

# 2010 All-Hazards Incident Management Team Training and Education Conference



Photo Credit: Visit Denver

Denver, Colorado  
December 7<sup>th</sup> – 9<sup>th</sup>, 2010

# AHIMT COLORADO

Training and Education Conference

## Conference Hosts

Jefferson County  
Incident Management Team



Northwest Colorado  
Incident Management Team



FEMA



Dear Conference Attendee,

Welcome to the 2010 National All-Hazards Incident Management Team Training and Education Conference in Denver, Colorado. We are excited you have joined us for this valuable event. The All-Hazards Incident Management Team Training and Education Conference (AHIMT TEC) is a national, grassroots effort to provide AHIMT personnel with details about the continued development of the AHIMT program, best practices and lessons learned from deployments. The agenda was designed specifically for AHIMT personnel and focuses on providing you critical information developed by existing teams that could benefit your own team – and your communities.

Over the next three days, you will have a unique opportunity to participate in a wide range of general sessions, panel discussions, breakout sessions and case studies. You will learn from experienced instructors and have the chance to meet and network with peers from across the country. When disasters strike, All-Hazards Incident Management Teams are often the first called in to bring order to the chaos. It is our hope that the experiences we share and the lessons we learn this week will help make all of our teams stronger when we return to our home communities.

On behalf of the Colorado AHIMTs, FEMA Region 8, Denver UASI, and IMTC LLC, we hope you enjoy the conference and the beautiful state of Colorado! Please let any of the grey shirted conference committee members know if there is anything we can do to make your stay here more enjoyable or beneficial.

Sincerely,

*The AHIMT TEC Committee*

# 2010 All-Hazards Incident Management Team Training and Education Conference

## Conference Offerings:

A separate schedule of the Breakout Sessions is provided in your welcome packet along with a brief overview of each session and the time and location of each presentation.

## General Sessions:

All General Sessions will be held in CENTENNIAL D & E on Third Level of Hotel

*Registration Includes Complimentary Continental Breakfast Buffet and Lunch on Tuesday, Wednesday, Thursday.*

## Conference Schedule

### Monday, December 6

- 1500-2000 Check-in – Centennial Foyer  
1800-2000 Welcome Reception – Centennial Foyer

### Tuesday, December 7

- 0630 Breakfast – Centennial Foyer & Ballroom  
0700 Check-in – Centennial Foyer  
0715 Operational Period Briefing – Centennial A  
0800 **General Session** – Centennial Ballroom  
Opening Ceremony & Remarks – Mike Rubenstein & Bill Easterling  
Robin Finegan, Regional Administrator, FEMA Region VIII  
Jeff Shrader, Division Chief - Jefferson County Sheriff's Office  
0900 Break  
0930 **General Session** – Centennial Ballroom  
Dr. Donahue - From DeKalb to 2010  
1000 Panel Discussion – Don Grant, Bob Koenig, Kyle Blackman, Paul Hannemann  
Moderator: Dwight Henninger  
Topics - Qualifications System & Credentialing, Position Task Books, Certifications, Shadowing and Training Opportunities  
1130 Lunch – Centennial Foyer & Ballroom

*Our Panels would like to answer as many of your questions as possible. To help them do that, please fill out and turn in your questions prior to the Panel Discussions.*

1300 **Session Title:** *Facilitated Roundtable* **Location**

• Incident Commander Facilitated Roundtable	Centennial A
• Information Officer Facilitated Roundtable	Centennial B
• Safety Officer Facilitated Roundtable	Centennial C
• Operations Section Facilitated Roundtable	Centennial F
• Planning Section Facilitated Roundtable	Centennial G
• Logistics Section Facilitated Roundtable	Centennial H
• Finance Section Facilitated Roundtable	Mineral B/C
• Agency Administrator / Team Coordinator Facilitated Roundtable	Mineral D/E

1430 **Break**

1445 **Session Title:** *Break-out Sessions (R) indicates a repeated course* **Location**

• The Indiana Incident Management Program: Establishing a State Based IMT Program from Start-up to Implementation (R)	Centennial A
• Building an Effective Type 3 Incident Communications Plan - Before You Need It (R)	Centennial B
• Developing SOPs—No Need for Nightmares (R)	Centennial C
• Calisthenics for the IMT; Integrating IMT Exercises into Your ExPlan (R)	Centennial F
• Development of a Local IMT from a Community Perspective (R)	Centennial G
• Evolution of a Texas Type 3 IMT – Pitfalls and Successes (R)	Centennial H
• Inherent Management Complexities for IMTs on All-Hazards Incidents (R)	Mineral B/C
• Federal Disaster Teams Integration with IMTs (R)	Mineral D/E
• Management Action Points (MAPS): An Overview	Mineral F/G

1545 **Break**

1600 **Session Title:** *Break-out Sessions (R) indicates a repeated course* **Location**

