

Advancing the Capabilities of Type-3 Incident Management Teams through Implementation of a Tiered System To Quantify Readiness

USFA Type-3 All-Hazard IMT (AHIMT) Technical Assistance Program
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Introduction

The All-Hazards Incident Management Team (AHIMT) program, often referred to as the Type-3 Incident Management Team (IMT) program, was initiated in 2003 by the United States Fire Administration, an entity of the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA). The original purpose of the program was to:

"...[P]rovide incident management assistance to complement and support the existing Incident Command System (ICS) organization for events that exceed local capabilities or other reasons."¹

During the focus group meetings sponsored by the USFA to gather input from stakeholders, an AHIMT was defined as a multi-discipline group of ICS-trained personnel who would respond as a team to assist local responders to manage an incident. It was envisioned that a local jurisdiction would develop the IMT for use within its own jurisdiction. A critical element of the program's success would be the Type-3 IMTs' ability to rapidly deploy, arrive, and augment or assist local responders in establishing on-scene management of an incident using the ICS.

The IMTs were originally designed for development and use within their own jurisdictions. However, the considerable commitment of time and costs associated with training and maintaining an AHIMT, balanced against the frequency of use, caused many local governments not to develop their own team, but to rely on other jurisdictions. The continued success of the program, and growing awareness of how IMTs can support jurisdictions needing assistance, are resulting in a significant nationwide increase in requests for Type-3 IMTs. Local governmental entities are more frequently requesting Type-3 IMTs to assist in management and/or coordination of their response efforts as their initial responders experience fatigue or the particular incident increases in scope or magnitude.

Issue Recognition

The hurricanes that made landfall in the United States during 2017 and 2018 resulted in multiple jurisdictions requesting Type-3 IMTs using the mutual-aid process, Emergency Support Function #4 Annex,² and the Emergency Management Assistance Compact (EMAC) system.³ These requests resulted in the deployment of Type-3 IMTs with a wide range of skill sets, from those that were very capable in managing the intended mission successfully, to those that arrived with significant shortfalls in training, equipment, and logistical ability to support members, and/or lacked the necessary tools and equipment to complete the mission or assignment. The issue of teams accepting requests only to find themselves deployed beyond their ability to self-sustain and support themselves, and/or beyond their administrative or logistical ability to manage an incident, results predominantly from the lack of

¹ Eagle Systems and Services, Inc., *Incident Management Teams Rapid Deployment of Training Focus Group Report* (July 28, 2003), p. 15.

² Emergency Support Functions (ESFs) provide the structure for coordinating Federal interagency support for a Federal response to an incident. They are mechanisms for grouping functions most frequently used to provide Federal support to states and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents. ESF #4, Firefighting, also includes the deployment of IMTs.

³ The Emergency Management Assistance Compact (EMAC) is an all-hazards/all-disciplines mutual aid compact that serves as the cornerstone of the nation's mutual-aid system.

standardization of the additional components that make up an IMT, and from the pressure of increased expectations when an IMT is mobilized on a regional or national basis. Implementing a tiered system will assist teams in determining their capability to manage incidents outside their original geographic response area.

A comprehensive list of the items considered necessary for a team to operate successfully within their local or regional areas, or of items identified as best practices for a national-level deployment, has not previously existed. The lack of guidance and best-practices capability metrics for which newly forming teams can strive is resulting in a wide variation in their capabilities. In addition, tenured teams with significant local or regional deployment expertise lack the benefit of checklists of best practices harvested from national IMT mobilizations – best practices that could be used to prepare their IMTs more effectively to deploy successfully under the wide range of conditions seen during a national mobilization.

A shortcoming of the existing Type-3 IMT typing system is that it does not indicate an IMT's overall capability to manage the wide variations in environmental and infrastructure conditions in which an IMT finds itself when deployed as a regional or national resource – all within the same Type-3 complexity level. This is not a failure of the existing IMT typing methodology, but reflects the nature of the Type-3 IMT as a complex resource – complex due to its numerous interrelated components (personnel, equipment, supplies, etc.) that must fluctuate in response to local, regional, or national deployments under the wide variation of conditions those involve.

