



Incident Management Teams
and
Regional Partnerships

**Making our Communities and
Province
More Resilient**

Vision Statement

To assist the Province of Alberta through the creation of an All-Hazards Incident Management Team concept that will ultimately lead to Alberta being a Province better prepared.

Incident Management Team (IMT)

- **Team of highly trained, experienced individuals who are organized to manage large and/or complex incidents. It provides full logistical support for receiving and distribution centers.**
- **In the U.S. National IMTs are hosted and managed by Geographical Area Coordination Centers. The team is hosted by the U.S. Forest Service (USFS) during wildland fires.**
- **Both States and regions can have IMTs which are based on USFS models.**

Incident Management Team (IMT)

Factors and examples:

- Many fire and emergency services want to develop local and regional/metropolitan IMTs
- IMTs would train to support command and general staff functions of the Incident Command System
- **Tualatin Valley Fire and Rescue, Oregon, maintains five IMT's rotating on-call status on weekly basis. They provide strategic incident management and support for incidents involving large areas, protracted incidents, technical or political complexities, or any other aspects extending beyond routine (type 5 or type 4) response capabilities.**

Canada's Emergency Management Framework

Current Approach:

- Individual / Family
- Municipality / First Nation / Metis Settlement
- Province / Territory
- Federal Government



Future Approach:

- Individual / Family
 - **Neighbourhood**
- Municipality / First Nation / Metis Settlement
 - **Regional Partnerships**
 - **Industry**
- Province / Territory
 - **Provincial, Territorial, State Mutual Aid**
- Federal Government

Resource Sharing

- Alberta municipalities encouraged to develop regional mutual aid agreements and plans
- Government of Alberta prepared to support municipalities
- Alberta develops mutual aid agreements with neighboring provinces territories and state (British Columbia, Saskatchewan, Northwest Territory, and Montana)
- Canada wide mutual aid agreement amongst all provinces, all territories
- National and international agreements for specific functions

Emergency Management in a Regional Context

Regional Approaches to Emergency Management

- Alberta municipalities encouraged to develop regional mutual aid agreements and plans
- Can be based on:
 - Mutual aid agreements reinforced by regional EOC, plans and exercises, e.g. Grande Prairie Regional Emergency Preparedness partnership (GREPP)
 - Establishment by legislation of a Regional Services Commission, e.g. Beaver Emergency Services Commission (BESC)
 - Establishment by Ministerial Order, e.g. Central Peace Regional Emergency Management Committee.
 - Adhoc when responding to an emergency or event

Emergency Management Regionalization Grant Opportunities

- Alberta Community Partnership (ACP) –
 - <http://www.municipalaffairs.alberta.ca/albertacomcommunitypartnership.cfm>
- The Municipal Sustainability Initiative (MSI) –
 - <http://municipalaffairs.alberta.ca/msi.cfm>
- Effective April 1, 2016, ICS use will be an eligibility requirement to receive Emergency Management Training grants under the Fire Services Emergency Preparedness Program (FSEPP)

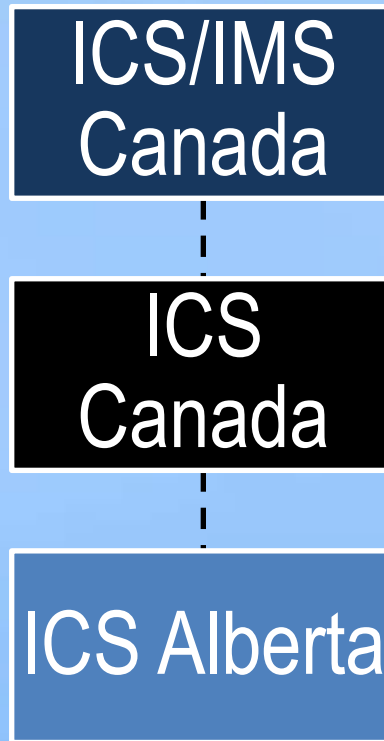
The Incident Command System

- **Alberta has adopted the Incident Command System (ICS) as the command and control / organizational model for incident management,**
 - Emergency response at Incident Command Post
 - Emergency Operations Centres and Emergency Coordination Centres
 - Provincial Operations Centre
- **First Responders, local authorities, including municipalities, Metis Settlements and First Nations, and industry in Alberta are encouraged to utilize ICS**
- **The Alberta Emergency Management Agency (AEMA) is the Authority Having Jurisdiction (AHJ) for all aspects of ICS training within the province of Alberta. In this role AEMA shall certify trainers, oversee training delivery standards, and accredit students.**
 - **AHJ responsibilities are delegated Agriculture and Forestry, Wildland Fire Management for wildland fire and resource management staff and cooperators.**

