RESOURCE MANAGEMENT ANNEX

LARIMER COUNTY

COMMITTED TO EXCELLENCE

Larimer County Emergency Management
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RESOURCE MANAGEMENT ANNEX

I. Overview and Administration

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

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

II. Purpose and Scope

Purpose

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

All responding agencies manage people, equipment, facilities, and supplies to accomplish their objectives. However, emergencies can require more specialized resources or resources in such a quantity that the responding agencies do not have them available. The resource management function is necessary to ensure that:

- A complete picture of available resources is known to decision makers
- All available resources are used appropriately and arrive where and when they are most needed
- Additional resources can be secured for responders as their own resources are expended, damaged, or as needed in order to meet objectives as the incident expands.
- Critical resource needs of the public are met despite disruption of commerce and

infrastructure
- Accountability is maintained for the jurisdiction's use of resources

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

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

Scope

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

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

III. Situation & Assumptions

Situation

An emergency situation can result from a natural or human-caused occurrence resulting in the loss of life or property. During such an emergency, it is the responsibility of local government to protect the lives and property of community members. Efforts to mitigate these problems are coordinated through the Incident Command and the Emergency Operations Center (EOC). During times of an emergency, equipment, personnel and financial resources of the county may quickly be overtaxed. Therefore, procedures are in place for obtaining necessary resources through; on-scene Incident Command, the utilizations of Mutual Aid Agreements, the Larimer County Emergency Operations Plan, Volunteer Organizations Active in Disaster (VOAD), and state and federal disaster declaration processes.

Planning Assumptions

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

IV. Authorities

Authorities

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

- Larimer County Office of Emergency Management
- Larimer County Board of Commissioners and County Manager
- Larimer County Sheriff's Office
- Larimer County Fire Chiefs
- Municipal Police Chiefs

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

Colorado statute encourages political subdivisions to enter into interjurisdictional agreements to produce enhanced emergency response essential to protecting the public peace, safety, health and welfare, including the lives and property of the people of the State of Colorado (§24-33.5-705.4(1)(b) C.R.S.).

Mutual aid agreements provide for rapid assistance from neighboring jurisdictions to meet the immediate requirements of an incident requiring resources beyond those available from the local jurisdiction. Rapid intervention by mutual aid resources can secure control over an emergency incident that may otherwise continue to escalate. Additionally, the majority of special districts and municipalities in Larimer County have signed an Intergovernmental Agreement for Emergency Management to assist with the coordination of resource management activities in the county.

V. Concept of Operations

Activations

At the time of an emergency, the Larimer County EOC will be activated to support the local incident as well as to provide consequence management for the county as a whole. The Logistics Section within the EOC will be established to acquire resources as needed as the incident expands as well as to determine the availability of essential resources in Larimer County and recommend priorities for the use of scarce supplies and materials needed to maintain the best welfare of the population in coordination with Incident Command.

The Logistics Section shall be made up of a Section Chief, and for most incidents shall consist of a Resource Mobilization Unit and Buying Team. In larger incidents the Logistics Section may also include a Supply Unit and a Ground Support Unit. The Logistics Chief may appoint a deputy to help with the most critical supply efforts. Plans and duties in these areas are found in the Roles and Responsibilities section of this Annex.

Phases of Management

1. Preparedness

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

   Resource management preparedness activities include:
   - Creation and maintenance of an inventory listing county and mutual aid resources
   - Establishment of pre-event contracts
   - Establishment of mutual aid agreements for the coordination of resources – manpower, equipment, supplies, etc.
   - Coordination of planning activities and the development of resource management processes through the Larimer EOC
   - Establishment of purchase prices and contract costs for specific items and services through county purchasing guidelines and pre-existing contracts
   - Planning and training adequate personnel for the management and maximum utilization of resources provided by the following units of government:
     - Sheriff/Police Departments
     - Fire Departments (Rural and Urban)
     - County/City Health Departments
     - Pre-Hospital Providers (EMS) and Hospitals
     - Public Works, Road and Bridge, and Engineering
     - Human Resources Department
     - School District Personnel and Department of Education
     - Public Utilities
     - Development of procedures for emergency purchasing of equipment, supplies, etc.
   - Maintenance of current listings of point of contact names and contact numbers of resources throughout Larimer County and the surrounding area
   - Identification of emergency resources and sources for requesting assistance
   - Coordination of resources with other agencies and volunteers in order to maintain adequate resources
   - Identification of facilities in the county that can be used at the county's discretion

2. Response

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

Resource management response activities include:

- Conducting a needs assessment
  - What is needed and why, as specifically as possible (since a different item might work as well or better and be readily available)
  - How much is needed?
  - Who needs it?
  - Where it is needed?
  - When it is needed?
- Assessing current plans, procedures and inventory and making needed adjustments identified in the needs assessment
- Establishing staging areas for internal and external response personnel, equipment, supplies and commodities if needed or required by on-scene Incident Command
- Prioritization of scarce resources
- Obtaining supplies, equipment and resources as needed to successfully manage the incident or series of incidents
- Soliciting Donations
- Financial Accountability – The Logistics Section should coordination with the Finance Section regarding:
  - Authorized Budget Balance
  - Ability to secure access for additional funding as necessary and feasible
- Activation and operation of key facilities
  - Donations Facilities: Warehouse, Distribution and Receiving areas
  - Checkpoints
  - Disaster Recovery Centers
- Traffic Control
  - High priority resources should be dispatched quickly
  - Hauling/Transportation
  - Assistance may be needed to suppliers to transport procurements and donations
- Reporting and Coordination
  - EOC to notify checkpoints and other facilities of incoming resources, when they are expected and their priority designation
  - Checkpoints and other facilities are to provide regular reports on resources passing through to the EOC

  - Distribution personnel will use this information to track location of resources and timeliness of deliveries
- Identification of resource distribution centers
- Coordination of services with county departments and local municipalities
- Requesting activation of emergency purchasing processes
- Making available a list of sources to provide materials, equipment, and other resources during emergencies
- Coordinating local efforts with other agencies
- Keeping records and tracking all services, personnel, equipment, supplies and other resources needed during an emergency
- Requesting additional assistance from the Northeast All-Hazards Region and/or the State of Colorado, when applicable

Deployment and Distribution of Equipment

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

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

- Telephone updates or resource orders from on-scene Incident Command
- Dispatch or Interagency Dispatch
- Request for Assistance Form (RFA) scanned, faxed, or hand delivered
- Virtual EOC Platform

3. Recovery

   Requests for equipment to facilitate or expedite recovery operations will be prioritized and provided under the direction of the EOC Manager and/or Logistics Chief. Requests for recovery equipment or resources will be processed exactly the same as response requests until the EOC is deactivated or the Recovery Plan is activated.