The components unique to the Type-3 IMT program do not affect an IMT's assigned complexity under the current resource typing system. They may, however, have a profound effect on the ability of a team to be successful when deployed on a regional or national basis. Recent experience has shown that managing a Type-3 incident within the IMT's local geographic area may be vastly different from managing the same incident on a regional or national basis, particularly in cases where the infrastructure and support mechanisms have been damaged or destroyed. A solution must assist in identifying and resolving these differences in management.

Proposed Solution

The expansion of the Type-3 IMT program beyond its own jurisdictional boundaries has resulted in some challenges. To resolve those challenges, subject matter experts (SMEs) from the United States Fire Administration (USFA) and the All-Hazards Incident Management Teams Association (AHIMTA)⁴ have been collaborating and conducting research, including the AHIMTA conducting a focus group session, to identify and capitalize on existing best-practice models while developing a comprehensive solution.

As a result of this research, it is proposed that the Type-3 IMT program implement a comprehensive and broad-based tiered system to complement and further refine the existing FEMA resource typing system for Type-3 IMTs. Implementing a tiered system derived from nationally recognized capability-based tiered systems already in use will significantly benefit the program by providing a method to resolve the

⁴ The All-Hazards Incident Management Teams Association (AHIMTA) is a 501(c)3, not-for-profit professional association founded in 2010, comprised of incident management practitioners from multiple disciplines representing Federal, state, and local agencies, nongovernmental organizations, and the private sector.

issues experienced by Type-3 IMTs deployed outside their jurisdictions. Providing a model framework for IMTs to follow while in the development phase, and capability targets for tenured teams to continue to meet, will assist the entire response community as they build IMTs for local, regional, and national deployment.

Implementing a tiered system will enable IMT program managers, IMT members, the response community, and those who request the assistance of a Type-3 IMT to understand more clearly the degree of administrative, operational, and logistical readiness and capability a Type-3 IMT will need to have in order to be successful during a deployment. Details of the proposed solution are included in *Tiered System Design and Concept of Operations* (p. 8).

The significance of the Tiered System is that it has been developed in response to After-Action Reports by peers of the Type-3 IMT program in an effort to help other Type-3 IMTs to be successful.

Incident Management Team Background

Defining Incident Management Teams

Although the Type-1 and Type-2 IMTs have been used at the Federal level for several decades, the use of Type-3 IMTs developed and sponsored by a local government is relatively new. Type-3 IMTs are now recognized as a critical component of a local jurisdiction's ability to provide on-scene incident management or support during incidents or events that exceed a jurisdiction's or agency's capability or capacity. Using the ICS as the organizational framework and planning system, the Type-3 IMTs are deployed as a specially trained team of personnel to manage major and/or more complex incidents within a local or state jurisdiction. The National Incident Management System (NIMS) defines Incident Management Teams as follows:

Incident Management Teams

IMTs are rostered groups of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions. IMTs exist at local, regional, state, tribal, and national levels and have formal notification, deployment, and operational procedures in place. These teams are typed based on team members' qualifications and may be assigned to manage incidents or to accomplish supporting incident-related tasks or functions.⁵

Typing Incident Management Teams

Standardization of resources, including IMTs, is essential to interoperability among organizations during incident response. Resource typing is a methodology used to define and categorize incident resources by capability. Resource typing provides a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Several decades of successful use demonstrate the value of resource typing as a way to ensure the delivery of the correct capability and kind/type of resource in response to a request.

⁵ U.S. Federal Emergency Management Agency: National Incident Management System, Third Edition (Washington, DC, 2017), p. 32, <https://www.fema.gov/media-library/assets/documents/148019P32>.

FEMA developed guidelines for resource typing, including the current Type-3 IMTs, to complement the introduction of the NIMS. The FEMA typing guidelines for IMTs are documented in the FEMA “508” *Resource Typing Definitions*, published on the Resource Typing Library Tool website.⁶

The National Wildfire Coordination Group (NWCG) sponsors multi-agency IMTs that are designed to manage wildland fires on Federal lands and state and local lands per agreement and request. In addition to their expertise in wildland fires, these teams have been used for responses under Emergency Support Function #4, Firefighting, for non-wildland-fire incidents when the activity level from the wildland fire season did not preclude their availability. Existing Type-1 and Type-2 IMTs managed by the NWCG were incorporated into the FEMA resource typing guidelines by adopting NWCG’s existing typing methodology and appending the Type-3 IMT guidelines to them.

