

State of Kansas

Statewide
Telecommunicator
All-Hazard
Response
Taskforce
(**START**)

Operations Manual
2010





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Executive Overview

Mutual aid is commonly thought of only in the police, fire or emergency medical service fields of public safety. While mutual aid for emergency first responders has been widely discussed, 9-1-1 PSAPs are often overlooked. Many individuals forget that all communications flow through the PSAP before response by police, fire or medical personnel. START's goal is to identify PSAPs that are not within the immediate vicinity of a disaster area, are similar in equipment and operational capacity as an affected PSAP, and facilitate the PSAP mutual aid process.

This manual was developed to assist the Public Safety Answering Point (PSAP) Director, Statewide Telecommunicator All-Hazard Response Taskforce (START) State Coordinator (SSC), START Team Leader and team members when a deployment has been requested of the START. START is a disaster response group of telecommunicators and other PSAP support personnel that are available to assist Kansas jurisdictions or other states during a declared disaster.

A joint committee, comprised of the Board of Directors of the Kansas Chapter of the Association of Public Safety Communications Officials (KS-APCO) and members of the Kansas Office of Emergency Communications (KOEK) will provide overall management and policy direction for START.

The SSC will coordinate the START Activation and a Team Leader will accompany taskforce members to provide supervision and guidance for a responding taskforce. The Team Leader will serve as the point of contact for the jurisdiction receiving assistance and will guide responding personnel on behalf of the requesting agency. This individual will work closely with the administrative personnel of the requesting jurisdiction, maintaining records, assigning taskforce members and managing the group's workforce. The requesting agency will designate a START Liaison to serve as the point of contact between the START and the requesting jurisdiction.

A START response in Kansas will be initiated by a request from a jurisdiction's local Emergency Management Agency (EMA) directed to the Kansas Division of Emergency Management (KDEM), through the State Emergency Operation Center (SEOC). KDEM will contact the SSC and advise of the request. The authority to deploy requires a declaration of an emergency in the jurisdiction requesting



assistance. Deployment of individual teams, in on-going events, shall be no less than three and no more than five days.

Several items have been included in this guide to help the PSAP Director, Team Leader and team members understand the activation process, who to contact, what supplies and materials will be needed, what forms that will be needed and how to respond. Reimbursement of costs associated with the deployment of the START (i.e., wages, food, lodging, etc.) will be handled in accordance with KDEM guidelines as set out in Management Policy #0100108 Mutual Aid Agreement and Direct State Assistance Reimbursement. (Appendix L)

Throughout the guide, agencies are referred to as either the Requesting Jurisdiction and/or the Requesting PSAP. The Requesting Jurisdiction is defined as a jurisdiction that declares an emergency and initiates the request for START activation. Responding Jurisdictions are defined as jurisdictions that deploy personnel to assist the Requesting Jurisdiction. START Personnel are defined as personnel assigned by a responding jurisdiction to deploy to assist the Requesting Jurisdiction.



Acronyms / Abbreviations

The following acronyms and abbreviations used in this document:

AAR	After Action Report
AHJ	Authority Having Jurisdiction – The governing body of the communications center which can be at the local, municipal, county or state level. This body has oversight of the communications center and will have knowledge of the skills, knowledge and abilities of employees at the center.
CISM	Critical Incident Stress Management
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMD	Emergency Medical Dispatch
EOC	Emergency Operations Center
ICS	Incident Command System
JOC	Joint Operations Center
KDEM	Kansas Division of Emergency Management
KOEC	Kansas Office of Emergency Communications
NIC	National Integration Center
NIMS	National Incident Management System
NJTI	National Joint TERT Initiative
POC	Point of Contact
PSAP	Public Safety Answering Point
PSAP Survey	Data collected regarding type of equipment and training used in a PSAP, to best match the needs of a requesting PSAP with the skills of the responding START.
SEOC	State Emergency Operations Center