   Resource management recovery activities include:

   - Assessing the short- and long-term needs of disaster survivors, responders and others affected by the incident
   - Assessing the impact of the emergency on the available resource needs
   - Recording resource needs and available supplies
   - Conducting a needs assessment with all response agencies, local officials and the Finance Department to identify all resources used during an emergency – available resources and needed resources
   - Replacing used inventories to maintain the county inventory list

- Returning loaned equipment
- Deactivating facilities and staff used for resource management
- Financial reconciliation
  - Estimating cost to provide additional resources
  - Reimbursement or compensation to owners of private property
  - Compile appropriate reports that may address financial liability for any assistance received under local, state or federal declarations
- Revising county inventory to include identified additional resources that may need to be maintained on a continuous basis

VI. Organization

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

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

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

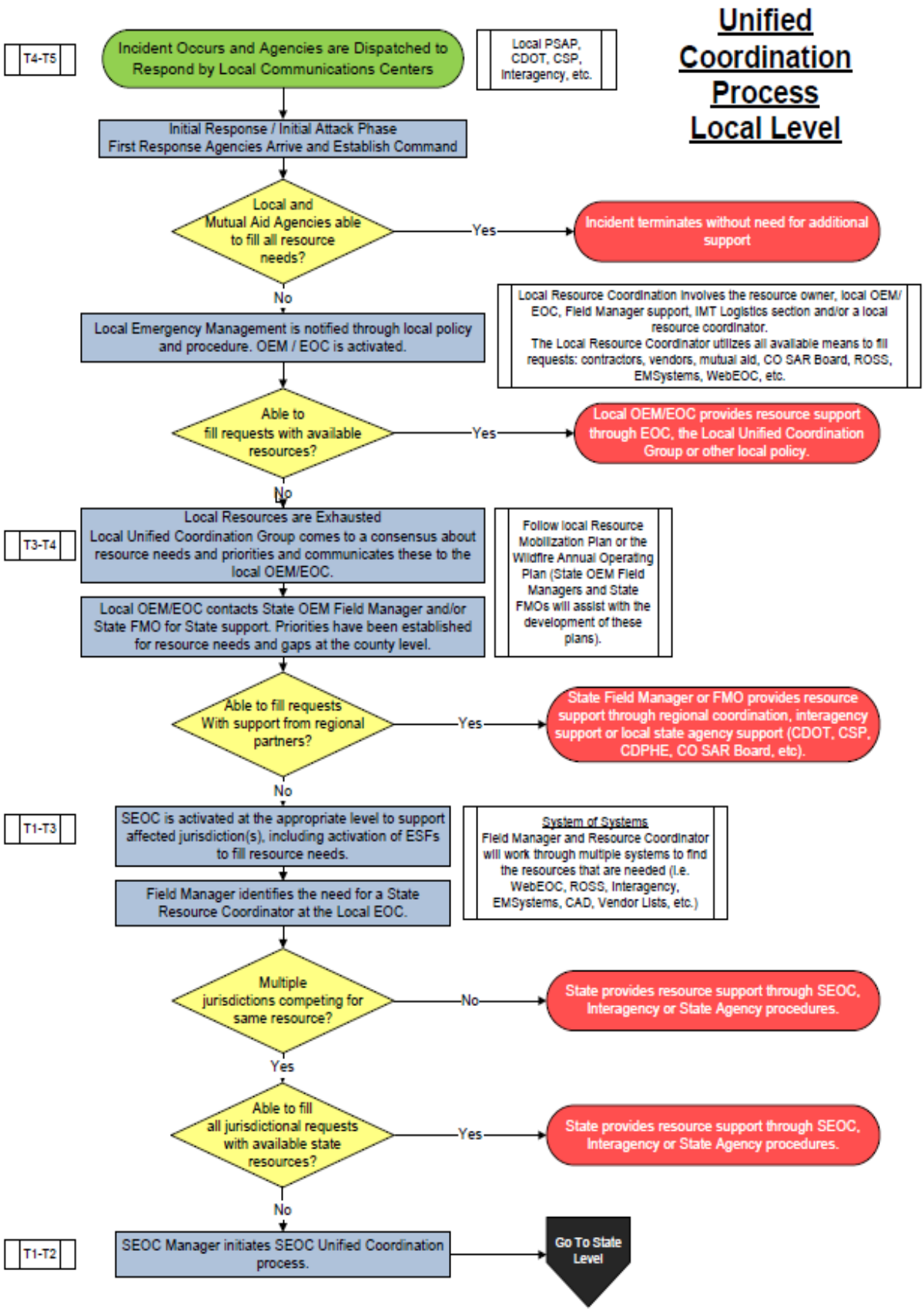
VII. Direction, Control & Coordination

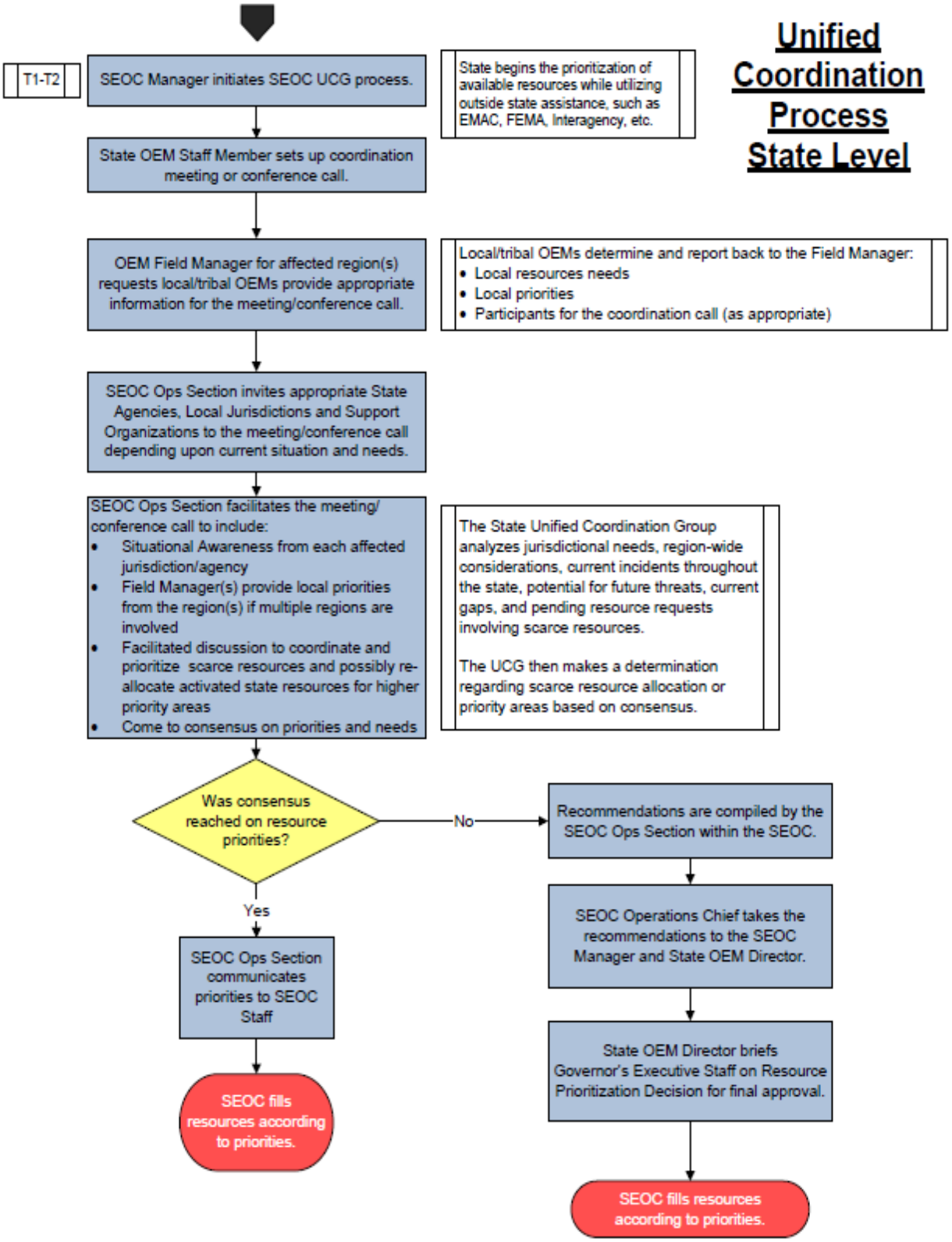
The Logistics Section, under the authority of the EOC and Larimer OEM, will be responsible for coordination, acquisition, distribution, and management of resources and supplies in coordination with Incident Command. Mission assignments and mutual aid assistance are tracked in the EOC through the Logistics Section and its Branches/Units. The major responsibility is to identify available sources from which needed resources can be obtained during an emergency situation.