The FEMA and NWCG typing methodologies for IMTs are based solely on the qualifications of the personnel that deploy with the team,⁷ the specific positions that can be filled, and the number of personnel in each specific position (e.g., 2 – Operations Section Chiefs, 1 – Planning Section Chief). The specification of each position that can be included on the roster and the total number of positions permitted on the roster is referred to as a “team’s composition.”

Differences in Incident Management Team Operational Environments

Prior to the dramatic increase in deployment of Type-3 IMTs regionally and nationally, a tiered system for IMTs was not necessary. The current Type-1 and Type-2 IMTs function without a tiered system because of the significant differences between the operational environment of the federally sponsored Type-1 and Type-2 IMTs and that of the Type-3 IMT program. The current federally sponsored Type-1 and Type-2 IMTs are organized almost exclusively around wildland firefighting. A few state-sponsored IMTs have self-certified their teams as Type-1 or Type-2 and some states have been expanding the mission of their state-sponsored IMTs into more of an All-Hazards approach, but they retain their wildland-fire orientation and focus. There are only one or two “recognized” Type-1 or Type-2 All-Hazards IMTs⁸ because the qualifications and credentialing process contained in the FEMA National Qualifications System (NQS) or the AHIMTA’s Interstate Incident Management Qualifications System (IIMQS) has not sufficiently matured to provide a recognized pathway to the Type-1 or Type-2 complexity level. This has resulted in jurisdictions attempting to adapt the NWCG wildland-fire-discipline ICS qualification system to the broader All-Hazards environment.

The majority of Type-1 and Type-2 IMTs are organized primarily to manage one type of hazard (wildland fire) and operate with a somewhat predictable set of infrastructure and working conditions at their respective complexity levels. The infrastructure and working conditions include an extensive network of

⁶ The Resource Typing Library Tool (RTLTL) is a catalogue of NIMS resource typing definitions, job titles/position qualifications, and Position Task Books. <https://rtlt.preptoolkit.fema.gov/Public/Resource/View/2-508-1050>.

⁷ Incident Management Team Resource Typing Definition 2-508-1050: “Command and general staff type should match the IMT type, though subordinate positions, such as Unit Leaders, are not tied to incident complexity and may be of a single type.”

⁸ Jurisdictions that sponsor All-Hazards IMTs at the Type-1 or Type-2 level typically adapt the wildland-fire-based NWCG PMS-310-1 standard for qualifications. Their operational footprint includes an extensive set of team and personnel equipment, supplies, and self-sustainment commodities needing transportation by tractor-trailers.

interagency agreements, facilities, and specially designed cache systems for communications and tools/supplies, combined with additional geographically prepositioned supply caches and a large well-developed network of companies that contract with state and Federal Governments to provide the needs of the wildland-fire incident management community.

By its nature, wildland firefighting typically involves large open areas for a base, with the ability to order the necessary infrastructure, usually from contractors who specialize in supplying the wildland-fire-related infrastructure for providing meals, showering, sleeping, and workspace to service the well-developed workforce that specializes in wildland firefighting. At the Type-2 and Type-1 complexity levels, the number of responders ranges from several hundred to thousands, and the wildland fire “culture” indicates that all responders bring their own sleeping arrangements (typically small personal tents) that are used unless adverse environmental conditions preclude their use. The weather, although always variable, typically does not involve the extreme inclement conditions of torrential rain, snow, blizzards, flooding, and ice storms.

The All-Hazards nature of the Type-3 IMT program and its deployments results in a completely different set of environmental, political, infrastructure, and working conditions. Recent deployments of Type-3 IMTs have been carried out in response to civil disturbances, suspect or missing-person searches, and major pre-planned events such as the Super Bowl and political conventions. The IMTs have also been deployed to significant inclement weather incidents including hurricanes, tornados, torrential-rain-caused flooding, and major ice storms. Type-3 IMTs that deploy to assist jurisdictions in managing weather-related responses find that the event has overwhelmed not just the local response capabilities, but the entire jurisdiction, leaving little logistical or support infrastructure available for the Type-3 IMT to use and rely on.