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START	Statewide Telecommunicator All-Hazrd Response Taskforce – A group of trained telecommunications operators and support personnel able to respond to and work with another agency to receive, process, dispatch and monitor calls for assistance.
STARTAR	START Activation Request -
START Calltaker	A public safety calltaker trained and/or certified in accordance with the AHJ policies in receiving, assessing, prioritizing and classifying calls for service (police and/or fire and/or EMS) and operating public safety and/or PSAP telephony equipment
START Team Leader	Deployed team’s overall management authority. Serves as POC between the START and the START Liaison.
START Liaison	Requesting PSAP’s liaison who serves as the POC between the local PSAP and the START Team Leader.
START Radio Dispatcher	A public safety dispatcher trained and/or certified in accordance with the AHJ policies in receiving prioritizing and distributing calls for service (police and/or fire and/or EMS) using a public safety radio system while coordinating, tracking and providing support to field units.
SSC	START State Coordinator – Official responsible for managing and coordinating a START deployment at the state level.
START Supervisor	A public safety telecommunications supervisor meeting the qualifications, and capable of functioning as, a START Telecommunicator, and of supervising, directing and assessing the work of other PSAP personnel.
START Telecommunicator	A public safety dispatcher possessing the training and/or certification, and having the capability of functioning as, both a START Calltaker and a START Radio Dispatcher.