In the event state assistance is required, the EOC Manager will interface directly with representatives of the Division of Homeland Security and Emergency Management. If the State

determines that the span-of-control needs to be broadened, they will contact FEMA to ensure coordination between federal and state agency representatives and to anticipate any needs or conflicts in the response or recovery phases as they progress through the event.

If the event exceeds the resources available at the local level, Larimer County Office of Emergency Management will coordinate requests for additional out-of-area resources with the Regional Field Manager and the SEOC. The Field Manager, through the State Emergency Operations Center, may request additional local or state agency personnel for coordination in response to requests from local EOCs (i.e. Colorado Department of Transportation local and regional operations personnel or Colorado State Patrol Captains). All resource tasking will be performed in coordination with local EOCs using the SEOC's Resource Management System.


Unified Coordination Process Local Level
T4-T5
Incident Occurs and Agencies are Dispatched to Respond by Local Communications Centers
Local PSAP, CDOT, CSP, Interagency, etc.
Initial Response / Initial Attack Phase
First Response Agencies Arrive and Establish Command
Local and Mutual Aid Agencies able to fill all resource needs?
Yes
Incident terminates without need for additional support
No
Local Emergency Management is notified through local policy and procedure. OEM / EOC is activated.
Local Resource Coordination involves the resource owner, local OEM/ EOC, Field Manager support, IMT Logistics section and/or a local resource coordinator.
The Local Resource Coordinator utilizes all available means to fill requests: contractors, vendors, mutual aid, CO SAR Board, ROSS, EMSystems, WebEOC, etc.
Able to fill requests with available resources?
Yes
Local OEM/EOC provides resource support through EOC, the Local Unified Coordination Group or other local policy.
No
T3-T4
Local Resources are Exhausted
Local Unified Coordination Group comes to a consensus about resource needs and priorities and communicates these to the local OEM/EOC.
Local OEM/EOC contacts State OEM Field Manager and/or State FMO for State support. Priorities have been established for resource needs and gaps at the county level.
Follow local Resource Mobilization Plan or the Wildfire Annual Operating Plan (State OEM Field Managers and State FMOs will assist with the development of these plans).
Able to fill requests With support from regional partners?
Yes
State Field Manager or FMO provides resource support through regional coordination, interagency support or local state agency support (CDOT, CSP, CDPHE, CO SAR Board, etc).
No
T1-T3
SEOC is activated at the appropriate level to support affected jurisdiction(s), including activation of ESFs to fill resource needs.
Field Manager identifies the need for a State Resource Coordinator at the Local EOC.
System of Systems
Field Manager and Resource Coordinator will work through multiple systems to find the resources that are needed (i.e. WebEOC, ROSS, Interagency, EMSystems, CAD, Vendor Lists, etc.)
Multiple jurisdictions competing for same resource?
No
State provides resource support through SEOC, Interagency or State Agency procedures.
Yes
Able to fill all jurisdictional requests with available state resources?
Yes
State provides resource support through SEOC, Interagency or State Agency procedures.
No
T1-T2
SEOC Manager initiates SEOC Unified Coordination process.
Go To State Level


Unified Coordination Process State Level
T1-T2
SEOC Manager initiates SEOC UCG process.
State begins the prioritization of available resources while utilizing outside state assistance, such as EMAC, FEMA, Interagency, etc.
State OEM Staff Member sets up coordination meeting or conference call.
OEM Field Manager for affected region(s) requests local/tribal OEMs provide appropriate information for the meeting/conference call.
Local/tribal OEMs determine and report back to the Field Manager:
• Local resources needs
• Local priorities
• Participants for the coordination call (as appropriate)
SEOC Ops Section invites appropriate State Agencies, Local Jurisdictions and Support Organizations to the meeting/conference call depending upon current situation and needs.
SEOC Ops Section facilitates the meeting/ conference call to include:
• Situational Awareness from each affected jurisdiction/agency
• Field Manager(s) provide local priorities from the region(s) if multiple regions are involved
• Facilitated discussion to coordinate and prioritize scarce resources and possibly re-allocate activated state resources for higher priority areas
• Come to consensus on priorities and needs
The State Unified Coordination Group analyzes jurisdictional needs, region-wide considerations, current incidents throughout the state, potential for future threats, current gaps, and pending resource requests involving scarce resources.
The UCG then makes a determination regarding scarce resource allocation or priority areas based on consensus.
Was consensus reached on resource priorities?
No
Yes
Recommendations are compiled by the SEOC Ops Section within the SEOC.
SEOC Operations Chief takes the recommendations to the SEOC Manager and State OEM Director.
State OEM Director briefs Governor's Executive Staff on Resource Prioritization Decision for final approval.
SEOC fills resources according to priorities.
SEOC Ops Section communicates priorities to SEOC Staff
SEOC fills resources according to priorities.

VIII. Resource Mobilization

Key provisions of Resource Mobilization

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

Requesting and Assisting Agency Assignment of Responsibilities

During an event, the natural progression of resource mobilization begins with the local dispatch centers (PSAPs) sending first responders to the incident. As the incident grows in complexity the need to access additional resources may be needed and local mutual aid agencies will be requested from participating partners. As mutual aid resources and support are exhausted the need to access additional resources becomes critical to meet the operational needs of an incident, the Larimer EOC will assist the incident in resource management by finding and acquiring necessary resources. For wildfire events, this will be done in coordination with Fort Collins Interagency Dispatch Center.

Requesting Agency Responsibilities:

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

- Once the resource has been filled, complete part 3 of the Request for Assistance Form authorizing the resource and associated costs

Assisting Agency Responsibilities:

- Maintain a local resource mobilization plan and inventory personnel and resources
- Maintain workers' compensation and liability insurance coverage for those selected for deployment to another jurisdiction
- Brief the resource(s) about what to expect including all potential contingencies and a "worst case" scenario
- Assure that a safety plan is created and briefed with all resources
- Have the documentation needed for reimbursement for resources contributed to the incident management effort
- Complete the Request for Assistance Form, part 2, outlining the resources available and costs of deployment
- Deploy and assist
- Demobilize and return