Existing Capability Models Researched

Several existing models of resource typing, capability, and standardization were researched for applicability and appropriateness to provide a solution to the issues identified. The unique nature of the Type-3 operational environment, coupled with the capability components needing to be addressed, led to the determination that an existing model could not be used without significant design modification. The result was that the Type-3 AHIMT tiered standards and guidelines had to be developed by blending the recommendations of the program managers of Type-3 IMTs gathered at the AHIMTA-sponsored focus group in December 2018,⁹ with a baseline of best practices from the capability models researched. The following models were selected for further research and incorporation of appropriate portions into the solution:

- Type-3 Incident Management Team Tier System, published by the Texas A&M Forest Service, Texas
- Incident Management Team Readiness Matrix and Re-Certification Submittal Checklist, published by the Colorado Division of Homeland Security, Colorado

⁹ “All-Hazards Incident Management Team Certification Program Focus Group,” sponsored by Randal A. Collins, President & CEO, All-Hazards Incident Management Teams Association, Inc.

- National Urban Search and Rescue (US&R) Response System, published by the U.S. Department of Homeland Security, Federal Emergency Management Agency
- Standards for Interagency Hotshot Crew Operations, published by the Bureau of Land Management, National Park Service, Bureau of Indian Affairs, and Department of Agriculture – Forest Service
- 2019 National Interagency Mobilization Guide, published by the National Interagency Coordination Center, Boise, Idaho

The components or capability metrics in the tiered system must address the unique aspects of the Type-3 operational environment being experienced, particularly at the regional and national levels. For example, based on recent experiences, arriving as a self-sufficient and self-reliant resource can make a critical difference in the success of the mission, so those types of metrics needed to be included at the regional and national tiers. The experience gained from FEMA US&R teams deploying to devastated regions should be considered carefully. It is understandable that the Administrative/Management, Operational, and Logistical Readiness categories, and metrics within the FEMA US&R model, were the closest to the operational environment of the Type-3 IMTs and were evaluated for adaptation into the IMT environment.

The overarching format and layout for the proposed tiered system was adapted from the National Urban Search and Rescue Response System. Significant portions of the Colorado State Incident Management Team Readiness Matrix and Re-Certification Submittal Checklist were used and blended with appropriate portions of the Standards for Interagency Hotshot Crew Operations. The other models provided valuable recommendations and capability metrics that were included. The resulting table continues to be circulated throughout the IMT community and its stakeholders to provide a consensus of best practices.

Tiered System Design and Concept of Operations

Jurisdictions or entities that host or provide the governance that authorizes the development and maintenance of a Type-3 AHIMT define its geographic area of operation. Research shows that existing teams have been self-classifying themselves into one of three geographic areas of operation:

- LOCAL: Designated to deploy for use within the local (e.g., city, county) or host jurisdictional area
- REGIONAL: Designated to deploy within a defined region (e.g., Urban Area Security Initiative, state homeland security district) or within the state
- NATIONAL: Designated as available to deploy within the region and state, as well as being available for deployment nationally (e.g., EMAC requests, mission assignment taskings)

The three geographic areas of operation identified above were determined to be the best identifiers for describing and differentiating the tiers of the system. Using the three tiers to define the level of response capability would maximize standardization while enabling the authorizing or hosting entity to determine its own level of participation and degree of autonomy within its own local geographic response area.

Following the National Urban Search and Rescue Response System model for their capability chart layout and design, individual metrics to be considered, referred to as components, were subdivided into three broad areas or categories. Those categories are:

- **Administrative/Management Readiness:** In-place resources, plans, agreements, processes, and procedures to support deployments and ensure readiness.
- **Operational Readiness:** Availability of a complement of rostered, trained, deployable, and exercised members.
- **Logistical Readiness:** Availability of logistical caches and other logistical resources to support immediate deployment.