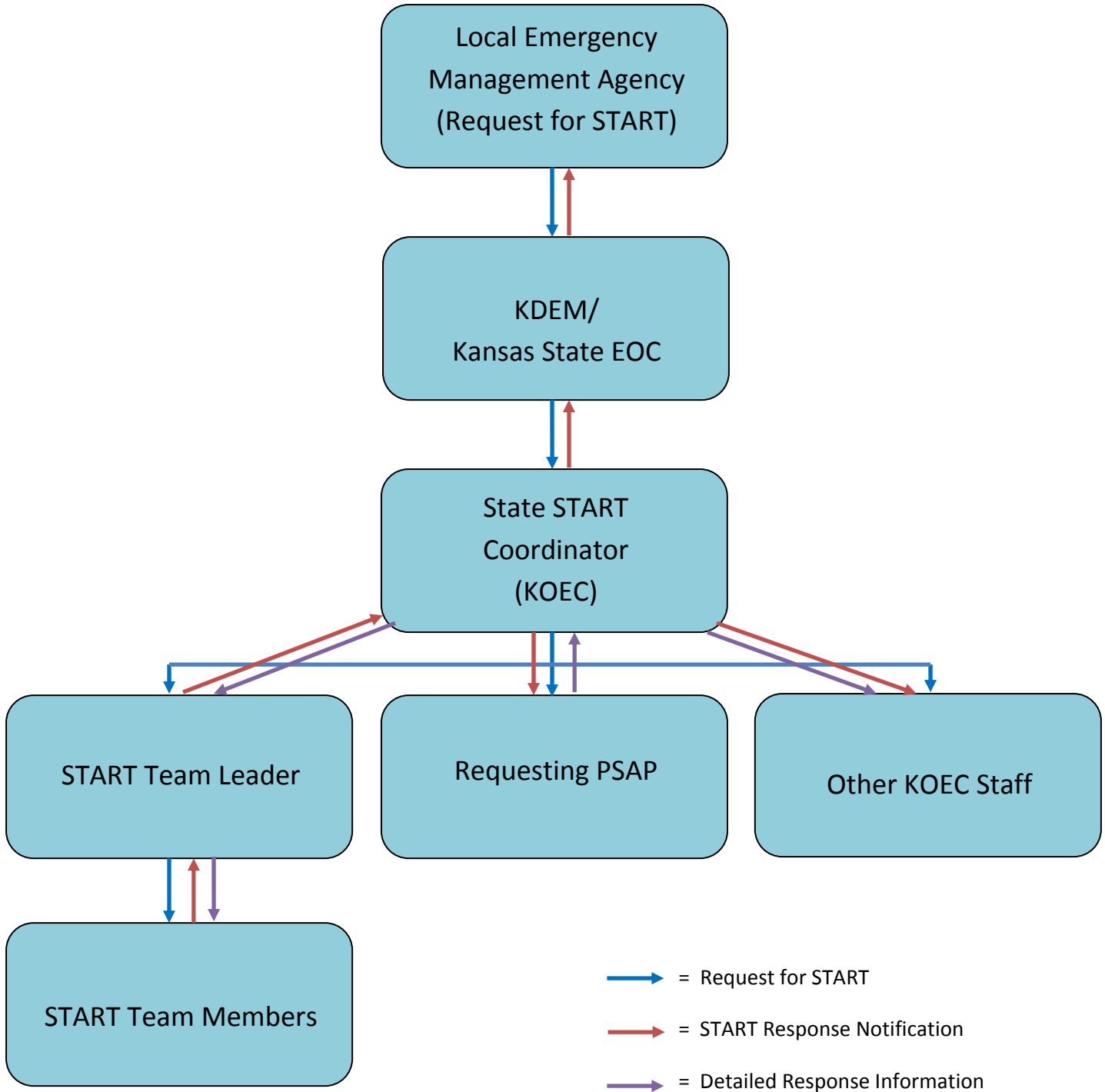
START ACTIVATION

The following steps will occur in activating a START deployment:

1. A local emergency declaration is made.
2. Local Officials determine a Request for Assistance is needed.
3. Request is made by the local EMA to the KDEM through the SEOC, identifying the basic type of assistance needed and the request for a START activation. This request should include POC information for the requesting PSAP.
4. The KDEM notifies the SSC (or designee) of the request for START activation and provides a tasking number.
5. The SSC contacts the Requesting PSAP and obtains information to complete a START Activation Request* (STARTAR).
6. The SSC provides the requesting PSAP with a list of the contents of a START package* and requests that the requesting PSAP compile or retrieve the START package for delivery to the START upon arrival. The completed STARTAR is faxed or emailed to the Team Leader. *(Appendix B)
7. The SSC assigns and notifies the START Team Leader and KOEC staff of the activation.
8. The Team Leader contacts prospective Taskforce Members based on the information provided in the STARTAR.
9. Upon obtaining commitment from sufficient Taskforce Members to fulfill the activation request, the Team Leader notifies the SSC and provides an estimated time on scene for the START.
10. The SSC notifies the requesting PSAP and the KDEM of the estimated time of arrival of the START.
11. KDEM notifies the local EMA of the estimated time of arrival of the START.



KANSAS START REQUEST & NOTIFICATION PROCESS





REQUESTING PSAP ROLE & RESPONSIBILITIES

To assist PSAPs in utilizing START in a disaster response request, the requesting jurisdiction shall provide the following information. The information is necessary to ensure that START provides the affected PSAP with the resources that the PSAP needs to maintain an expected level of service despite being affected by a disaster.

1. Contact the local EMA to initiate the START activation. Verify with the EMA that a local emergency declaration has been made and that the EMA is notifying KDEM of the request.
2. Provide specific information outlining your PSAPs needs to the SSC. The SSC will utilize the PSAP Activation Questionnaire as the minimum information needed to start the activation process. The SSC may ask additional questions depending on the nature of the disaster. Agrees to the START Mutual Aid Agreement.
3. The requesting jurisdiction is responsible for coordinating the START response with the responding Team Leader throughout the response. A START Liaison will be appointed by the Requesting PSAP to fulfill this responsibility.
4. Coordinates duties as necessary with the Team Leader of the responding taskforce. The Team Leader will assist you in scheduling personnel and assigning team members to meet the requesting jurisdiction's needs.
5. Inform the START Team Leader of any problems regarding START personnel, i.e. skills not matched to needs, not performing to your expectations, etc.
6. Inform the START Team Leader and KDEM through you local emergency manager if additional personnel are needed.
8. Inform the START Regional Team Leader when the situation is stabilized and START personnel are no longer needed.
9. The Team Leader will notify KDEM of the deactivation and return of personnel to their local jurisdiction.