• Integrating Local Public Health into Your IMT (R)	Centennial A
• Federal Public Health and Medical Emergency Response	Centennial B
• Team Succession Planning (R)	Centennial C
• Supersize your Logistics - Getting the most out of the EOC and IMT Interface (R)	Centennial F
• Molding the ICS Structure to Fit Your Incident	Centennial G
• Managing the Unimaginable (R)	Centennial H
• Command and General Staff Functions - Practical Evolutions	Mineral B/C
• Safety Preplanning and Strategies for Large Incident Response	Mineral D/E
• Integration of the National Disaster Medical System with Local IMTs - Lessons Learned	Mineral F/G

1700 **Day End**

**Wednesday, December 8**

0630 Breakfast – Centennial Foyer & Ballroom

0715 Operational Period Briefing – Centennial A

0800 **General Session** – Centennial Ballroom  
Incident within an Incident: Planning; Occurrence; and Survival / Recovery – Bob Fry

**Wednesday, December 8 – Continued -**

0930 Break

0945 **General Session** - From DeKalb to 2010  
Dr. Donahue –

Dr. Donahue asks that each attendant break into separate groups based on the number printed on your name tag. Each group will have a facilitated discussion regarding issues facing All-Hazards Incident Management Teams across the Nation. Information gathered in these sessions will be compiled by Dr. Donahue and placed into a document similar to the one that was gathered at the first AHIMT conference in DeKalb, Illinois in 2008.

Badge #	Location
1	Centennial A
2	Centennial B
3	Centennial C
4	Centennial F
5	Centennial G
6	Centennial H
7	Mineral A
8	Mineral B/C
9	Mineral D/E
10	Mineral F/G

1215 Lunch – Centennial Foyer & Ballroom

1330 **Session Title:** *Break-out Sessions* (R) indicates a repeated course **Location**

• Lessons Learned in Hurricane Response	Centennial A
• Resource Ordering Procedure Enhancement (R)	Centennial B
• IMTs and Law Enforcement for Planned Events	Centennial C
• Weather Support to All-Hazards IMTs (R)	Centennial F
• Developing and Supporting Points of Distribution	Centennial G
• Integration of IMTs with Tribal Nations	Centennial H
• The ABCD's of Incident Business for Type 3 IMTs	Mineral B/C
• Colorado All-Hazards Qualifications and Position Task Book System	Mineral D/E
• Team Succession Planning (R)	Mineral F/G

1430 Break

1445 **Session Title:** *Break-out Sessions* (R) indicates a repeated course **Location**

• The Indiana Incident Management Program: Establishing a State Based IMT Program from Start-up to Implementation (R)	Centennial A
• Radiological Incident Management: A Unique Response	Centennial B
• Developing SOP's—No Need for Nightmares (R)	Centennial C
• Calisthenics for the IMT; Integrating IMT Exercises into Your ExPlan (R)	Centennial F
• Development of a Local IMT from a Community Perspective (R)	Centennial G
• Evolution of a Texas Type 3 IMT – Pitfalls and Successes (R)	Centennial H
• Inherent Management Complexities for IMTs on All-Hazards Incidents (R)	Mineral B/C
• Federal Disaster Teams Integration with IMTs (R)	Mineral D/E
• Social Media in the All-Hazards IMT Environment (R)	Mineral F/G

1545 Break

*Speaker Biographies as well as their PowerPoint Presentations can be found on-line at [AHIMT.net](http://AHIMT.net)*



1600 **Session Title:** *Break-out Sessions (R) indicates a repeated course* **Location**

• Management Action Points (MAPS): an Overview (R)	Centennial A
• Weather Support to All-Hazards IMTs	Centennial B
• Building an Effective Type 3 Incident Communications Plan - <i>Before You Need it (R)</i>	Centennial C
• Supersize your Logistics - Getting the most out of the EOC and IMT Interface (R)	Centennial F
• Resource Ordering Procedure Enhancement (R)	Centennial G
• Integrating Animal Emergency Response into your IMT	Centennial H
• Managing the Unimaginable (R)	Mineral B/C
• Communicating Leader's Intent: Before, During and After the Incident	Mineral D/E
• Social Media in the All-Hazards IMT Environment (R)	Mineral F/G

1700 Day End

**Thursday, December 9**

0630 Breakfast – Centennial Foyer & Ballroom

0715 Operational Period Briefing – Centennial A

0800 **General Session** – Centennial Ballroom  
Australia's Worst Natural Disaster --The Black Saturday Fires – Stephen Walls

0900 Break

0915 **General Session** – Centennial Ballroom  
Panel Discussion - IMT Formation, Continuity and Long Term Sustainability  
Part 1 – The Local Perspective, Campbell, Chapman, Fry, McSherry

1015 Break

1030 **General Session** – Centennial Ballroom  
Panel Discussion - IMT Formation, Continuity and Long Term Sustainability  
Part 2 – The Federal Perspective, Holmes, Koenig, Henninger, Hannemann, Ridgeway