Each of the categories above includes appropriate individual components that describe the specific capability or standardization element to be achieved at each of the three tiers of local, regional, and national.

Figure 1 below provides the layout and relationship of the individual components, categories, and tiers used in the system. For brevity, **Figure 1** includes only the category of Administrative/Management Readiness.

Tier		TYPE-3L LOCAL	TYPE-3R REGIONAL	TYPE-3N NATIONAL
A	Category: Administrative/Management Readiness			
A-1	Component example 1	[Describes the level of capability needed for local deployment]	Describes the level of capability needed for regional deployment]	Describes the level of capability needed for national deployment]
A-2	Component example 2	[Describes the level of capability needed for local deployment]	Describes the level of capability needed for regional deployment]	Describes the level of capability needed for national deployment]

Number is only used as a way to refer to a specific component

metric that describes the capability needed for that tier

Figure 1 - Tier System Layout

The sponsoring entity and/or Program Manger decides which tier is most appropriate for their specific team. After deciding which tier is most appropriate, the program manager and team members work to comply with each metric described under the selected tier in the three categories of Administrative/Management, Operational, and Logistical readiness. A team is not considered as being a Type-3L, Type-3R, or Type-3N capable team until the metrics in all categories within the selected tier have been achieved or completed.

The categories and metrics of the tiered system included in Appendix A provide Program Managers with a set of measurable capability targets to strive for, drawn from best practices. Using these tiers of

capability as targets will provide valuable assistance in defining, developing, and maintaining the Program Managers' AHIMT, irrespective of which tier they use as the desired level of capability for their individual team. Established teams will be able to incorporate a best-practice-model system for their continued sustainment and self-improvement program, and recipients of Type-3 IMTs will benefit from the knowledge of the metrics and standardization of the resource they requested.

Adherence to or compliance with the tiered system as described is voluntary, although requesters have the prerogative to require any IMT responding to a request to meet whichever tier they feel is required under the conditions anticipated. Implementation of and adherence to the tiered system will significantly increase the readiness of IMTs and ensure that Type-3 IMTs deployed nationally in response to EMAC, Mutual Aid, or ESF #4 MA requests are capable of meeting the needs of the mission.

Next Steps

Continued Acceptance and Adoption by the Type-3 AHIMT Community

Leadership of the AHIMT community has been requesting additional guidelines, standards, and best-practice models to assist in the development of their Type-3 AHIMTs since the program's inception.¹⁰ After-Action Reports, including the recent "Hurricane Harvey After-Action Report,"¹¹ echo the need to improve the current system:

"...The AHIMT community should clarify AHIMT typing, especially as existing teams continue to seek higher training, size, and experience. Standards should be defined which fully address the capabilities of a particular AHIMT."¹²

The positive reaction displayed during the focus group and the additional outreach during the concept development have been positive. All indications are that further outreach and socialization of the tiered system proposal will reach a receptive audience. Type-3 IMT Program Managers continue to be contacted for input, recommendations, and comments on the components to ensure broad-based support.

For the system to be implemented successfully, the Type-3 IMT Program Managers, team members, and fiduciary agents must agree with the concept of a tiered approach and the metrics described within each tier. As noted, compliance with the tiered system as described is voluntary. However, jurisdictions requesting Type-3 IMTs always have the option of indicating that a particular tier is required, just as they currently have the option of requiring a particular credential or qualification. The significance of the tiered system is that it has been developed in response to After-Action Reports by peers of the Type-3 IMT program in an effort to help other Type-3 IMTs to be successful.

¹⁰ A.K. Donahue, K. Harker, S. Graves, and G. Wilford, *Perspectives on Success: Issues and Priorities for All-Hazard Incident Management Teams*, Findings from the 2008 All-Hazard IMT Training and Education Conference, Northern Illinois University, 2009.

¹¹ P. Hanneman, *ESF #4 After-Action Report on Availability and Use of Incident Management Teams for Hurricane Harvey Response When the Nation Was at Preparedness Level 5* (2018).

¹² P. Hanneman, *Ibid.*, p. 29.