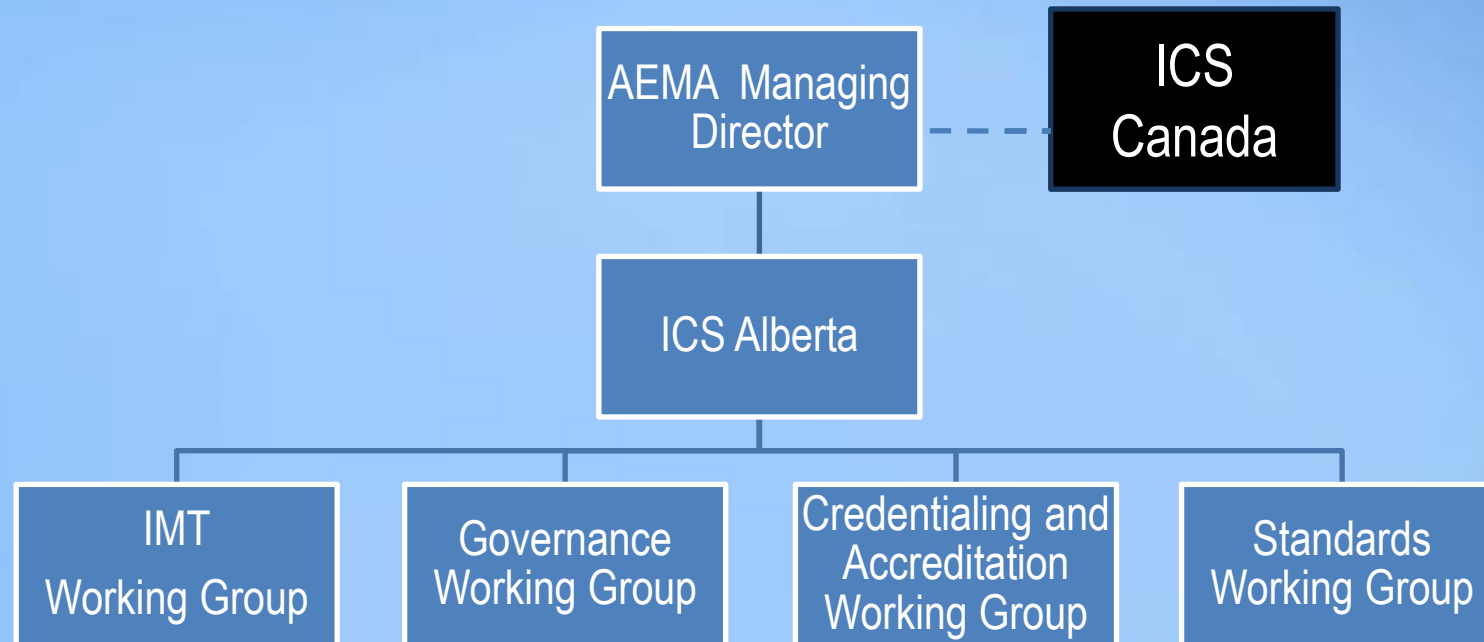
The Incident Command System

- **ICS Canada ICS training standards and training curriculum and materials shall be utilized when delivering ICS training within the province.** (<http://apsts.alberta.ca/information-for-instructors/>)
- **AEMA has been offering ICS training to the GoA and local authorities for several years and ICS is already being widely employed within the province.**
 - **Only ICS training and doctrine will be supported / recognised by GoA/AEMA.**
 - **AEMA trainers and Field Officers are available to teach GoA and local authorities.**
 - **AEMA delivered CEMP planning tool will only support ICS doctrine and best practices.**