Implementation

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

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

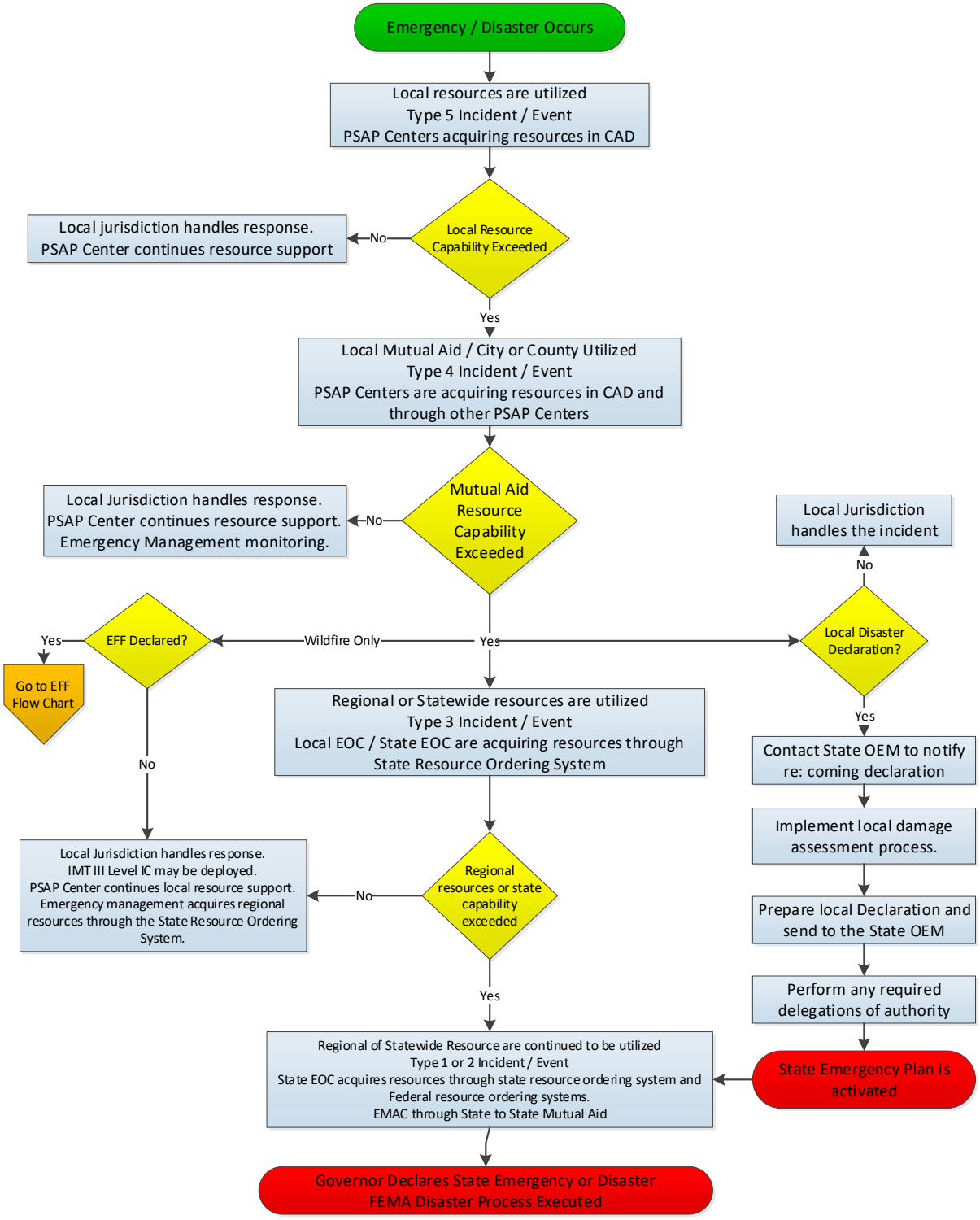
Resource Mobilization and Management for Larimer County Incidents (All-Hazards)

Resource ordering in Colorado follows along a continuum of processes. Initial resources are ordered through established dispatch centers throughout communities across the state. As the resources available to these dispatch centers are used up, centers will call mutual aid centers for additional resources. When the resource requirement goes beyond what is available through dispatch centers and mutual aid the need for expanded resource management arises.

As an incident grows and staff is added, resource ordering may transition from dispatch to a Logistics Section or incident management staff position as necessary. This can be done at the ICP or at the EOC depending upon local agreement and process.

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

Larimer County Resource Management Flow Chart



Local Resource Mobilization Guidance

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

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

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

Requesting Local Resource Mobilization

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

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

Declaration of Emergency or Disaster

In large-scale wildfires, it is common for the AHJ to delegate authority to the Sheriff's Office in the event the incident grows beyond the AHJ's capability. However, in a non-wildfire, all-hazards incident when an AHJ needs additional assistance or the event grows beyond their capability a local disaster declaration is the first step in requesting additional assistance. The local disaster declaration must clearly articulate how the incident exceeds the local capability, clearly defines the damage and impacts, and specifies the type of assistance required. The local declaration will be forwarded to Larimer County OEM and will be submitted to the State OEM for processing.

Delegation of Authority

The Delegation of Authority is a written delegation for management of the incident to the designated IC. Control and management of the incident will be in accordance with prescribed instructions and limitations.

A Delegation of Authority may only be granted by official action of the political governing body of the AHJ. However, by appropriate resolution it may entrust the power to make that delegation to a specified jurisdiction official (e.g. City Manager, Mayor, Police or Fire Chief or Sheriff) upon certain conditions, thus assuring timeliness and continuity of effective management and control. For maximum effectiveness, procedures are in place in Larimer County to allow a delegation of authority to the Larimer County Sheriff's Office for response operations.

The purpose of the Delegation of Authority is for the Sheriff's Office or a designated Incident Management Team (IMT) to manage the incident from objectives provided by the Requesting Agency AHJ (i.e. legal command and incident decision authority) to the recipient of the delegation, in this case to a designated Incident Commander (IC).

The Delegation of Authority provides:

- Delegation from the Requesting Agency(s) having Jurisdiction of full or partial responsibility and authority for incident management under prescribed terms and conditions
- Terms, conditions, and limitations of the authority granted
- Local policy (established in view of legal, financial, and political considerations)
- Delineation of line of authority (source of continuing local direction)
- Special considerations for control and management
- Direction for unified command
- Documentation, financial, and public information requirements
- Direction for media relations and approval of releases
- Termination conditions
- Other terms and conditions established by the AHJ administrator

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

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

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

Understand that a Delegation of Authority is not an abdication of responsibility or authority; rather it is a means of assurance in an unusual emergency setting by providing for an assignment with prescribed conditions and limitations. The authority granted must be broad enough to ensure that local policy and priorities can be effectively and feasibly implemented. The Delegation of Authority should also provide for the accountability of personnel and equipment, limitations to scope, and the power of review and termination.

Cost Share Agreements

Once an incident has been delegated, a Cost Share Agreement will be used to determine which agencies will be responsible for costs. This may be done through a percentage of costs or by outlining specific resources that will be covered by the various jurisdictions to the agreement. For example, if both the Sheriff's Office and the State of Colorado sign a cost share agreement, it is common to outline that Sheriff's Office resources will be covered by the Sheriff's Office and state-owned resources will be covered by the State of Colorado. The terms of the agreement are completely dependent upon the incident and the jurisdictions involved.

Wildland Fires / Interagency use

For wildland fire incidents exceeding local capabilities, additional resources should be ordered following local protocols and the process contained in the local Annual Operating Plan (AOP).

If additional resources are necessary and cannot be located in the Interagency Dispatch System to meet the needs of the incident, the processes in the Resource Annex should be implemented (See Resource Mobilization Annex Flow Chart).

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

Resource Mobilization – Colorado State

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

When requesting state mobilized resources, complete the ICS 213 RR or Request for Assistance Form (available in WebEOC), using resource typing definitions with specific job assignments for responding resources, travel radio channel, AHJ point of contact and contact numbers, and staging area location and address.