Type-3 IMT Program Managers have identified the components listed in Appendix A as a best practice. The USFA and AHIMTA will work cooperatively with the Type-3 IMT community to achieve voluntary adherence to the tiered system. In the future, to avoid the deployment issues recently experienced, IMTs desiring to work on the national or international level under the “*FEMA Supplemental Response Team (SRT), FEMA Incident Management Team (IMT) Partnership program*” or deployed under the ESF #4 MA process could be required to demonstrate adherence to the national tier as a condition of accepting a particular assignment.

Educational Outreach to Stakeholders and IMT Requestors

Recent EMAC requests indicate there is currently an overly broad definition and use of the term “Incident Management Team” by some personnel responsible for filling out resource requests. Requests for resources like a “Public Information Incident Management Team” demonstrate that there is a continuing need to enhance the level of understanding of the definition and use of Incident Management Teams. The need to educate stakeholders on the application and implementation of the tiered system would also provide an opportunity to discuss and educate jurisdictions that may potentially request a Type-3 IMT. Collaborative efforts with the AHIMTA, the National Emergency Management Association, EMAC, the FEMA Field Operations Directorate, the U.S. Department of Agriculture, ESF #4 coordinators, and other entities will need to be undertaken. Each entity will need to be educated on the use, advantages, and operation of the tiered system.

Appendix A – Tier Metric Chart

Type-3 AHIMT Tiered System Metric Chart

	COMPONENT	TYPE-3L (LOCAL)	TYPE-3R (REGIONAL)	TYPE-3N (NATIONAL)
A	Category: Administrative/Management Readiness			
A-1	Governance Agreements (MOUs)	Written MOUs with AHJ/ Authorizing Entity for C&GS members. See A-1 Details.	Written MOUs, IGAs, and/or MOAs with AHJ/Authorizing Entity for all deployable members. See A-1 Details.	Written MOUs, IGAs, and/or MOAs with AHJ/Authorizing Entity for all deployable members. See A-1 Details.
A-2	Team Standard Operating Procedures and/or Manual of Operations Documentation	Written Standard Operating Procedures and/or Manual of Operations under development. See A-2 Details.	Written Standard Operating Procedures and/or Manual of Operations developed. See A-2 Details.	Written Standard Operating Procedures and/or Manual of Operations developed. See A-2 Details.
A-3	Team/Individual Performance Evaluation Documentation	Should have written procedures and evaluation forms for documenting team and individual performance.	Written procedures and evaluation forms for documenting team and individual performance.	Written procedures and evaluation forms for documenting team and individual performance.
A-4	Geographical Restrictions	All rostered members available for local assignment without restriction.	All rostered members available for regional assignment without restriction.	All rostered members available for assignment with no geographic restrictions (valid passports recommended).
O	Category: Operational Readiness			
O-1	Qualifications System Process	Sponsoring entity uses a qualifications process that is in the development stage.	Written qualifications process meets or exceeds NQS/AHIMTA Guidelines. See O-1 Details.	Written qualifications process meets or exceeds NQS/AHIMTA Guidelines. See O-1 Details.
O-2	Qualification System Documentation	Member training files maintained.	Member training files maintained. See O-2 Details.	Member training files maintained. See O-2 Details.
O-3	Meeting Frequency	Conduct at least one meeting per year for all members.	Conduct at least two meetings per year for all members.	Conduct at least two meetings per year for all members.
O-4	Member Roster	Maintain roster of active members for local responses. See O-4 Details.	Maintain roster of active members for region/state or local responses.	Maintain roster of active members for national, region/state, or local