1130 Lunch – Centennial Foyer & Ballroom

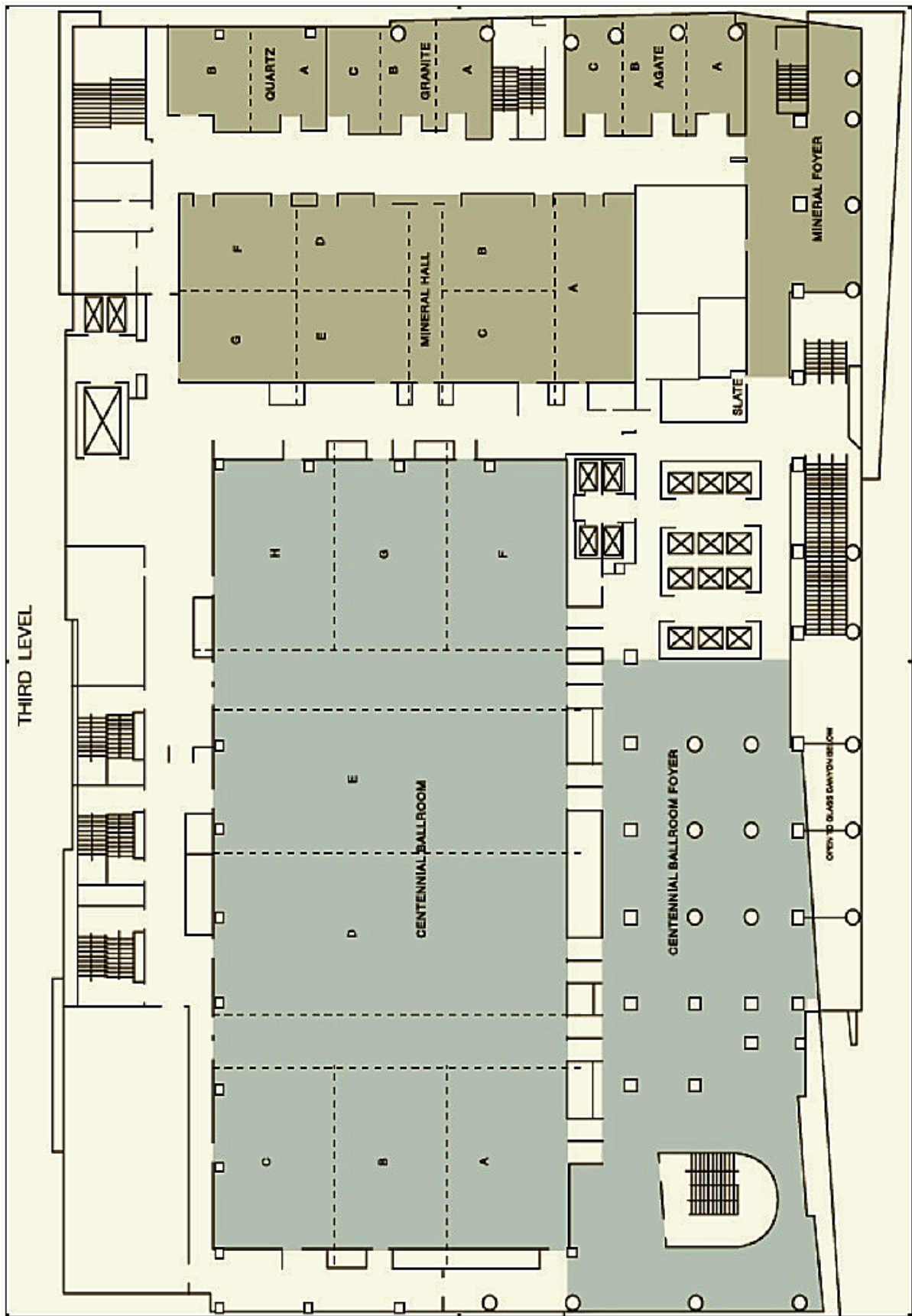
1230 **Closing Session** – Centennial Ballroom

- Dr. Donahue
- The Current State of IMT's – Geoff Wilford
- Evaluations
- Closing Remarks and Next Year's Conference

*Our Panels would like to answer as many of your questions as possible. To help them do that, please fill out and turn in your questions prior to the Panel Discussions.*

1430 **Conference End**

**Have a Safe Trip Home!**





# Course Descriptions

## **Facilitated Roundtables by Section**

*Tuesday 12/7 1300–1430hrs*

All-Hazards Incident Management has significantly evolved over the past several years. The intent of the roundtables is to be a forum for attendees to ask questions of the facilitators and to have the panel give a varied perspective in the answers to the question based on their individual expertise and background. Our hope is to discuss issues and share best practices with input from those in attendance.

### **The Indiana Incident Management Program: Establishing a State Based IMT Program from Start-up to Implementation (R. Collins)**

*Repeated Tues & Weds.*

This presentation will focus on the establishment of the Indiana Incident Management Program and the development of AHIMTs in the State of Indiana. Items included will be the development and implementation of the incident management program strategic plan and its place in the Indiana's district concept, the development and implementation of the Indiana Position Qualification System, the establishment of an incident management training program, and the formation of 10 AHIMTs in Indiana. This presentation will also discuss recruiting, liability, reimbursement, local jurisdictional issues, and the challenges faced by the State Administrative Agency during the development and implementation phases.