ICS Governance Structure in Canada



ICS Governance Structure in Alberta

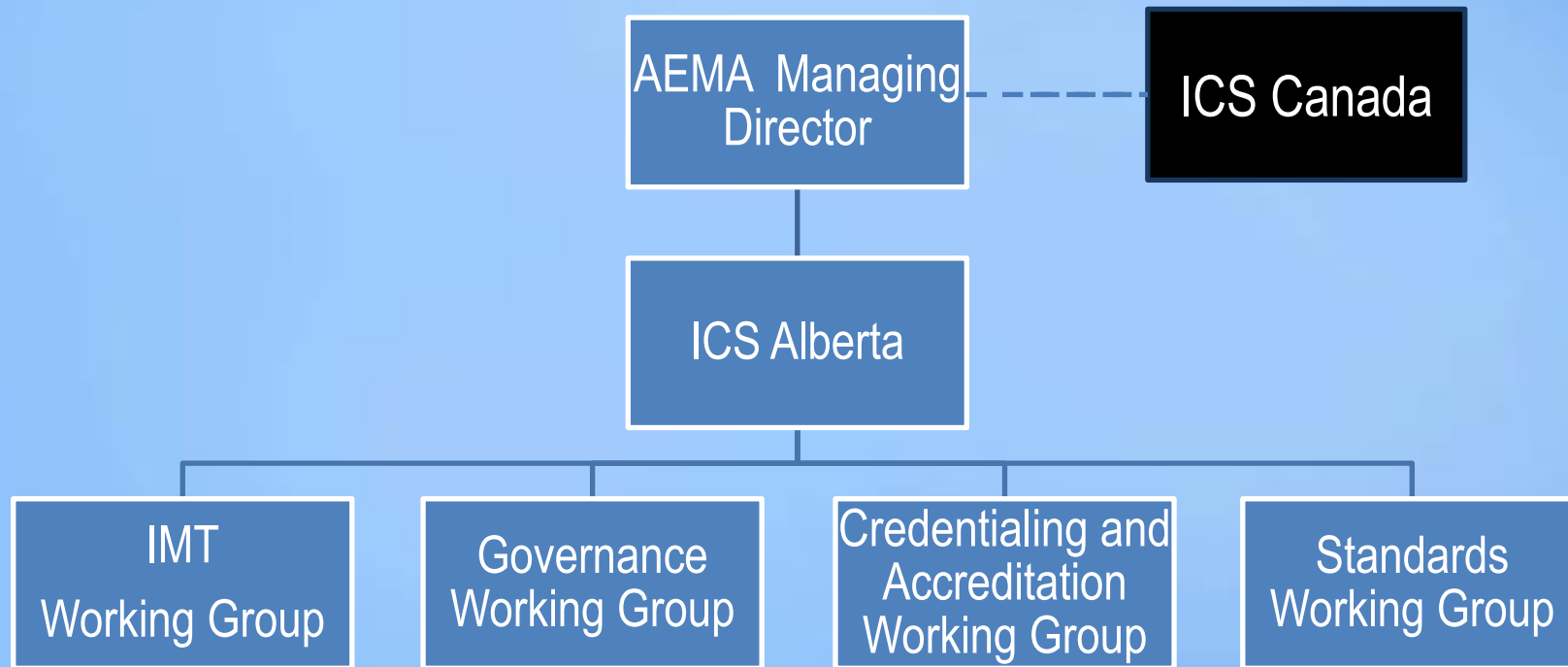


Agencies Represented: AEMA, Alberta Health Services, AHS – EMS, Environment and Parks, Agriculture and Forestry, AER, PSD Alberta Municipal Affairs, Office of the Fire Commissioner, Justice and Attorney General, RCMP, City of Edmonton, Calgary Emergency management Agency, Strathcona Emergency Services, NAIT, Lakeland College, Alberta Fire Chiefs, Association, ERMCC, Red Cross, CAPP

ICS in a Regional Context

- **Unified Command at:**
 - **Incident Site / Incident Command Post**
 - **Area Command / EOC level**
 - **Emergency Management Committee or Agency level**
- **Advantages:**
 - **Use of same command system (ICS) facilitates coordination and efficiency**
 - **Mutual Aid makes emergency management affordable and increases operational capacity**

IMT Working Group



Some Basic Assumptions


- **Alberta will face another significant event that will stretch resources**
- **Expectations from the people are that the province will be able to provide expertise and skills to handle any event**
- **Municipalities will continue to have the responsibility for the first 72 hours**
- **The province will support municipalities who are willing to participate in the IMT process**

Working Group Proposed Deliverable

- Development of a concept of operations document – Number of Teams
- **Qualification Guidelines**
- Training Standards and Opportunities
- **Draft a Program Manual for the Concept**
- Develop a Draft Team Manual (to be enhanced by each individual Team)
- **Establish a budget for equipment, training and professional development**
- Develop an exercise program for the Teams

Objectives of the Working Group

- Identify and explore opportunities to ensure Alberta is better prepared for significant disasters
- Encourage the optimization of resources and training
- Creation of an integrated training and development system for IMTs
- Provide a means for EM personnel to share information, resources, and expertise to improve preparedness across Alberta
- Provide a more efficient and cost-effective system to manage large scale emergencies/disasters



Basically it's all disciplines in alignment with all-hazards approach. An IMT can manage any kind of hazard if it is well prepared.