			with identified alternates. See O-4 Details.	responses with identified alternates. See O-4 Details.
O-5	Training and Exercise Program	Hold at least one training or planned exercise every two years. 50% of the rostered team membership must participate. Training includes an exercise that requires producing an Incident Action Plan.	Hold at least two training or planned exercises per year. 40% of the rostered team membership must participate. Training includes an exercise that requires producing an Incident Action Plan. Each member must attend at least annually.	Hold at least two training or planned exercises per year. 50% of the rostered team membership must participate. Training includes an exercise that requires producing an Incident Action Plan. Each member must attend at least annually.
O-6	AAR Requirements	Team members hold informal or formal After-Action Review of exercises and deployments for individual/team improvement.	Team members hold formal After-Action Review of deployments for individual/team improvement.	Team members hold formal After-Action Review of all exercises and deployments for individual/team improvement.
O-7	Incident Documentation	Team follows local protocol for documentation.	Team follows local protocol for documentation and provides suggested topics.	Team follows local protocol for documentation and provides suggested topics.
O-8	Team Composition Requirements	Ability to deploy the positions identified in O-8 Details.	Ability to deploy the positions identified in O-8 Details.	Ability to deploy the positions identified in O-8 Details.
O-9	C&GS Qualification Level	Roster enough members to fill Command and General Staff positions.	Deploy with Command and General Staff positions filled, no more than three as trainees.	Deploy with Command and General Staff positions filled, no more than one as a trainee.
O-10	C&GS Competency Validation (under development)	Completion of O-325 course not available.	Completion of O-325 course recommended if program passes audit of adherence to Regional Tier.	ICT3 and 5 or more of deployed C&GS have successfully completed O-325 course. Course provided if program passes audit of adherence to National Tier.
L	Category: Logistical Readiness			
L-1	Self-Sufficiency Capability: Food, Water, and Shelter	Team is self-sufficient with food and water for up to 24 hours. Team will need provisions for shelter.	Team is self-sufficient with food and water for up to 48 hours. Team may need provisions or assistance with shelter.	Team is self-sufficient with food, water, and shelter requirements for up to 72 hours, 96 hours on request.
L-2	Self-Sufficiency Capability: Workspace	Team will require provisions or assistance with workspace requirements.	Team may need provisions or assistance with workspace requirements.	Team is self-sufficient in workspace requirements.
L-3	Self-Sufficiency Capability: Equipment and Cache	Recommended that team maintain equipment and supplies detailed in chart in L-3.	Recommended that team maintain equipment and supplies detailed in chart in L-3.	As a minimum, team must maintain equipment and supplies detailed in chart in L-3.

L-4	Cache Management	Team performs cache management to ensure availability and rotation of expendables.	Team performs cache management in accordance with a written cache management policy and/or procedure to ensure availability and rotation of expendables.	Team performs cache management in accordance with a written cache management policy and/or procedure to ensure availability and rotation of expendables.
L-5	Mobilization Plan or Guide	Written Mobilization Plan under development. See L-5 Details for suggested topics.	Written Mobilization Plan developed. See L-5 Details for recommended topics.	Written Mobilization Plan developed. See L-5 Details for suggested topics.
L-6	Deployment Transportation	Team is self-sufficient for ground transportation of personnel and equipment in one trip.	Team is self-sufficient for ground transportation of personnel and equipment in one trip.	Team is self-sufficient for ground transportation of personnel and equipment in one trip.
L-7	Equipment Maintenance	Team performs equipment maintenance.	Team performs equipment maintenance in accordance with a written maintenance schedule.	Team performs equipment maintenance in accordance with a written maintenance schedule.
L-8	Individual Go-Kit and Supplies	Personal essentials maintained to support mobilization for up to 48 hours . See chart in L-8 for minimum recommendations.	Personal essentials maintained to support mobilization for up to 72 hours . See chart in L-8 for minimum recommendations.	Personal essentials maintained to support mobilization for up to 17 days . See chart in L-8 for minimum recommendations.
L-9	Section/Team Go-Kit and Supplies	Each section maintains sufficient supplies and equipment to successfully operate their section. Includes producing or assisting in preparation of an Incident Action Plan and managing an incident for 24 hours without resupply. See charts in L-9 for details and recommendations.	Each section maintains sufficient supplies and equipment to successfully operate their section. Includes producing or assisting in preparation of an Incident Action Plan and managing an incident for 48 hours without resupply. See charts in L-9 for details and recommendations.	Each section maintains sufficient supplies and equipment to successfully operate their section. Includes producing or assisting in preparation of an Incident Action Plan and managing an incident for 72 hours without resupply. See charts in L-9 for details and recommendations.
L-10	Austere Environment Capabilities	Recommend hygiene and sanitation capability of team members for up to 24 hours .	Recommend hygiene and sanitation capability of team members for up to 48 hours .	Recommend hygiene and sanitation capability of team members for up to 72 hours .