### **Building an Effective Type 3 Incident Communications Plan Before You Need It (M. Hall & J. Cobb)**

*Repeated Tues & Weds*

This workshop will assist attendees with the practical, non-technical steps necessary to build an

interoperable communications pre-plan that increases the odds of rapidly deploying a workable, all-hazards Incident Radio Communications Plan, utilizing both local fixed and portable communications assets in support of a large-scale incident response. Attendee knowledge of their local Tactical Interoperable Communications Plan (TICP) is helpful, but not required.

### **Developing SOPs – No Need for Nightmares**

**(B.Koenig & V. Koenig)**

*Repeated Tues & Weds.*

Attendees will discover that developing SOPs can be a slippery slope for a Type 3 AHIMT. Attendees will learn some tips and pointers on how to work with the sponsoring agency's policies and mesh, sometimes, with conflicting approaches/goals. Much confusion can be averted through the development of standard procedures for the AHIMT to utilize in various scenarios. This presentation will walk through the steps that a Type 3 AHIMT can use to create and have approved Standard Operating Procedure document in cooperation with a sponsoring agency.

### **Calisthenics for the IMT; Integrating IMT Exercises into Your ExPlan (J. Arnwine)**

*Repeated Tues & Weds*

All IMT's need a workout! This session will demonstrate one of the ways IMT's and Emergency Management can work together to meet the workout needs of the IMT and at the same time meet the Homeland Security Exercise and Evaluation (HSEEP) requirements for Emergency Management.

Establishing buy-in for developing, training and utilizing a local or regional IMT can be very difficult for local agencies of any size. This difficulty is compounded when done among smaller, less urban agencies and departments. The Eddy County Office of Emergency Management

took the opportunity to do just that during the large 2010 July 4<sup>th</sup> Celebration and Fireworks event.

Local police, fire and EMS agencies have stretched their resources to the limit in the past to manage all phases of this annual event. Utilizing IMT management philosophy and Incident Command System (ICS) principles, the 2010 Event was managed with much less stress and more effective use of local resources as well as other supplemental resources.

Join in the discussion of how to develop, execute, and fund IMT / Emergency Management exercises.

### **Development of a Local IMT from a Community Perspective (B. Harrison)**

*Repeated Tues & Weds*

This presentation will cover topics such as: the composition of a local IMT and which positions are filled, why, and by whom; the benefits of an IMT to its local community, including, communications and partnerships, directing unified response and recovery activities, planning/ pre-planning/preparing a community, monitoring the recovery progress, planning community mitigation measures, and providing or reallocating resources as needed; and the formation process of a local incident management team, including, how to gain community partners' buy in for creation of an IMT, and which organizations in the community should be approached to join the partnering process.

### **Evolution of a Texas Type 3 IMT -- Pitfalls & Successes**

**(C. Fenwick & P. Hughes)**

*Repeated Tues & Weds*

Texas started developing regional Type 3 Incident Management Teams (IMT) in 2006. From the initial development of eight regional teams throughout the State, the 13 county team representing the Houston-Galveston Council of Governments has gone through an evolutionary

process. This development included the original concept of five sub-regions to the current model that incorporates all counties into one consolidated resource pool. Calling itself the "San Jac IMT" this team has worked to evolve along with the expectations of the State, make corrections that strengthened the organizational structure and overall team, and more clearly outline roles, responsibilities, and expectations. Looking towards the future the San Jac IMT is working to offer more support to the State, identify opportunities for regional resource deployments, and has started working with the regional UASI organization for support of training and equipment needs. While there is still much work to be done, the San Jac IMT has strived to correct missteps as they occur, capitalize on successes as they are recognized, and lay the foundation to becoming a key asset for the State, Region, and elsewhere as needed.

**Inherent Management Complexities for IMT's on All-Hazard Incidents (T. Smith)**  
*Repeated Tues & Weds*

How do All-Hazard Incident Management Teams (IMT) plan for and coordinate the complexities of restoring community infrastructure at major incidents? Regardless of the type of incident...flood, tornado, earthquake or wildfire; the IMT will be tasked with managing the ingress of evacuees, and the restoration of power, telephone and other infrastructure to those areas. The Four Mile incident is an example of the coordination that was required between the Type 1, 2 and 3 IMT's with the Sheriff's office and public utility companies during fire suppression activities. This presentation will include a panel discussion with the key players during the incident on what worked, what didn't, and enhance overall awareness of the need for preplanned coordination between the various entities involved in, and affected by All-Hazard incidents.

**Federal Disaster Teams Integration with IMTs (D. Griffiths & T. McSherry)**  
*Repeated Tues & Weds*

Dan Griffiths, Director of the Response Division in FEMA Region VIII will talk about the many different Federal resources that may be available you your Team during a disaster. You will learn the capabilities of Urban Search and Rescue (USAR), Mobile Emergency Response Support (MERS) Detachments, DMORT, and DMAT teams just to name a few. Tim McSherry, Emergency Management Director and Type III Incident Commander, will discuss the challenges and successes of integrating these resources into a Type III All-Hazards Incident Management Team Structure.