Additional requests for resources from the Incident Commander will come directly from the Local EOC to the SEOC Operations Manager and Resource Support Unit via the EOC Manager. The authority to request state resource mobilization is vested in the:

- County Emergency Manager or Designee
- County Sheriff
- County Executive
- Board of County Commissioners
- Emergency Manager of a municipality with a population exceeding 400,000
- Emergency Manager of a municipality with a population exceeding 100,000 that also encompasses multiple counties.
- Tribal Emergency Manager
- Incident Commander acting under a direct delegation of authority from any of the above

The key prerequisite for requesting state resource mobilization under the Colorado State Resource Mobilization Plan is to expend local and mutual aid/ automatic aid resources prior to implementation.

State Agency Assistance

All state agencies are mandated under the authority of Colorado Disaster Emergency Act, as amended October 2013, and the SEOP to carry out assigned activities related to mitigating the effects of a major emergency or disaster and to cooperate fully with each other, State OEM and other political subdivisions in providing emergency assistance.

Emergency Management Assistance Compact

EMAC is a national disaster–relief compact, ratified by Congress and adopted by Colorado Statute; CRS 24-60-2901. Since ratification and signing into law in 1996 (Public Law 104-321), 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become EMAC members. EMAC offers assistance during governor-declared states of emergency through a system that allows states to send personnel, equipment, and commodities across state lines, to help disaster relief efforts in other states. EMAC offers assistance during governor-declared states of emergency through a responsive system that allows states to send personnel, equipment and commodities to help disaster relief efforts in other states. EMAC support is used when local and regional resources have been exhausted. It is activated by requesting the resource and mission from the State EOC.

The EMAC Process:

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

Resource Mobilization – Federal

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

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

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

Catastrophic Incidents

In Colorado, it is rare that we will see the types of incidents that exceed the capabilities of the state to support or manage through the SEOC or the typical State Unified Coordination System. But as we saw during the COVID-19 Pandemic in 2020, there are instances where the State of Colorado system will be insufficient to support local needs or will need to be enhanced to support multiple state and federal partners.

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

- Multiple regions will likely be affected creating an added layer of coordination amongst the Regional Field Managers and the SEOC. Therefore, in addition to the calls and meetings that will occur within each region to determine jurisdictional needs and priorities, there will be coordination calls between Regional Field Managers and the State Unified Coordination Group to ensure priorities are coordinated throughout the state.
- The Local EOC will need to depend upon all available jurisdictions and organizations to coordinate resource management activities.
- The State EOC will need to depend upon other state or federal partners in order to facilitate unified coordination.
- State coordination will typically occur through a conference call with all affected/supporting jurisdictions to determine policy and resource priorities. This will include a discussion of the current situation, state concerns, and where resources would best be utilized in a manner that will ensure the greatest good for the greatest number of people

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

IX. Assignment of Responsibilities

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

Governmental Entities

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

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

Non-Governmental Entities

1. Private Sector
   - Interact with the Larimer County EOC Logistics Section on the provision of private-based commodities and equipment needed to respond to or recover from an emergency

- Develop Memorandums of Understanding or Agreements with Larimer County on assistance that can be provided in responding to or recovering from an emergency.
- Provide logistical support, when applicable, to assist the Logistics Section with distribution, transportation, or the overall management of logistical activities
- Coordinate with government agencies to ensure a broad and comprehensive coverage of assistance and relief during emergencies
- Provide and coordinate relief not provided by government on a complementary and supplementary basis

2. Non-Government and Volunteer Agencies
   - Coordinate with Larimer County to ensure a broad and comprehensive coverage of assistance and relief during emergencies
   - Provide and coordinate relief not provided by government on a complementary and supplementary basis
   - Develop Mutual Aid Agreements and Memorandums of Understanding of duties and areas of responsibilities to be performed during an emergency
   - Coordinate activities through the Larimer County Voluntary Organizations Active in Disaster (VOAD)

<u>Emergency Operations Center / Logistics Section Responsibilities</u>

1. Logistics Section Chief
   - Reports to the Emergency Operations Center upon notification of activation
   - Activate appropriate members of the Logistics Section based on the size and type of emergency
   - Direct and supervise the activities of the Logistics Section
   - Coordinate with the EOC Manager or designee and key organizational representatives in the EOC regarding needs and priorities
   - Monitor potential resource shortages in the county and advise the EOC Manager or designee on the need for action
   - Identify facilities and sites that may be used to store needed resources and donations
   - Determine the need for and direct activation of facilities necessary for the coordinated reception, storage and physical distribution of resources
   - Arrange for workspace and other support needs for Logistics Section personnel

2. Buying Team Leader
   - Reports to the Emergency Operations Center upon notification of activation
   - Track current cost of resources procured and deployed by the EOC
   - Track and pay invoices sent to the EOC for items procured by the Resource Mobilization Unit

- Provide Finance Section with comprehensive documentation of costs accrued by Resource Mobilization Unit
- Ground Support Unit Leader
- Reports to the Emergency Operations Center upon notification of activation
- Organize and manage Ground Support Unit personnel
- Coordinate with the Resource Mobilization Unit regarding the delivery of resources/supplies ordered to support EOC or field operations.

3. Resource Mobilization Unit Leader
   - Reports to the Emergency Operations Center upon notification of activation
   - Review, route and track requests made to the EOC
   - Organize and Manage Resource Mobilization Unit personnel
   - Coordinate with Buying Team for the payment of resources and supplies

4. Supply Unit Leader
   - Reports to the Emergency Operations Center upon notification of activation
   - Create and manage Inventory Management System as necessary
   - Coordinate directly with the Resource Mobilization Unit and the Ground Support Unit to provide equipment or supplies currently in supply unit inventory for deployment in support of EOC and field operations.

5. Larimer County Purchasing
   - Provide support to the EOC as required for all purchasing thresholds and requirements.
   - Seek to procure resources not available through prearranged channels when directed by the Logistics Section Chief

6. Donations Coordination
   - Report to the EOC or other location specified by the EOC Manager or Logistics Chief
   - Activate the Donations Management Annex and work in coordination with the Larimer

7. County VOAD
   - Develop and implement a system for receiving, safeguarding, tracking, and distributing gift cards and cash equivalent cards
   - Receive offers of donated goods and services
   - Match and coordinate donated goods and services to the needs of the public
   - Disseminate information to the public through the EOC Public Information Officer to ensure that offers are not inappropriate to the needs
   - Make special requests for donations as directed by the EOC
   - Ensure that the Logistics Section Chief is aware of the needs and “unmet needs” list and that physical distribution efforts are coordinated with the Facilities Unit

8. Volunteer Coordination
    - Report to the EOC or other location specified by the EOC Manager, Logistics Chief, or Resource Unit Leader
    - Activate the Volunteer Management Annex and work in coordination with the Larimer County VOAD
    - Through the VOAD, volunteers are accounted for at the EOC, deployed upon demand of the incident and or event, and are demobilized and tracked by the Resource Unit Leader within the Planning Section at the EOC

9. EOC Finance Section
    - Coordinate with Buying Team Leader regarding financial aspects of meeting resource requests, including cost tracking, record-keeping, and budgeting for procurement
    - Facilitate transfer of cash donations for the incident to volunteer (501c3) organizations in coordination with United Way 2-1-1

10. Legal Advisor
    - Report to the EOC or other location specified by the EOC Manager when requested
    - Advise the EOC Manager, Logistics Section and the Procurement Team on contracts and questions of administrative law, purchasing laws, etc.