Steve Grainer, President of the AHIMT Association

Incident Management Teams (IMTs)

- Personnel drawn from multiple organizations / mutual aid partners: municipal, industry,
- Trained and exercised all hazard emergency management teams designed to address response, and recovery activities
- Organized and operates on ICS model
- Flexible enough to expand or contract based on the size of the incident.
- Preserves essential incident management functions regardless of the size of the response
- Uses common terminology and organizational structures to allow for integration of response personnel and managers from different organizations and jurisdictions
- When employed the IMT works to the direction of the jurisdiction(s) supported maintaining their jurisdictional authority and responsibility

Incident Management Teams (IMTs)

- **Concept:**
 - Regional or Mutual Aid organizations plan for, establish, train and exercise regional IMT
 - **For small-scale incidents that can be managed wholly within the resources and capabilities of the community, the community uses its integral resources**
 - For complex, or extended duration incidents that require supplemental response and/or incident management resources from outside agencies or organizations, the local community calls on mutual aid partners to augment its organization by activating the IMT

Potential Roles

- Maintenance and upkeep of assets, including food, water, sanitary needs, fuel and equipment
- Tracking costs and other data related to the use of resources
- Provides orderly and manageable systems for the supervision of assets or span of control
- Provides information sharing and management
- Provides a systematic approach to ensuring safety of responders and the public; and
- Provides basic and detailed for operational needs, forecasting trends and probabilities and recording the incident scenario as it progresses
- An IMT should not take command from Authority Having Jurisdiction (there to help)

Incident Management Teams Requirements

- **Incident command system (ICS)** – uses ICS doctrine and processes
- **Training** – personnel have knowledge and skills appropriate to position, and are trained in ICS and role
- **Qualifications and certification** – the United States has national standards for qualifications and certification for ICS positions. **Required to be developed in Alberta and Canada (TBD)**
- **Concept of Operations** – municipal, regional, provincial, national (TBD)
- **Deployment protocols and procedures** – could lead to an established rotation of teams (TBD)
- **Supporting equipment, technology and systems**

Incident Management Teams

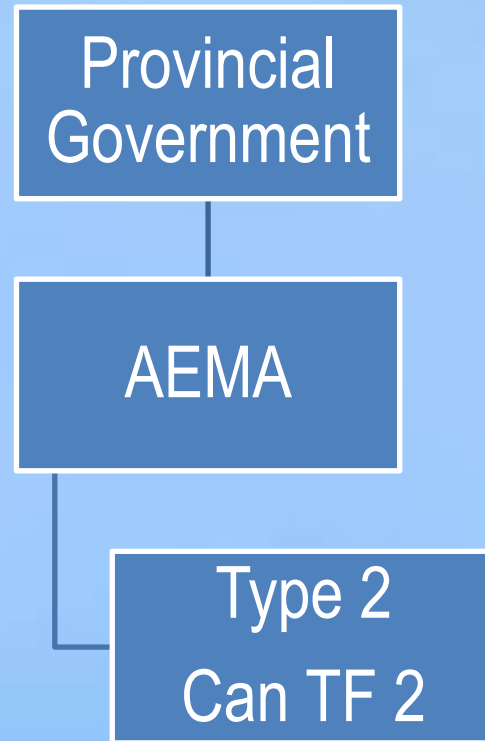
Typing

Type	Level	Staffing	Deployment	Incident
Type 1	National/Provincial Level	35 – 50 trained Personnel	Deployed as a complete team with all ICS positions staffed	Large number of resources (500 – 1000), multiple operational periods
Type 2	National/Provincial Level	25 – 35 trained Personnel	Deployed as a complete team with Planning, Logistics and Fin/Admin staffed	Large number of resources (200 – 500) and multiple operational periods
Type 3	Provincial/Regional	10 – 30 trained Personnel	Deployed as teams of 10 – 15 (depending on need)	Major and/or complex Incidents/Events
Type 4	Regional/Local	10 – 15 Personnel	Deployed as a Team to Community or County EOC	Expanded Incidents/Events
Type 5	Local	10 – 15 Personnel	Deployed as a Team to Community or County EOC	Incidents/Events contained in one Operational Period