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10. Provide feedback to the SSC regarding your START activation. The START Requesting Agency Deployment Review (Appendix D) will be utilized to provide this feedback. This information will be reviewed in a de-briefing soon after the activation.



Responding Jurisdiction PSAP Manager

Role & Responsibilities

Each jurisdiction will need to establish policies and procedures for a Statewide Telecommunicator All-Hazard Response Taskforce (START) deployment from their jurisdiction. A START deployment in Kansas will consist of a Team Leader, sufficient START Supervisors to maintain a span of control of seven subordinates, and a sufficient number of taskforce members, if available, to fulfill the Requesting PSAP's staffing request. Operational periods for the START will be 12 hours in duration, or as otherwise designated by an incident commander. Deployment of individual Taskforces will be no less than three, nor more than five days in duration. The Team Leader's primary function is to serve as the administrative authority for the START. START supervisors will provide supervision of START personnel as their primary function with a secondary function of answering 9-1-1 calls and/or dispatching responders.

The SSC will assign and notify the Team Leader of the activation request. The Team Leader will contact prospective taskforce members. A database of potential taskforce members will be established and maintained by the SSC, with copies provided to the identified Team Leaders. When a START deployment is requested the assigned Team Leader will notify potential taskforce members, based on the requesting jurisdictions needs. The potential taskforce members will need to secure authority to respond, if standing authority is not granted, and make notification of the activation request to their employing agency per that agencies policy. Some policy considerations that need to be considered are:

1. When taskforce members from your PSAP receive a call, who will they need to contact to request authority to deploy? Who is second, third, etc., on the contact list.
2. START members need to be identified. They will need to put together a response kit to be available on short notice. Suggested supplies for this kit are included in this manual. (Appendix G) Cost of developing the response kit is the responsibility of the individual team member.
3. The SSC will need the names and contact information of the START members from your jurisdiction that are available to respond. When available team members are identified contact the SSC with names and contact information. An authorization letter from the employing agency head is required for all START members and can be utilized to provide the above information to the SSC. This information needs to be kept current with the SSC and the authorization renewed prior to January 1 of even numbered years. A sample authorization letter is included in this manual. (Appendix H)



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When the Team Leader contacts the potential taskforce members, a staging location will be provided. The Team Leader will take into consideration response and travel time in establishing an estimated time of arrival of the START on scene.



START STATE COORDINATOR ROLE & RESPONSIBILITIES

The START State Coordinator (SSC) will receive notification from KDEM of the request for activation of a START. The SSC will:

1. Ensure that a tasking number has been assigned by KDEM for the deployment of the START.
2. Contact the Requesting PSAP and complete a START Activation Request (STARTAR). See Appendix B. The SSC should determine if a PSAP Survey (Appendix A) has been previously completed and submitted by the Requesting PSAP. If not, the SSC should complete the PSAP Survey with the Requesting PSAP at this time. If a PSAP Survey has been previously submitted, the SSC should review the PSAP Survey with the Requesting PSAP to ensure that the information is current and accurate.
3. Select and contact a START Team Leader for the response. The completed STARTAR should be faxed or emailed to the selected Team Leader and any new information gained relative to the PSAP Survey should also be forwarded to the Team Leader.
4. Notify other members of the KOEC staff of the requested START activation.
5. Receive notification from the Team Leader that a START has been assembled and is responding. The Team Leader will provide a roster of the START personnel responding an estimated time of arrival on scene, giving consideration to response and travel time for all START Members.
6. SSC will notify the Requesting PSAP, KOEC staff, and the SOEC/KDEM of the size of the START responding and the estimated time of arrival on scene.
7. The SSC will be available to the team leader for assistance as may be required throughout the START response. Should the need for the START response extend beyond five days, the SSC will coordinate a second START to relieve the deployed START, utilizing the same procedures as in the initial activation. Deployed teams will be demobilized no less than three, nor more than five days after deployment.
8. The SSC will coordinate communications between the deployed START and home agencies as necessary.
9. The SSC will receive daily updates from the Team Leader and will disseminate information gained from these updates to the appropriate agencies.