X. Resource Mobilization Systems

System of Systems

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

Resource Mobilization Systems

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

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

- WebEOC - The Colorado WebEOC system is managed by the Division of Homeland Security and Emergency Management, Office of Emergency Management. Colorado WebEOC has a resource inventory and status function allowing all emergency response and emergency management agencies the ability to find, order and track resources through the system. **This system primarily includes deployable resources such as law**

enforcement, fire, EMS, and Public Works equipment. In the Larimer County EOC, WebEOC is only utilized for requests to the State.

Just in time reporting in WebEOC: Many agencies will not be able to maintain up to date resource status in the system. Those who can use the system on a daily or regular basis will have resources with the most current status. For those who will use the system less frequently, a status of "not reported" or "available local" should be selected until the resource is used in the system. Larimer County will notify all local and regional agencies regarding an incident and will request updated status in the WebEOC system as required. If local resources are insufficient, Larimer County can call its neighboring jurisdictions or the state and request updated status. At this time, assisting jurisdictions will notify their response agencies and request them to update the status of their resources, which would then identify which resources are available within Larimer County for that incident. The EOC will then select which available resources it needs for its incident. The assisting jurisdiction will then notify the resource owner and complete coordination. The resource owner or assisting EM office will update the resource status to "Assigned" and include the incident name and jurisdiction.

- National Interagency Dispatch / Interagency Resource Ordering Capability (IROC) - National mobilization system and resource database of federal, state, county, and local resources. There are 12 regional Geographic Area Coordination centers across the country. The Rocky Mountain Area Coordination Center (RMCC) is located in Lakewood, Colorado. Within the RMCC there are 10 Interagency Dispatch Centers, 6 of which are in Colorado (Craig, Durango, Ft. Collins, Grand Junction, Montrose, and Pueblo). Fort Collins Interagency Dispatch Center is Larimer County's primary agency. **This system is predominantly a fire service system** but it has and can be used for all-hazard incidents under certain authorities. IROC lists aircraft, hand crews, personnel, equipment, and supply resources from across the nation. State, county, and local resources from Colorado that have a valid Cooperative Resource Rate Form (CRRF) agreement with the State of Colorado are listed in IROC. The current status of resources is maintained within IROC for deployment and data is managed at each interagency dispatch center. Web Site: https://famit.nwcg.gov/applications/IROC

- EMSystem - EMSystem is managed by the Colorado Department of Public Health and Environment. EMResource is a communications and resource management system **specific to the health and medical fields**. It is used in Colorado by emergency departments in hospitals, emergency medical service facilities, local public health agencies, and dispatch centers.

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

- ReadyOp Resource Database – In Larimer County, specifically, the ReadyOp Contact Management System is used as a resource database to locate vendor-specific supplies and resources at the local-level. The database contains private-sector, business, public, volunteer, and specialty resources and supplies and is maintained by the Office of Emergency Management.

- Virtual Logistics Folder - The Larimer County EOC uses a virtual EOC process to house documents related to the incident. Each incident will have a designated folder which is copied over from a master folder, ensuring that all incident folders contain all the needed documents within them and can be quickly set up. Within the incident folder, will be the Logistics Folder. Inside the Logistics Folder there will be a virtual 213RR form for resource requests which auto populates a logistics spreadsheet. In addition, the folder will contain a folder to house receipts from purchases, and a multitude of other logistics related information documents.

- Virtual 213RR - As mentioned above, the virtual Logistics Folder houses an electronic 213RR form. So long as internet capabilities are present. The Logistics Section will utilize this web-based form to record and track all logistics requests to the EOC. Once the form is filled out requests auto populate into a logistics spreadsheet. Within this spreadsheet the logistics section will track the status, vendor, price, and other items associated with the request. In the event the virtual systems are down, a paper form and tracking system will be utilized. See the appendix for the form.

- Virtual EOC - The Larimer County EOC uses a virtual EOC platform. This tool is used for communication purposes. Each incident has a #logs channel in the virtual EOC. This channel is used by those in the Logistics Section to communicate and update logistics related items. During every incident a link to the virtual 213RR, the virtual Logistics Folder, and the Finance code for the incident will be pinned to this channel.

XII. Larimer County EOC Resource Mobilization Process

Resource Request Process

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

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

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

Order Taking Procedures

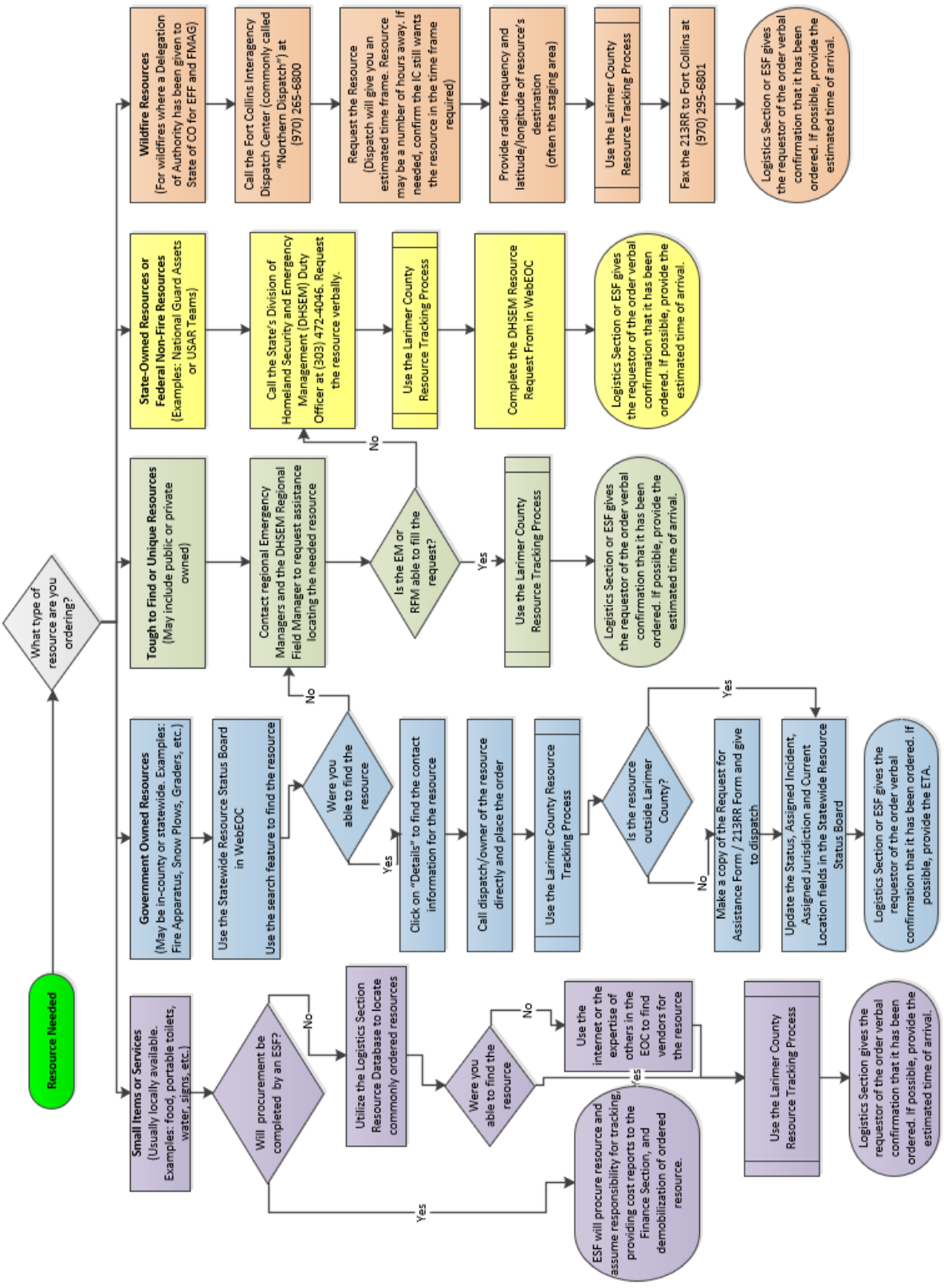
While there are preferred methods to place an order, they may be sent to the Logistics Section in a wide variety of ways. Common methods include an electronic 213rr (Resource Request form), in person, or over the phone or radio. Note, the electronic 213rr will be located within the virtual incident folder. The EOC will accept any method, as long as the seven critical pieces of information listed above are included. If they are not included, Logistics will work to find them. Once the seven pieces of critical information and any additional details are obtained, an electronic 213rr form shall be submitted on behalf of the requestor if they have not done so, and the resource request will be tracked in the corresponding spreadsheet. In the event virtual systems are down, orders will be tracked using a paper 213RR form. See the appendix for the form.