Alberta IMTs

- **2013 Southern Alberta Floods**
 - **Town of High River overwhelmed by event in terms of scale, complexity and duration**
 - **Town EOC reinforced by:**
 - **Type 1 Wildfire IMT – relief in place with second team around day 20**
 - **Type 3 teams from Strathcona County, Lethbridge and Calgary – relief in place usually after 7-10 days**
 - **Individual augmentation from province and other municipalities and NGOs**
- **CAN-TF2 exercised:**
 - **High River in 2014 and EMX 15 (Thorhild) in 2015**
- **July 2015 Northern Alberta Wildfires**
 - **Regional IMT employed to support High Level EOC**

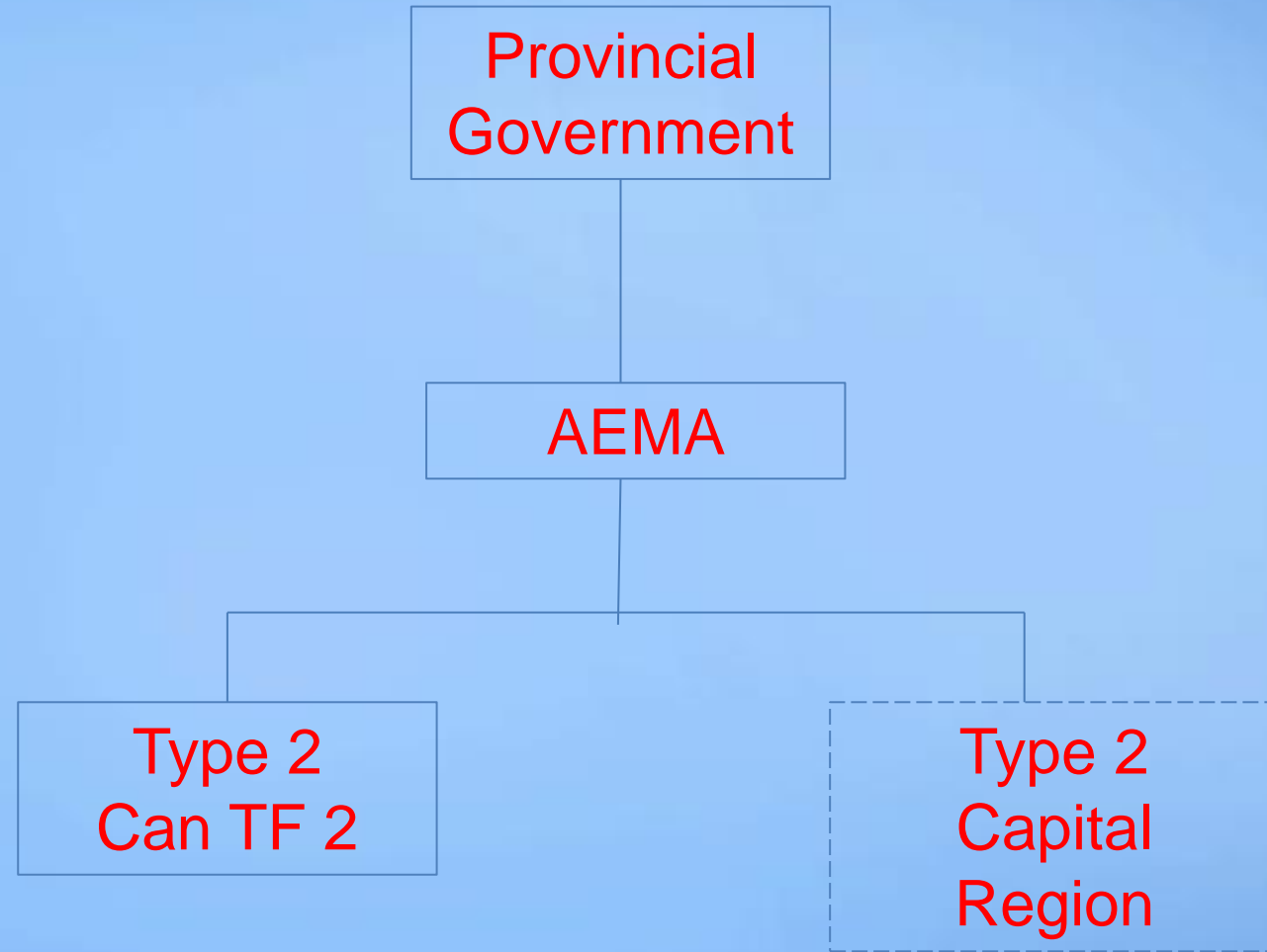
IMT Option 1



Advantages/Disadvantages