**Management Action Points (MAPS): an Overview (R. Wilmore)**  
*Repeated Tues & Weds*

Management Action Points (MAPs) will be defined and their development discussed using examples. MAP types, barriers to development, and helpful hints will be described.

**Integrating Local Public Health into your IMT (J. Erwin)**  
*Tuesday 12/7 1600 - 1700hrs*

Since the anthrax attacks in 2001 public health has made great progress in preparing for disasters and worked to develop relationships and become integrated with other response partners. Although anthrax was the catalyst for these efforts, the focus quickly shifted towards all hazards planning. Different hazards have different needs. In Jefferson County Colorado these diverse needs lead to the cooperation by the Type III IMT and public health for several events. This presentation will walk through the evolution of public health preparedness, integration into the IMT, and outline the key lessons learned which resulted in the successful

collaboration during a public health response.

**Federal Health and Medical Response (J. Gibbons & R. Pinheiro)**  
*Tuesday 12/7 1600 – 1700hrs*

The Secretary of Health and Human Services (HHS) leads all Federal public health and medical response to public health and medical emergencies and incidents covered by the National Response Framework (NRF). Under the NRF, HHS leads Emergency Support Function (ESF) 8, the mechanism for coordinated Federal assistance to supplement State, tribal, and local resources in response to a public health and medical disaster, potential or actual incidents requiring a coordinated Federal response, and/or during a developing potential health and medical emergency. ESF 8 – Public Health and Medical Services provides the mechanism for coordinated Federal assistance to supplement State, Tribal, and local resources in response to the following: Public health and medical care needs, Veterinary and/or animal health, Potential or actual incidents of national significance, A developing potential health and medical situation.

**Team Succession Planning (T. Gates)**  
*Repeated Tues & Weds*

Team succession in the All-hazard IMT requires a different approach from planning in the full-time organization. This session will focus on team succession planning, including structural team elements that foster succession. Attendees will get practical tips on ensuring longevity for the IMT, building capacity within each section to assist in moving people up in the organization. In addition, ensuring competency in current positions and providing mentoring members to move up is a challenge that can be addressed and built into the team structure. This is intended to be an interactive offering where specific

questions about succession planning can be addressed.

**Supersize Your Logistics – Getting the most out of the EOC and IMT Interface**  
**(C. Small & T. McSherry)**

*Repeated Tues & Weds*

When your Team responds to an All Hazards Incident, you will learn how to supersize your Incident Management Team (IMT) by utilizing the Emergency Operation Center (EOC). Discover how the Emergency Manager in the EOC is your link to Policy Groups and resources at local, state, and federal levels. Understanding the process of IMTs and EOCs working as a team will help facilitate an effective response to a disaster or large scale emergency. We'll also discuss the challenges of creating a working relationship with an unfamiliar EOC when deploying out of your usual work area. Jefferson County's EOC has been supporting the Jeffco IMT for over 9 years and wants to share their experiences with your team.

**Molding the ICS Structure to Fit Your Incident (P. Hannemann & M. Rubenstein)**

*Tuesday 12/7 1600 - 1700hrs*

Historical use of the ICS team structure has been honed predominately by Wildland events. As use of the ICS concept has branched out into the All Hazard world, it has required flexibility and ingenuity of the structure to mold its practical application. With increased complexity and multi-discipline responses, a well thought out organization is a priority for effective lines of communication, span of control, and efficiency. This course will provide a brief overview of unique All Hazard incidents and some examples of non traditional use of the ICS structure. This session also discusses the development of the Incident Command System organization from the point of notification to demobilization. Emphasis will be on the planning process to determine expansion and well as reduction of resources along with the support for the resources. By utilizing a

complexity analysis, the process will be enhanced and improved. Additionally, using the fourteen ICS management characteristics contributes to the strength and efficiency of the overall system.

**Managing the Unimaginable (D. Whitemore)**

*Repeated Tues & Weds*

While Type 3 teams are typically tasked with managing true Type 3 (T3) incidents, there are times when they are delegated incidents of higher complexity until a Type 1 or 2 team can be deployed. Furthermore, there are the rare occasions where the T3 team is solely responsible for the extended management of the incident as T1/2 teams are simply unavailable. These situations--where the complexity of the incident exceeds the overhead's capacity and level of experience--can be particularly challenging. Incident demands outpace the management team's ability to adequately address the myriad tasks and responsibilities, and the team runs the risk of falling further behind. The inherent dangers are further compounded when the incident's complexity and dynamic qualities move into the realm of the "unimaginable." This presentation will explore the implications when a T3 team is faced with managing an incident with T2 or T1 complexity, whether it be response to a natural disaster (flood, tornado, hurricane), an urban event (structural collapse, explosion), or a significant wildfire. Particular attention will focus on critical concepts such as incident sense making; mental span of control; team and field-personnel cohesion; entity resilience; and transitions (T4/5 to T3; T3 to T1/2).