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- 10.** The SSC will ensure that the Requesting PSAP, the Team Leader(s), and the START Members, complete the appropriate deployment review (Appendix D, E, & F). The SSC will organize a de-brief of the deployment either in conjunction with the de-brief of the incident response or as a separate de-brief at a time as soon as possible after the response. The SSC will complete an After Action Report (AAR) post de-briefing, and will submit a copy of the AAR to the Requesting PSAP, the local EMA, KDEM and the Team Leader.

 - 11.** The SSC shall apply for reimbursement of all START expenses as appropriate.



START TEAM LEADER ROLE & RESPONSIBILITIES

The START Team Leader is selected by the SSC and will be notified of the requested START response by the SSC. The Team Leader will:

1. Receive the completed STARTAR and any new PSAP Survey information from the SSC via e-mail or fax. The Team Leader will review the PSAP Survey and STARTAR and will select appropriate personnel from the START membership database to fulfill the STARTAR. Prospective members should be drawn from areas as close to the affected jurisdiction as reasonably possible. Consideration should be given to the nature of the incident and possible impact on adjacent jurisdictions when making these decisions.
2. The Team Leader will contact prospective START members and advise them of the deployment request. The Team Leader will provide the staging area location to the prospective START members at this time. A sufficient number of START Supervisors will be contacted to maintain a span of control of one supervisor to seven START Telecommunicators.
3. START members will notify the Team Leader when they have confirmed their participation. The START members will provide an estimated time of arrival at the staging area to the Team Leader, giving consideration to response and travel time. The Team Leader should remind the START members to note their departure time, arrival time and mileage for the response. Team Leader should also remind Team Members to ensure that they are properly equipped for the deployment.
4. The Team Leader will construct a START roster (Appendix I) as START members are confirmed. This roster will be e-mailed or faxed to the SSC.
5. The Team Leader will contact the SSC and advise the estimated time of arrival on scene for the entire START, giving consideration to reasonable response and travel time for all members, including the Team Leader.
6. The Team Leader will act as the overall management authority for the START during the duration of the deployment. The Team Leader is responsible for logistical support of the START while it is deployed and acts as the POC between the START and the START Liaison. The Team Leader can request any needed assistance from the SSC and should keep the SSC informed of the status of the response on a daily basis.
7. Team Leader will ensure that operational needs are met (scheduling, resource management, personnel issues, required reports, work tasking, etc.).



8. The Team Leader will ensure that all START Member's time and activity are recorded daily on an ICS Form 214 (Appendix J). Team Leader will ensure that any other associated costs relating to the deployment are documented.
9. Request appropriate CISM resources if deemed necessary.
10. The Team Leader will ensure that START Supervisors complete an ICS-225-C (Appendix K) for all START Member's under their supervision. The Team Leader will complete an ICS-225-C for each START Supervisor deployed. These forms will be completed per instructions on the form, as a part of the demobilization process.
11. The Team Leader will ensure that all START members complete a START Member Deployment Review (Appendix F) upon completion of the deployment as a part of the demobilization of the START. The Team Leader will collect the reviews and forward them to the SSC.
12. The Team Leader will complete a Team Leader Deployment Review (Appendix E) upon completion of the deployment. The review will be forwarded to the SSC. The Team Leader will participate in a de-brief of the response.