- Reduced training costs
- Taking advantage of existing structure/equipment
- All eggs are in one basket
- Deployment can be impacted if home area is impacted
- Timely deployment to far reaching parts of the province
- Doesn't support response to more than one incident

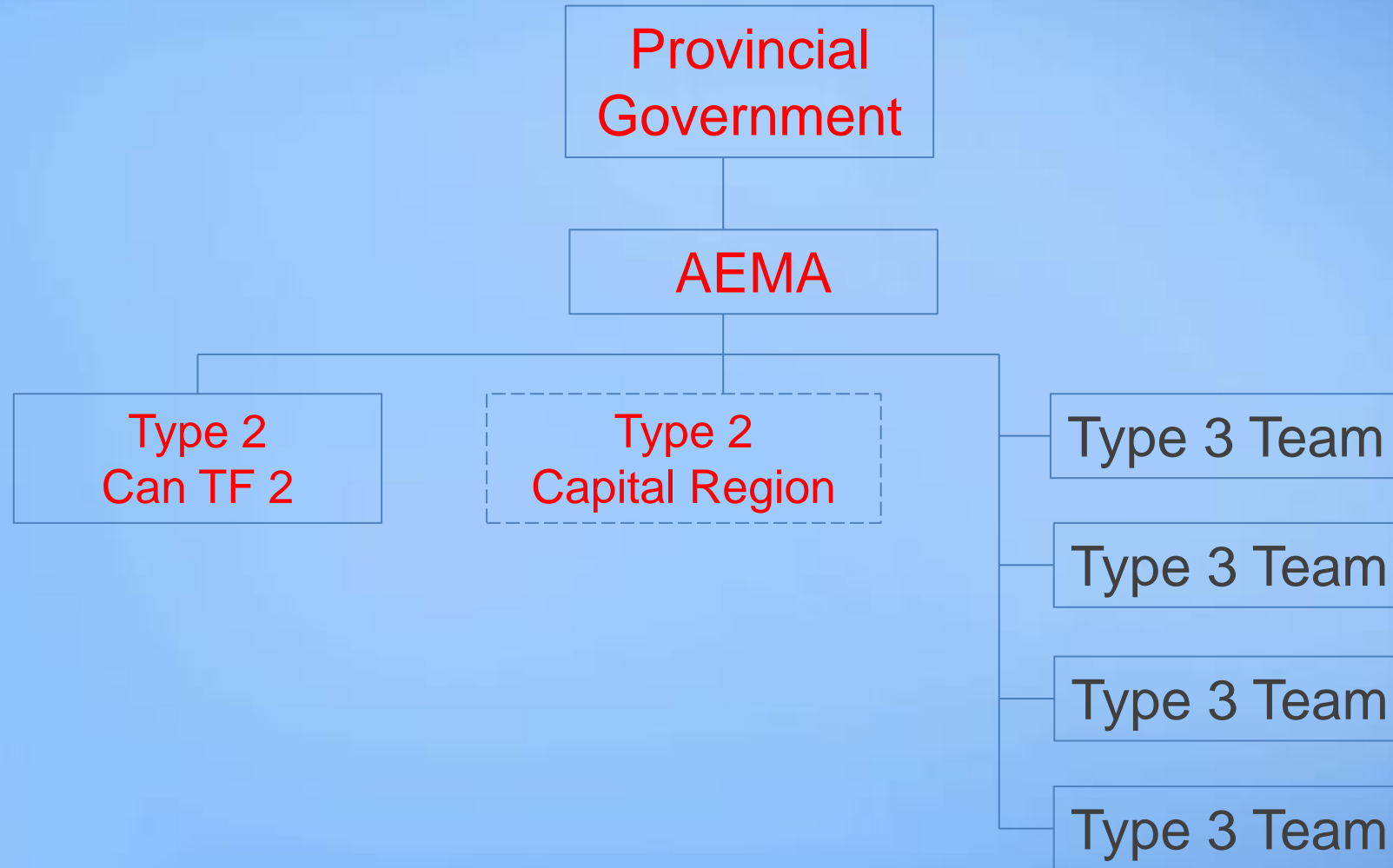
Option 2



Advantages/Disadvantages

- Additional experience and resources are available
- Reduces deployment times to far reaching areas
- Potential issues with understanding issues from smaller communities
- Doesn't take into account the work that has been done in some of the other regions
- Potential challenges of getting resources from the two major centres (regions) if impacted