**Command & General Staff Functions—Practical Evolutions (S. Grainer & J. Miller)**

*Tuesday 12/7 1600 - 1700hrs*

Most folks have heard the old adage that "a team plays like it practices." Incident Management Teams can stagnate without activity, experience

and practice. Table-top exercises offer limited practical experience. Full-scale exercises are usually infrequent and can be difficult to execute, not to mention expensive. An IMT needs practice to sustain performance capabilities. The Virginia Department of Fire Programs and Department of Forestry collaborated in 2006 to develop a practical exercise program that provides incident management team building and maintenance opportunities not often available for IMTs or their personnel. This workshop will explain how the *Command & General Staff Functions-Practical Evolutions* program employed in Virginia offers unique opportunities for an IMT (or single resources) to apply relevant skills under conditions requiring adaptability, flexibility and sustainability that closely mirror realistic deployment situations. Participants must not only perform their C & G staff function for a functional exercise scenario culminating in development and delivery of a complete Operational Period Briefing (IAP), but must also be a "team player" contributing to the team's subsistence for at least one operational period. This program not only reinforces performance competencies but strengthens team cohesion.

**Safety Preplanning and Strategy for Large Incident Responses (M. Bernard)**

*Tuesday 12/7 1600 - 1700hrs*

The recent mega-disasters have abruptly reminded us that we need to be able to respond quickly and decisively to ensure the safety of the victims and responders. Accordingly, there is a vital need to begin preplanning for a worst case response now, determining the equipment and personnel required. This type of planning allows the Safety Officer to have Safety Assistants (SAs), equipment and resources ordered and underway as first responders' move towards the disaster site. In particular, having SAs in the field working safety

issues in line with the Safety Officer's initial Site Safety Plan is critical to establishing a safety conscious environment from the onset of the response, ensuring the adrenaline-charged atmosphere does not impede common sense and the use of best work practices. These deliberate, preplanning practices were successfully put to the test during the Hurricane Katrina response and recovery efforts.

**Integration of the National Disaster Medical System with Local IMT's - Lessons Learned (P. Conroy)**

*Tuesday 12/7 1600 - 1700hrs*

In 2009 and 2010 the Jefferson County, Colorado Type 3 Incident Management Team partnered with the Federal Coordinating Office (FCC) in Denver for regional National Disaster Medical System (NDMS) operations. The NDMS system was established to move large numbers of ill and injured patients from the scene of catastrophic disasters to health care facilities across the United States. The Jefferson County Team established a unique planning relationship with the FCC, the Department of Defense, and the Veterans Administration which culminated in two full-scale field exercises. These exercises involved upwards of 150 patients who were transported statewide via fixed wing, helicopter, and ground based transportation. This presentation will review that process that was followed in developing this unique relationship, the lessons learned from the two exercises, and strategies for future collaboration.

**Lessons Learned in Hurricane Response (J. Meiner)**

*Wednesday 12/8 1330 – 1430hrs*

I will be presenting experiences learned while responding to Galveston during Hurricane Ike. I was the team leader for the AHIMT that was first to arrive after landfall and we were faced with many challenges. The presentation will

include a time line from the initial dispatch, staging, convoy, arrival, experiences learned, and briefly touching on the new task force development in Texas after Ike. The presentation will also include a day by day review of our 14 day assignment portraying the daily challenges along with progress and improvements of the incident including turning the incident over to an out of state Type 2 team. Learning objectives: Organizing team members prior to response; Making the best use of time during staging; Mid response plan changes; Organizing and tracking multiple agencies including military, public, private, and contract; Dealing with outside agencies and their Incident Command; Equipment and supplies needed for an AHIMT unit; Important contacts and follow-up with the ordering process; Lessons learned.

**Resource Ordering Procedure Enhancement**

**(J. Talbert & J. Hendelman)**

*Repeated twice Wednesday*

The National Capital Region Type 3 Incident Management Team frequently encountered problems with resource ordering during functional exercises. This caused confusion and friction between sections, delays in obtaining resources, and increased the team's workload. After Action Reviews indicated several problems which could all be attributed to an inefficient process. Further discussion and study revealed that the methods being used were not comprehensive, systematic or standardized throughout the entire team. As a result, the team made the decision to create a team-specific resource ordering process. Some of the key learning objectives to be covered in the presentation will include: the need an IMT internal Policy and Procedures Manual; the need for a team Resource Ordering Procedure that is a part of the Policy and Procedures Manual; the need for the procedure to be practical for tactical/non-tactical resources, all team sections/positions, and all

phases of an incident; the need for that procedure to be simple, standardized, well documented / followed / enforced, and yet practical enough to meet the needs of the team, the incident, and the resource ordering points; the need for ongoing training and exercising of the team's Resource Ordering Procedure; and the need to evaluate and improve the Resource Ordering Procedure as necessary to ensure continued success.

**IMT's and Law Enforcement for Planned Events (T. Manns)**

*Wednesday 12/8 1330 – 1430hrs*

The presenters will illustrate the overall scope of the Hells Angels 2010 USA Run assignment as it was laid out by the Agencies Having Jurisdictions. The previous history of this event elsewhere and the last time the event came to Gunnison, Colorado will be discussed. Specific specialized ICS training that was conducted in preparation for the event will also be reviewed to include how specific functional exercising was incorporated prior to the event. The presenters will also go over ways the ICS structure was adapted to best facilitate the objectives along with the unique structuring of the planning process, briefings and meetings application. Lastly, the presenters will discuss several specific products that were created and how sensitive information requirements were employed.