START CONFIGURATION & MEMBERSHIP CRITERIA

Resource Typing Definitions for START:

CATEGORY:		Communications Resources		KIND:	Taskforce	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
Personnel	Team Leader	1	1	1	1	1
Personnel	START Supervisor	6	6	4	2	0
Personnel	Telecommunicator	42	36	28	14	7
Personnel	EMD Certified See Note 1	Same as Type II	25% of Telecommunicators	See Note 2	See Note 2	See Note 2
Taskforce	Duration of Operations	Same as Type II	Long; > than 1 week	Same as Type IV	Short; Up to 1 week	Short; Up to 1 week
Equipment	Laptop Computer with wireless internet connection	Same as Type II	1 Laptop	None Specified	None Specified	None Specified
Comments		<p>Note 1: During out-of-state Emergency Management Assistance Compact (EMAC) requests at the Type I and Type II levels, the request should automatically include a 25% contingent of EMD certified telecommunicators. START State Coordinators are responsible for identifying such members. A multi-state response may be required to fill this requirement.</p> <p>Note 2: EMD Certification is not a requirement for START team membership. However, if a requesting agency specifies that they wish to have EMD qualified START members respond, the START Team Leader should make every effort to fulfill the request by identifying EMD qualified team members.</p> <p>Note 3: Requests for special certifications or qualifications such as EMD, Incident Dispatchers, law enforcement dispatchers, fire service/EMS dispatchers, call takers, familiarity with a specific CAD system, etc., shall be specified during the request process, however increasing the specific requirements may slow the deployment process and/or make accommodation of the request impossible.</p> <p>Note 4: The default configuration calls for public safety telecommunicators. Requests for public safety calltakers and/or public safety radio dispatchers shall be specified when making the request.</p> <p>Note 5: The span of control of 1:7 follows the NIMS guideline.</p>				



START Member Qualifications

All START Members:

1. Pass a fingerprint based criminal background check performed by the Authority Having Jurisdiction (AHJ). The AHJ is the members employing agency.
2. Be current on vaccinations / immunizations as recommended by the CDC for disaster responders. In summary, these recommendations are:
 - a. A tetanus immunization or booster if the original immunization is more than ten years old. Preferred variety is Tdap (tetanus / diphtheria / pertussis).
 - b. Hepatitis B immunization only if responder will have direct contact with patients or bodily fluids.
 - c. Hepatitis A not recommended for responders working on situations in the United States.
3. Have a signed letter from their agency director acknowledging / approving participation in START on file with the START State Coordinator. This letter is to be renewed by January 1 of even numbered years.
4. Complete the NJTI Deployment Awareness Training Course.
5. Successful completion of all relevant and current NIMS and other training courses as follows:
 - a. All Taskforce members:
 1. IS-100.a – Introduction to Incident Command System
 2. IS-700.a – National Incident management System (NIMS) An introduction
 3. Hazardous Materials Awareness
 - b. Task Force Supervisors:
 1. All required member training.
 2. IS-200.a – ICS for Single Resources and Initial Action Incidents.
 3. EMD Certification
 4. NJTI TERT Leadership Course



c. Team Leaders:

1. All required member training and Supervisor training, except that EMD Certification is not required.
 2. TERT Team Leader
 3. IS-800.B – national Response Framework – An Introduction
 4. ICS-300
 5. FEMA COML recommended but not required.
6. Possess the ability to adapt to poor environmental conditions such as no beds, cold meals, no running water, etc.
 7. Possess the ability to adapt and be flexible with different policies, procedures, equipment and geographic areas. Adapts easily to change.
 8. Maintain an above average annual performance review with no chronic work problems.
 9. Possess an excellent working knowledge of the appropriate public safety emergency response operation and equipment as it relates to the member's role.
 10. Be an excellent multi-tasker and problem solver.
 11. Possess positive interpersonal communication and leadership skills.
 12. Possess excellent people and teamwork skills inclusive of cultural diversity.
 13. Possess excellent documentation skills.

START Calltaker

A public safety calltaker trained and/or certified in accordance with the AHJ policies in receiving, assessing, prioritizing and classifying calls for service (police and/or fire and/or EMS) and operating public safety and/or PSAP telephony equipment.

1. Minimum equivalent of two years full-time experience in the position as determined by the AHJ.
2. Properly certified by the AHJ to have the requisite training and skills of a Calltaker as defined above.

START Radio Dispatcher



A public safety dispatcher trained and/or certified in accordance with the AHJ policies in receiving prioritizing and distributing calls for service (police and/or fire and/or EMS) using a public safety radio system while coordinating, tracking and providing support to field units.

