics Section Chief (LSC) (Type 3) is responsible for providing facilities, services, and material support for the incident, including all essential services and support functions needed for the incident management team to conduct effective operations.

Requisite Criteria

The table below lists minimum requisite criteria based on existing protocols and standards for an LSC (Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System.

Category	Criteria
Training	Completion of the following courses/curricula:
	ICS-100: *Introduction to ICS for Operational First Responders*.
	ICS-200: *Basic NIMS/ICS for Operational First Responders*.
	ICS-300: *Intermediate ICS for Expanding Incidents for Operational First Responders*.
	ICS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS*.
	EMA IS-700: *NIMS, An Introduction*.
	EMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An Introduction*.
Experience	Significant, ongoing experience related to facilities, services, and material support, as well as experience in emergency management.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	Medical requirements established by the AHJ.
	Minimum physical fitness standards as required by the AHJ.

Finance/Administration Section Chief (Type 3)

Description: A Finance/Administration Section Chief (FSC) (Type 3) is responsible for all financial, administrative, and cost analysis aspects of an incident.

Requisite Criteria

The table below lists minimum requisite criteria based on existing protocols and standards for an FSC (Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System.

Category	Criteria

Training	Completion of the following courses/curricula:
	CS-100: *Introduction to ICS for Operational First Responders.*
	CS-200: *Basic NIMS/ICS for Operational First Responders.*
	CS-300: *Intermediate ICS for Expanding Incidents for Operational First Responders.*
	CS-400: *Advanced ICS for Command and General Staff, Complex Incidents, and MACS.*
	EMA IS-700: *NIMS, An Introduction.*
	EMA IS-800: *National Response Plan, An Introduction* or FEMA IS-800b: *National Response Framework, An Introduction.*
Experience	Significant, ongoing experience related to finance, administration, cost analysis, and experience in emergency management.
Medical/Physical Fitness	Compliance with the following baseline criteria:
	ledical requirements established by the AHJ.
	linimum physical fitness standards as required by the AHJ.

Finance/Administration Section Chief *(Type 3)*

Recommended Criteria

The recommended criteria that follow are intended to supplement previously listed requisite criteria for the NIMS Integration Center's consideration and referral to organizations, as appropriate.

The table below lists the Incident Management Working Group's recommended criteria for an FSC (Type 3) to participate in the NIMS Integration Center's National Emergency Responder Credentialing System. These criteria incorporate and/or modify existing protocols and standards and/or propose their development where they do not exist.

Category	Criteria
Education	Knowledge of a full range of specialized financial management, cost accounting, and related professions.
Training	Completion of the following courses/curricula:
	ontinuing education requirements for training as required by AHJ.
	MI course E/L-973, *NIMS ICS All-Hazards Finance/Administration Section Chief.*
	SFA course O-305, *All-Hazards Incident Management Team*, or equivalent.
	ecertification and verification of requisite training.

Experience	unctional experience in finance/administration at the level or levels of government commensurate with the scope of the incident.
	uccessful previous experience filling unit positions within the Finance/Administration Section.
	ompletion of PTBs that validate and verify (by AHJ) demonstrated ability to perform required skills in exercises and/or actual incidents every 3 years or as dictated by need.
Medical/Physical Fitness	Medical and physical fitness requirements established by the AHJ that include the ability to perform duties under arduous circumstances characterized by working consecutive 12-14 hours per day under physical and emotional stress for sustained periods.
Certification	A performance-based certification and qualification system to document minimum training, skills, and knowledge, experience, and physical fitness requirements.

Appendix B: Peer Review Process Overview

Committee Goal

To enhance the professional credibility of position certification earned through the USFA Type 3 All-Hazard Incident Management Certification System.

Committee Role

To perform an audit of all application documentation for position certification at the All-Hazard Incident Management Team (AHIMT) level that may include course records, certificates, Experience Record, correspondence, and other communications relative to individual requests for position certification.

The Peer Review Committee is authorized to determine if the applicant meets the certification requirements for the AHIMT positions.

Committee Membership

A committee consisting of five members shall be established by the Credentialing Working Group and approved by the AHIMT Steering Committee. The committee chair may add members as needed to facilitate the review process. Appointment to the committee is for a period of 2 years, or upon resignation. The committee shall elect a chairperson annually, or whenever the position becomes vacant.

A simple majority of the committee membership shall be a quorum. Certification is approved by a majority vote of the quorum present.

Meetings

The committee shall convene semiannually in January and June or at the call of the chair.

Committee Protocol

The Peer Review Committee will receive and review all documentation packages and determine certification eligibility. The applicant and the verifying official will be notified in writing of the Peer Review Committee's decision within 30 days by the Committee Chair.

The Peer Review Committee evaluates the applicant's application and supporting documentation and determines if the applicant is certified for the Incident Command System (ICS) position. The committee may request additional information. The committee shall have the responsibility and authority for recommending certification of the applicant to the Steering Committee. The successful applicant will be awarded the appropriate position-specific credential.