**Weather Support to All Hazards IMT (F. Sherertz & L. Sherretz)**

*Repeated twice Wednesday 12/8*

Weather, and changes in weather, create unique issues for the All Hazards IMT. Understanding what changes will occur, and when affects all members of Command and General Staff. Understanding how to obtain the services of an on-site or off-site professional meteorologist can increase operational effectiveness, reduce incident costs, and potentially prevent an incident within an incident. Equally important



is IMT member utilization of appropriate automated and internet products in coordination with scientific support.

### **Developing and Supporting Points of Distribution (T. Polonis)**

*Wednesday 12/8 1330 – 1430hrs*

This module will discuss the Texas process of developing, organizing and supporting Points of Distribution (PODs) for post hurricane response for affected communities. This will be an overview of the Texas coordination and control organization in developing POD site locations, political and commercial considerations regarding POD locations, how they are supported through the state logistics system and how supplies are ordered and tracked. Areas to be discussed will be coordination and control from the State Operations Center for overall state coordination, to regional coordination through the Disaster District Committee (DDC), IMT support considerations, product distribution through the state warehouse system (Logistical Support Sites, LSS) and Resource Staging Areas (RSA) to the POD site areas

### **Integration of IMT's with Tribal Nations (D. Martin & R. DeRosier)**

*Wednesday 12/8 1330 – 1430hrs*

The presentation will cover considerations for IMT's that respond to incidents in Indian Country, what is available now to assist teams as well as the development of Tribal Liaison Officers and a report of the current status of Tribal AHIMT's throughout the country.

### **The ABCD's of Incident Business for Type 3 IMT's (P.Larsen & D.Tomlin)**

*Wednesday 12/8 1330 – 1430hrs*

**Agreements.** This will be a discussion about different types of agreements and how they can affect incident business, management decisions, and IMT direction.

**Business Practices.** Appropriate response while following an established operating plan will be explored. We will talk about working within city/county/fire protection district parameters while utilizing the Interagency Incident Business Management Handbook. **Cost**

estimates and reporting are critical to obtain and secure needed funding. They also provide information to IMTs about the cost of individual resources. Cost sharing options will be discussed.

**Documentation** is needed to support decisions and provide accurate payment and reimbursement information.

### **Colorado All-Hazards Qualification and PTB System (B. Wallis & D. Henninger)**

*Wednesday 12/8 1330 – 1430hrs*

This breakout session will cover the State of Colorado All-Hazards position task book and qualification system, which is similar to the National Wildfire Coordination Group's 310-1 system. The Colorado system has been operating successfully since 2007 and has been the basis of a number of similar systems in other states. Attendees will learn how the Colorado system works, how they could implement a similar system in their state's and lessons learned from the process in Colorado that has been evolving for over 3 years and has over 80 certified individuals from many response disciplines.

### **Radiological Incident Management: A Unique Response (B. Haley)**

*Wednesday 12/8 1445 – 1545hrs*

Based on lessons learned from previous exercises, conduct a facilitated discussion to better prepare All-Hazard Incident Management Teams for managing large-scale, complex radiological incidents. Some of the key topics to be addressed are as follow: identify known challenges and limitations for radiological incident management; pose some key questions that

should be answered prior to a radiological incident; provide an overview of Federal radiological response capabilities; and review some technical radiological reach back capabilities available to the All-Hazard IMT.

### **Social Media in the All Hazards IMT Environment (D. Hatlestad)**

*Repeated twice Wednesday*

As personnel from multiple agencies join to work together in the AHIMT environment, the need for guidance and proper use of Social Media is critical. Social Media allows you to communicate about an incident in a way that supports your agency mission. Social Media is not exclusively about the type of media, the messages, or even the incident itself. Social Media is about how we relate to one another using electronic methods which may appear to be out of control. Gaining control in the Social Media realm may not be possible, but the public may demand use of Social media tools. The AHIMT must have a set of goals and objectives of what they want to achieve in Social Media. The use of Social Media can be difficult as an incident transitions from local resources to state or regional teams, to federal teams. Policies for use, access to Social Media and the type of information all pose challenges in the AHIMT arena. Social Media in the All Hazards IMT Environment will discuss with the types of Social Media, pitfalls associated with their use, ownership of content, and policies for staff use.

### **Integrating Animal Emergency Response into Your IMT (C. Zinanti)**

*Wednesday 12/8 1600 – 1700hrs*

This presentation discusses why it is important to incorporate animal response and animal issues into your IMT, what issues can arise if animals issues are not considered in an overall response, and how an animal response can be structured into the incident command system.

As illustration of the concepts, the evolution of the Jefferson County Animal Response Team (J-CART) and that group's integration into the Jefferson County Incident Management Team will be discussed. In addition, local and national initiatives regarding animal response will be reviewed to include training, credentialing, resources, and best practices and how these topics and outcomes are being aligned with trends in overall incident management.