Resource Procurement and Tracking

Once a resource request has been entered into the electronic 213rr, the resource can be tracked in the auto populated 213rr virtual spreadsheet. This sheet contains a number of useful informational tags that make the tracking process more streamlined and user friendly. In addition, a Column labeled "Buying Team", will, if selected as "Yes", move the information to a new spreadsheet specifically for resource requests that are not county owned and must be purchased by the Buying Team.

Resources that must be secured by the Buying Team should follow these steps.

1. Locate resource
2. Determine who will order the resource with the Buying Team, and order it
3. If the resource has an invoice that needs to be paid, that invoice should be emailed to larimerbuyingteam@co.larimer.co.us
4. If the resource needs to be paid by card, ensure that the Buying Team Lead utilizes the Buying Team Credit Card to make the payment, unless otherwise instructed.
5. Track the resource within the 213rr virtual spreadsheet


Resource Needed
What type of resource are you ordering?
Small Items or Services
(Usually locally available. Examples: food, portable toilets, water, signs, etc.)
Will procurement be completed by an ESF?
No
Yes
Utilize the Logistics Section Resource Database to locate commonly ordered resources
Were you able to find the resource
No
Yes
Use the internet or the expertise of others in the EOC to find vendors for the resource
ESF will procure resource and assume responsibility for tracking, providing cost reports to the Finance Section, and demobilization of ordered resource.
Use the Larimer County Resource Tracking Process
Logistics Section gives the requestor of the order verbal confirmation that it has been ordered. If possible, provide the estimated time of arrival.
Government Owned Resources
(May be in-county or statewide. Examples: Fire Apparatus, Snow Plows, Graders, etc.)
Use the Statewide Resource Status Board in WebEOC
Use the search feature to find the resource
Were you able to find the resource
No
Yes
Click on "Details" to find the contact information for the resource
Call dispatch/owner of the resource directly and place the order
Use the Larimer County Resource Tracking Process
Is the resource outside Larimer County?
Yes
No
Make a copy of the Request for Assistance Form / 213RR Form and give to dispatch
Update the Status, Assigned Incident, Assigned Jurisdiction and Current Location fields in the Statewide Resource Status Board
Logistics Section or ESF gives the requestor of the order verbal confirmation that it has been ordered. If possible, provide the ETA.
Tough to Find or Unique Resources
(May include public or private owned)
Contact regional Emergency Managers and the DHSEM Regional Field Manager to request assistance locating the needed resource
Is the EM or RFM able to fill the request?
No
Yes
Use the Larimer County Resource Tracking Process
Logistics Section or ESF gives the requestor of the order verbal confirmation that it has been ordered. If possible, provide the estimated time of arrival.
State-Owned Resources or Federal Non-Fire Resources
(Examples: National Guard Assets or USAR Teams)
Call the State's Division of Homeland Security and Emergency Management (DHSEM) Duty Officer at (303) 472-4046. Request the resource verbally.
Use the Larimer County Resource Tracking Process
Complete the DHSEM Resource Request From in WebEOC
Logistics Section or ESF gives the requestor of the order verbal confirmation that it has been ordered. If possible, provide the estimated time of arrival.
Wildfire Resources
(For wildfires where a Delegation of Authority has been given to State of CO for EFF and FMAG)
Call the Fort Collins Interagency Dispatch Center (commonly called "Northern Dispatch") at (970) 265-6800
Request the Resource
(Dispatch will give you an estimated time frame. Resource may be a number of hours away. If needed, confirm the IC still wants the resource in the time frame required)
Provide radio frequency and latitude/longitude of resource's destination
(often the staging area)
Use the Larimer County Resource Tracking Process
Fax the 213RR to Fort Collins at (970) 295-6801
Logistics Section or ESF gives the requestor of the order verbal confirmation that it has been ordered. If possible, provide the estimated time of arrival.

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

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

Larimer EOC Approval for Large Purchases

Larimer County has designated specific thresholds for all purchases where Larimer County is responsible for payment. Larimer County has also implemented a Disaster Policy that increases these thresholds based upon a local disaster declaration. These thresholds are established by the Purchasing Department, who will notify the EOC of limits and changes as needed

XII. Methods for Seeking Reimbursement

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

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

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

All-Hazards Reimbursement
In the event resources are mobilized by the Larimer EOC, the following shall apply in the absence of pre-existing agreements and/or contracts in place. Governmental, non-governmental and private industry (private sector) resources responding to a formal Larimer EOC request (resource order) can expect reimbursement for reliable and serviceable equipment and reimbursement for qualified operators and support personnel as specified herein. Rates are based upon recognized governmental and industry standards and should be discussed and documented in the Request for Assistance (RFA) form in the Larimer EOC.

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

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

Private vendors utilized to support operational response during these incidents are only eligible if they are authorized through the Sheriff's Incident Command or the Larimer EOC. If private vendors are acquired outside of this process, costs will be the responsibility of the ordering agency to pay.

Costs for incidents may be shared by special districts, townships, municipalities, counties, state and federal governments as agreed upon prior to the Larimer EOC filling orders. It is essential that the Larimer EOC track all incident resources assigned to the incident, make timely payments to those providing resources at the request of the Larimer EOC, and pursue local, state, and federal disaster declarations as necessary to ensure appropriate costs are shared. The jurisdiction having authority is responsible for tracking all resources assigned to the incident and their costs and making appropriate cost share reimbursement to the appropriate Larimer EOC Responding Agency.

Colorado State Emergency Fire Fund (EFF)

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

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

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

Wildfire Emergency Response Fund

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

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

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

FEMA Fire Management Assistance Grant (FMAG)

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

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

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

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

Situations in Which Reimbursement May NOT Occur

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

- Resource was not formally ordered by the Larimer EOC on behalf of a local incident.
- The sending agency/organization specifically requests not to be reimbursed for personnel or equipment.
- Sending agency/organization does not submit a timely request for reimbursement with required supporting documentation, generally within 30 days of the close of the incident.

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

XIII. Buying Team and the Administration and Finance Section

The Logistics Section and the Administration and Finance Sections must maintain an open and regular communication (in addition to regular EOC briefings). This relationship is maintained by the Buying Team Lead. It is critical the Finance Section and Logistics Section have a clear picture of resource costs, budget impacts, and projected cost impacts for planned and anticipated operations. Any indication the resource needs or costs will exceed budget allowances must be recognized and communicated early on to the EOC Manager.