Responsibilities of the Chair

Interpretation and decisions are the purview of the Chair. The Chair shall evaluate any issue that is sensitive or ambiguous and report such issues to the individual recommending certification. The Chair will notify the Steering Committee, the individual recommending certification, and the applicant of the Committee's decisions.

Appeals

Appeals relative to denial of eligibility for certification may be made by using the following procedures:

Appeals shall be in writing by the individual who recommended certification and forwarded to the Peer Review Committee Chair no later than 60 days after notification of initial review and denial. Appeals must contain at a minimum, a description of the reason/circumstances leading to the appeal, supporting documentation, and the desired outcome. The Peer Review Committee Chair will notify the Incident Management Team (IMT) Steering Committee Chair of an appeal.

The IMT Steering Committee Chair shall appoint a three member "Appeals Committee" for the purpose of reviewing appeals under this section. The committee shall include at least one individual who is credentialed in the discipline and position being appealed.

The Appeals Committee Chair shall render his/her decision in writing to the verifying official within 30 days of receipt of appeal. The decision of the Appeals Committee Chair shall be final.

Appendix C: Credentialing Application Package Instructions

Requirements

- All applicants **must** meet current requirements using the USFA Type 3 All-Hazard Incident Management System Qualification Guide.
- Verifying official **must** verify requirements are true and correct, using the Application Form.

- Verifying official **must** verify previous 3 years of experience for the position for which the applicant is applying, using the Experience Record.
- All applicants **must** record pertinent training courses for the position applied for, using the Training Record.

How To Apply

Separate applications must be submitted for each position for which an applicant desires to apply.

Initial Application consists of:

1. Completed Application Form with all appropriate signatures.
2. Completed Experience Record that demonstrates the knowledge, skills, and abilities for the position applied for.
3. Completed Training Record with attached copies of course completion certificates.
4. Completed Position Task Book (PTB).
5. A letter of recommendation on department letterhead and signed by the Agency Head describing the applicant's specific background as it relates to the occupational experience requirement.

Recertification Application consists of:

1. Completed Application Form with all appropriate signatures.
2. Completed Experience Record that demonstrates the knowledge, skills, and abilities for the position applied for.
3. A letter of recommendation on department letterhead and signed by the Agency Head describing the applicant's specific background as it relates to the occupational experience requirement.

Applicants seeking certification should submit completed applications to their sponsoring All-Hazard Incident Management Team (AHIMT) Incident Commander (IC). The IC will forward the completed application package to the State/Urban Area Security Initiative (UASI) AHIMT Coordinator.U.S. Fire Administration Type 3 All-Hazard Incident Management System Qualification Guide

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Appendix C: Credentialing Application

APPLICATION FORM

Initial Recertification

Position for which you are applying:_____ (Note: Separate applications must be submitted for each position applied for.)

Name:_____
_____

Agency:
_____
_

AHIMT: _____   COG   Region:
_____

Address:
_____
_

_____
_____

Phone   Number: _____   Cell   Phone:
_____

Email   Address:
_____

Rank   and/or   Working   Title:
_____

_____
_____
Applicant's Signature Date

I verify that the applicant meets all the certification and qualification requirements as stated in the U.S. Fire Administration All-Hazard Incident Management Team Qualification System Guide dated September 2010.

_____
_____
Verifying Official and Title Date

Appendix C: Experience Record

RECORD OF EXPERIENCE FOR THE POSITION (LAST 3 YEARS)

(INCIDENT NAME)	(LOCATION)	(DATE)	(POSITION)	(INCIDENT KIND)	(# DAYS)

EXPERIENCE RECORD

RECORD OF EXPERIENCE FOR THE POSITION (LAST 3 YEARS)

(INCIDENT NAME)	(LOCATION)	(DATE)	(POSITION)	(INCIDENT KIND)	(# DAYS)
Jack	SRF, CA	2000	DIVS	Hurricane	4
I 35 Spring Rains	CES, MT	2000	DIVS	Flood	7
July 4th Celebration	LCF, MT	2000	DIVS	Event	7

Appendix C: Training Record

RECORD OF TRAINING COURSES FOR THE POSITION

(TRAINING COURSE)	(LOCATION)	(DATES)

TRAINING RECORD

RECORD OF TRAINING COURSES FOR THE POSITION

(TRAINING COURSE)	(LOCATION)	(DATES)
O-404 Safety Officer	COLLEGE STATION	01/11-15/99
I-400 Advanced ICS	CDF/CZU	12/11-14/98
S-349 Resources Unit Leader	CAIWA	10/5-6/1997
S-234 Ignition Ops	CAIWTP, Sebastapol, CA	06/26-30/96
S-336 Fire Suppression Tactics	CAIWTP, Sebastapol, CA	05/01-05/96