Component Details

Administrative Readiness

A-1) MOA/MOU/IGAs.

The following subjects must be addressed in a Memorandum of Understanding, Memorandum of Agreement, or Intergovernmental Agreement:

- a. Each member assigned to the IMT remains an employee of the participating governmental entity for the purposes of compensation and benefits, including Workers Compensation insurance coverage.
- b. Salaries will be paid by the respective state or local government employers, and each member will retain all rights, privileges, and benefits including, but not limited to, insurance, retirement, seniority, and promotional consideration.
- c. Ensuring that members assigned to the IMT are available to deploy with the IMT during their on-call period.

A-2) Standard Operating Procedures or Manual of Operations

The following policies, plans, and/or procedures must be addressed:

- a. Team structure and roles and responsibilities
- b. Rotation of teams or team members
- c. Delegations of Authority
- d. Recruitment and retention of members
- e. Onboarding procedure and policy
- f. Deployment notification and process
- g. Health screening/Immunizations
- h. Emergency procedures for team members and notification
- i. Handling sensitive documents and access
- j. Incident within an incident procedure
- k. Media policies
- l. Social media policy
- m. Security (loss/theft) procedures
- n. Team discipline policy/process (removal or termination)
- o. Code of conduct/ethics/harassment-free policy
- p. Critical Incident Stress Management Plan
- q. Financial policies and procedures and purchase authority

Component Details

Operational Readiness

O-1) Qualifications System Process

Include all major headings in the referenced qualifications guide, including:

- a. Currency
- b. Certification/decertification
- c. PTB tracking

O-2) Qualifications System Documentation

Include the following documentation in the files:

- a. Training records for required courses
- b. Incident performance evaluations
- c. Position task book verification

O-4) Member Roster

Primary or alternate members of the C&GS should not be simultaneously rostered as primary or alternate members of other organized emergency-response-related team— e.g., Type-2 or Type-1 wildland fire IMTs, USAR Task Forces, Swift Water Rescue teams, etc.

O-8) Team Composition Requirements (Minimum)

TYPE-3L (LOCAL)	TYPE-3R (REGIONAL)	TYPE-3N (NATIONAL)
1 – ICT3	1 – ICT3	1 – ICT3
1 – SOF3	1 – SOF3	1 – SOF3
1 – PIO3	2 – PIO3	2 – PIO3
1 – LOFR3	1 – LOFR3	1 – LOFR3
1 – PSC3	1 – PSC3	1 – PSC3
1 – OSC3	2 – OSC3	2 – OSC3
1 – LSC3	1 – LSC3	1 – LSC3
1 – FSC3	1 – FSC3	1 – FSC
Other positions by request and/or agreement	1 – RESL	1 – RESL
	1 – SITL	1 – SITL
	1 – COML	1 – COML
	1 – STAM	1 – STAM
	Other positions by request and/or agreement	Other positions by request and/or agreement

Component Details

Logistical Readiness

L-3) Self-Sufficiency Capability: Equipment and Cache

TYPE-3L (LOCAL)	TYPE-3R (REGIONAL)	TYPE-3N (NATIONAL)
<i>Under Development</i>	<i>Under Development</i>	<i>Under Development</i>

L-5) Mobilization Plan or Guide

TYPE-3L (LOCAL)	TYPE-3R (REGIONAL)	TYPE-3N (NATIONAL)
<i>Under Development</i>	<i>Under Development</i>	<i>Under Development</i>

L-8) Individual Go-Kit and Supplies

TYPE-3L (LOCAL)	TYPE-3R (REGIONAL)	TYPE-3N (NATIONAL)
<i>Under Development</i>	<i>Under Development</i>	<i>Under Development</i>

L-9) Section/Team Go-Kit and Supplies

TYPE-3L (LOCAL)	TYPE-3R (REGIONAL)	TYPE-3N (NATIONAL)
<i>Under Development</i>	<i>Under Development</i>	<i>Under Development</i>