**Communicating Leader's Intent: Before, During and After the Incident (T. Gates)**

Wednesday 12/8 1600 - 1700hrs

Ensuring that the leader clearly communicates their intent both up and down the chain of command is a key element of successful IMT operations. This class will provide IC's, command and general staff, unit leaders and managers with a clear understanding of leader's intent and give practical tools to ensure they can clearly communicate with agency administrator's, unified IC's and other team members. Roles and responsibilities of the leader related to ensuring communication and understanding of their messages will be outlined with checkpoints identified to gauge success. Practical tips will be offered on communicating and understanding changes in intent, as well as how team members can interact with leaders up and down the chain to put intent into action.

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**Speaker Biographies as well as their PowerPoint Presentations can be found on-line at AHIMT.net**

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# Denver in December

**Events:**

**Colorado State Capitol** Beautifully lit up at night. Make sure you get to the Mile High Marker.



**City and County Building** Best lighted display for the holidays in Denver, possibly in America. Right at Civic Center Park. Nice statues there too

**Pepsi Center** The Denver Nuggets vs. Memphis Grizzlies @ 18:00 on Sunday December 5th

**INVESCO Field at Mile High** Denver Broncos will be out of town the week of the Conference

**16th Street Mall**

Shop-till-you-drop, and when you do drop you can take the free RTA up and down the entire length. Plenty of places to shop and eat. Hard Rock Denver is there too. Denver brews more beer than any other city in the U.S. and is home to numerous laid-back brewpubs such as Wynkoop, Rock Bottom, Breckenridge Ball Park, Falling Rock, Blue Moon and Great Divide which are located in the downtown area.

**Blossoms of Light**



**Blossoms of Light**

December 3, 2010 - January 2, 2011  
At the Denver Botanic Gardens

Embrace the holiday season at Blossoms of Light! Over one million colorful lights draped in elegant designs highlight the Gardens winter beauty. Seasonal entertainment will be available on select evenings.

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**Reservation can be arranged online. Discount code: AHIMT-TEC  
303-710-6367**

**Shuttle Service (per person)**  
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**Limousine (3 people)**  
\$65 One Way, \$120 Round Trip

**SUV (6 people)**  
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**Taxi:**  
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*Gratuity not included*

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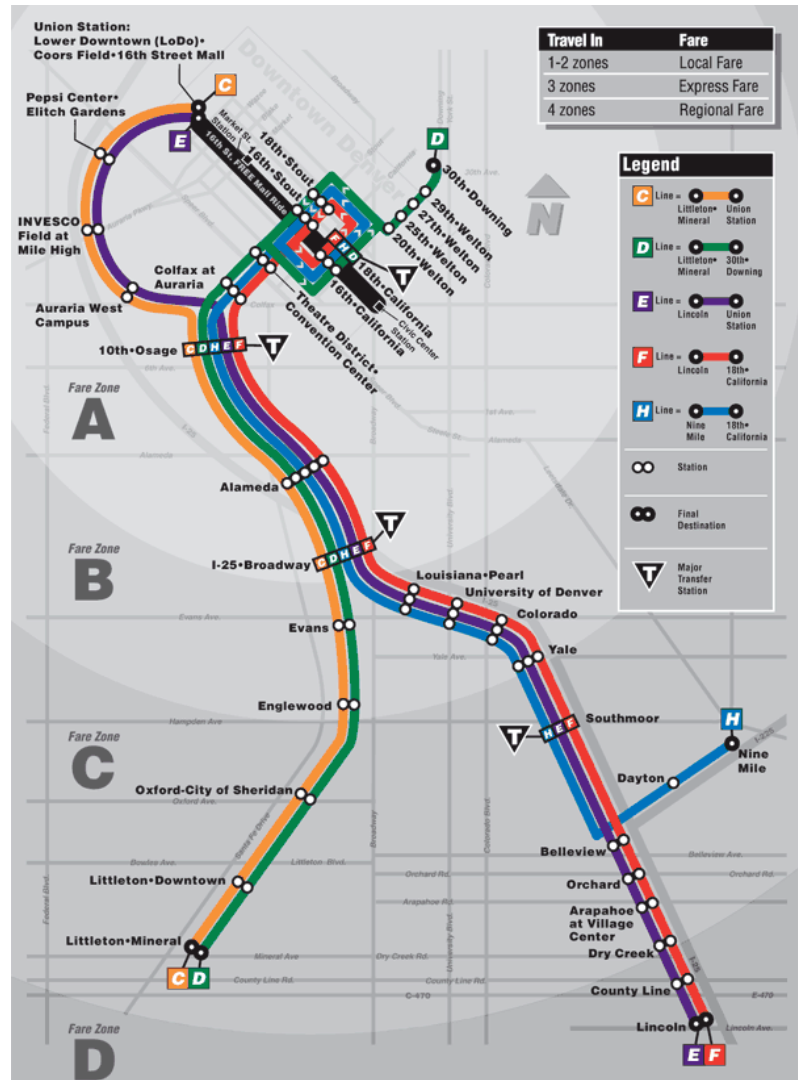


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