During the event, the Buying Team Lead should ensure that receipts and invoices are routinely uploaded into the Receipt Folder, located within the Incidents Logistics virtual folder. The receipts and invoices should follow the guidelines provided within the Receipt Folder. The 213rr spreadsheet should be routinely updated with this purchase information. Staying on top of this during an event will make things much easier once the event is concluded.

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

XIV. Demobilization

Incident Command Demobilization of Resources
It is the responsibility of the Incident Commander to be fully aware of the extent and capacity of resources at their disposal. The demobilization process is as important as mobilization in maintaining the Incident Commander's knowledge of resources available at any given time. The Incident Commander is responsible for ensuring that a demobilization plan is developed and preferably distributed 24 hours prior to the first anticipated release. The plan will involve personnel from all ICS functions in order to provide full resource accountability.

Effective demobilization requires that personnel sign out of service and depart from the incident scene in an organized and responsible manner. To facilitate an orderly and cost-effective demobilization process, an accurate and complete compilation of records of time, supplies, and equipment expended in handling an emergency incident is essential.

EOC Demobilization of Resources
Larimer County EOC tracks all resource requests to the EOC from start to finish within the 213RR spreadsheet, located in the incidents virtual logistics folder. This includes the demobilization of resources regardless of whether or not they were secured locally, or through

the state or federal government. The status of all resource requests is listed under the status column within the incidents 213RR spreadsheet. The Notes section may also be utilized to add additional context to the demobilization of resources.

XV. Information Collection & Dissemination

Information Collection

All pertinent information during an EOC activation relative to resource acquisition, costs, tracking and location of resources dispatched will be kept in the Incident Documentation Box or folder.

Dissemination

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

XVI. Communications

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

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

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

- Provide technical information as required on the adequacy of communications systems currently in operation, and the geographic limitation on communications systems
- Identify equipment capabilities/limitations, to include the amount and types of equipment available, and the anticipated problems in the use of communications equipment
- Supervise Communications Unit activities
- Maintain records on all communications equipment as appropriate
- Ensure equipment is tested and repaired
- Recover equipment from demobilized or released units

XVII. Annex Development & Maintenance

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

XVIII: References

Local
Larimer County Comprehensive Emergency Management Plan
Boulder County Resource Mobilization Plan

State
Colorado State Emergency Operations Plan
Colorado Resource Mobilization Plan

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

APPENDIX A – Acronyms

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

APPENDIX B – Definitions

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

Agency Having Jurisdiction (AHJ) –The agency having jurisdiction and responsibility for a specific geographical area or a mandated function.

Agency Representative – An individual assigned to an incident from an assisting or cooperating agency that has been delegated the authority to make decisions on matters affecting that agency's participation at the incident. In ICS, Agency Representatives report to the Incident Liaison Officer.

Allocated Resources – Resources dispatched to an incident.

Annual Operating Plan – Sets forth standard operating procedures, agreed procedures, and responsibilities to implement cooperative wildland fire protection on all lands within a county. It is a working document compiled each year by wildland fire agencies participating in the Plan and shall be attached to and considered part of the Interagency Cooperative Fire Protection Agreement.

Appropriate Response – The planned strategy for action (in terms of the type, amount, and timing of resources) on an incident which most efficiently meets incident management objectives under current and expected conditions. The response may range from a strategy of prompt incident control to one of containment or confinement.

Assisting Agency – An agency directly contributing tactical or service resources to another agency.

Available Resources – Resources available to respond to incidents beyond their local mutual aid area for a specified extended duration of time.

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

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

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

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

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

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

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

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

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

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

Incident – An occurrence either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Incident Commander – The individual responsible for the management of all incident operations at an incident site by delegation of authority from an AHJ.

Incident Command System (ICS) – A standardized on-scene emergency management concept specifically designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. It has the same meaning set forth and established in section 29-22.5-102 (3) C.R.S

Incident Management Team (IMT) – An organization of overhead personnel operating within the Incident Command System with responsibility for the management of resources to effectively accomplish objectives determined for an incident, under the direction of the Incident Commander.

Interagency (IA) Dispatch Center – A facility from which resources are primarily assigned to wildland fire incidents. For the purposes of the Colorado State Emergency Resource Mobilization this refers to the Dispatch Centers located in Craig, Grand Junction, Montrose, Durango, Ft. Collins, Pueblo, and the Rocky Mountain Coordination Center (Lakewood).

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

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

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

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

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

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

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

Multiagency Coordination (MAC) – A process that allows all levels of government and all disciplines to work together efficiently and effectively. Multiagency coordination occurs across the different incident management disciplines, across jurisdictional lines, and across all levels of government and the private sector. During an incident or incidents, multiagency coordination is used to support incident needs, set jurisdictional policies concerning the incident, set incident

priorities, and allocate critical resources. The scope of a MAC group is defined by geography: local, region of a state, state, multi-state region, and national. The State of Colorado uses the Unified Coordination Process as the primary guideline for multiagency coordination at the local, regional, and state level. Further definition of specific MAC processes can be found in the emergency operations plans associated with a given MAC group.

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

Multi-Agency Incident – An incident where one or more agencies assist a jurisdictional agency or agencies.

Multi-Jurisdictional Incident – An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation.

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

Mutual Aid Agreement – A non-binding, mutually beneficial agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

National Incident Management System (NIMS) – Developed by the U. S. Department of Homeland Security Secretary, NIMS establishes standardized incident management processes, protocols, and procedures that all responders at the federal, state, tribal, and local levels use to coordinate and conduct response and recovery actions.

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

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

Operational Period – A defined time period (i.e., 0600 to 1800 hours) in which a specific set of objectives are established for managing incident activities and for which specific resources and personnel are assigned to those activities, as determined by the Incident Commander.

Preparedness Levels – Planned levels of readiness dependent on incident activity, weather, hazard threat, and resource availability.

Resource Kind – A classification of resources in the Incident Command System which refers to function, e.g. hand crew, helicopter, engine, and dozer.

Resource Mobilization Liaison – The Executive Director of the Department of Public Safety or his/her designee who is the Liaison to the Local Unified Coordination Group, Incident Commander, or Host /Requesting Agency.

Resource Request Order Number – A unique number assigned by the agency dispatching the resources to the incident. Every resource requested for an incident must have an Order Number assigned to it. The resource order number provides the legal authorization for the movement of incident requested resources and is the reference for all claims.

Resource Type – Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource.

Resources – Personnel and major items of equipment available or potentially available to be assigned to incidents. Resources are described in the Incident Command System by kind and type.

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

Single Resource – An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

Staging Area – Locations set up at an incident where resources can be placed while awaiting a tactical assignment.

State Emergency Operations Center (SEOC) – A facility operated by the Colorado Office of Emergency Management to coordinate the overall response of state government agencies and assets in support of an incident.

State Emergency Operations Plan (SEOP) – The state level plan for actions to be taken by government and partner organizations when disaster threatens or strikes. It consists of assignment of responsibilities to state agencies, coordinating instructions, staffing, essential facilities, and general operations common to most major emergencies.

Strike Team – Specified combinations of the same kind and type of resources, with common communications and a leader. For example, a Type 1 Engine Strike Team generally consists of 5, Type 1 Engines (meeting the minimum equipment and manning standards) under the control of a Strike Team Leader.

Task Force – A combination of single resources assembled for a particular tactical need with common communications and a leader.

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

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

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

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