Option 3

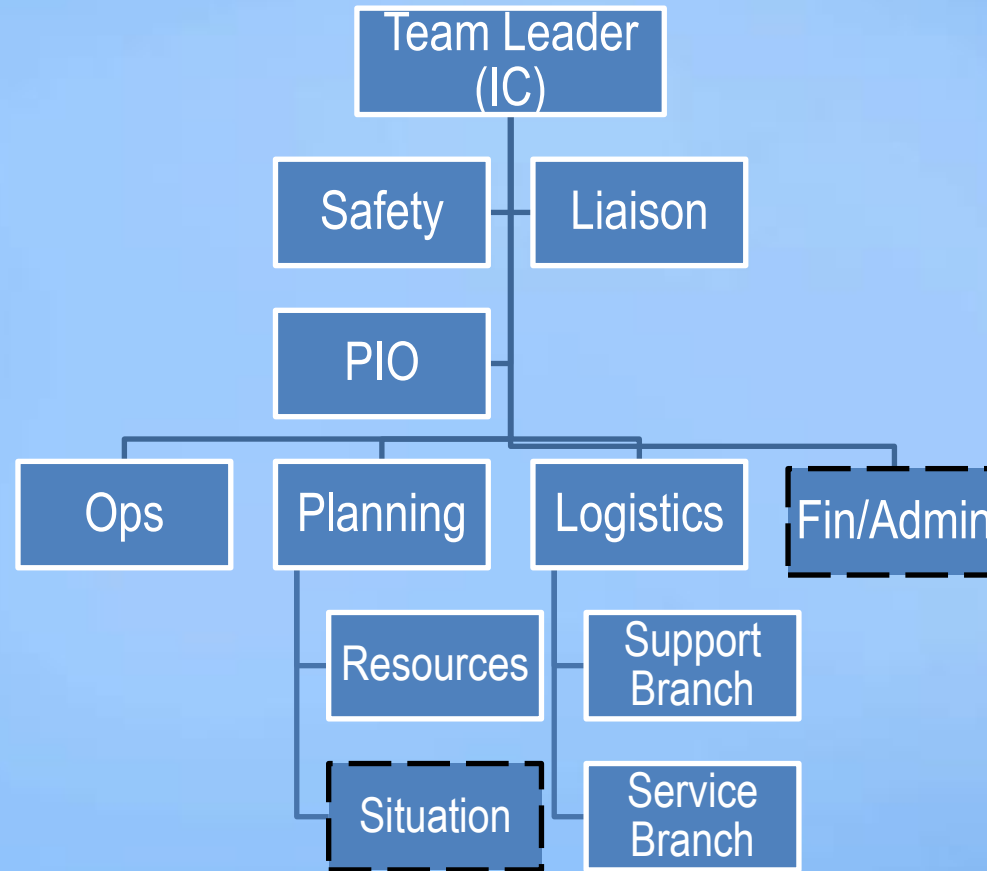


Advantages/Disadvantages

- Provides significant redundancy in response
- Allows for multiple response teams at different levels
- Enhances provincial Emergency Management program across the province
- Make the province a leader in the field of Emergency Management

- Increased training costs
- Training time need for full implementation (standard)
- Timely deployment potential

Typical Type 3 Deployment Structure



Recommendations

- To facilitate the concept, the Province should continue the use of ICS and develop and implement appropriate training and qualification standards
- It is recommended that the province adopt the concept outlined in Option 3
- Implementation of the concept should be phased, making best use of what has been done to date
- The Province should create an IMT Office within AEMA to assist with training, exercising and deployment coordination

Challenges

- **Buy-In from the communities (will need to have a number of incentives)**
- **Training time – finding it in already busy schedules**
- **Budgeting for the teams (a bit of an unknown at this time)**
- **Egos (this is not all about first responders)**
- **Developing a standard for the teams and be able to enforce it**
- **Establishing thresholds and mobilization procedures**