1. Minimum equivalent of two years full-time experience in the position as determined by the AHJ.
2. Properly certified by the AHJ to have the requisite training and skills of a Radio Dispatcher as defined above.

START Telecommunicator

A public safety dispatcher possessing the training and/or certification, and having the capability of functioning as, both a START Calltaker and a START Radio Dispatcher, as described above.

1. Minimum equivalent of three years full-time experience in the position as determined by the AHJ.
2. Properly certified by the AHJ to have the requisite training and skills of a Telecommunicator as defined above.

START Supervisor

A public safety telecommunications supervisor meeting the qualifications, and capable of functioning as, a START Telecommunicator, as defined above, and capable of supervising, directing and assessing the work of other PSAP personnel.

1. Successful completion of all relevant and current training requirements as identified in Section 1, paragraph 5b above.
2. Minimum equivalent of two years full-time experience in the position as determined by the AHJ.
3. Properly certified by the AHJ that the individual has the requisite training and skills of a Supervisor.
4. Adequate interpersonal conflict resolution training/experience as determined by the AHJ.
5. Ability and willingness to fulfill the duties of a Team Member on deployments, where sufficient Supervisor's have already been selected.



START Team Leader

A public safety telecommunications supervisor, as described above, who is also knowledgeable in the administrative aspects of a START deployment and is capable of managing human resources, work task distribution, liaison and documentation needs of the START. START Team Leaders are recommended by their employer for consideration as a Team Leader and are approved by the START State Coordinator. A Team Leader is assigned by the State Coordinator on every deployment of a START.

1. Possess an understanding of local, state, regional and national mutual aid processes and procedures.
2. Employer has sent special recommendation to the State Coordinator that the individual be considered for appointment as Team Leader.
3. Ability to coordinate work tasks and human resources in adverse and changing environments with minimal or no direction.
4. Possess knowledge to identify, locate and obtain logistical support for the taskforce.
5. Strong administrative skills, i.e., scheduling, time keeping, cost tracking, etc.
6. Ability to effectively interface with the Incident Command structure, OEM, START coordinator and local START Liaison.
7. Successful completion of all relevant and current training requirements as identified in Section 1, paragraph 5c above.
8. Properly certified by the AHJ that the individual has the requisite training and skills of a Supervisor.
9. Adequate interpersonal conflict resolution training/experience as determined by the AHJ.



REFERENCES

EMAC Articles of Agreement

Florida APCO Mutual Aid Plan

Maryland TERT Operations Manual

NENA Communications Center/PSAP disaster and contingency plans model

NENA Hazard and Vulnerability Analysis OID

North Carolina TERT

South Carolina NENA TERT Information

Texas TERT PSAP Manager's Guide

FEMA Mutual Aid Agreements for Public Assistance and Fire Management Assistance

Kansas Statutes Annotated

Kansas Adjutant General's Department, Division of Emergency Management,
Management Policy #0100108 Mutual Aid Agreement and Direct State Assistance
Reimbursement

<http://niti-tert.org/state.php>



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APPENDIX A

PSAP SURVEY

PSAP Name Address Information:

 24x7 Phone:
 Contacts:

911 Customer Premise Equipment (CPE) Informatio

Manufacturer (i.e., Plant, Positron, etc.)
 Model (i.e., Vesta, Viper, etc.):

Computer Aided Dispatch (CAD) Information:

Manufacturer (i.e., Positron, Global, etc.) :
 Model (i.e., Viper CAD, Global CAD, etc.):

Mapping Information:

Manufacturer (i.e., Plant, Positron, etc.) :
 Model (i.e., Orion Mapstar, Power Map, etc.):

Radio Console Information

Manufacturer (i.e., Motorola, Kenwood, etc.) :
 Description (i.e., conventional, P-25, etc.) :

Staffing Information

If the employees in your agency act as both calltakers and radio dispatchers, check the "All Staff are Qualified as Telecommunicators" box, enter the total number of such staff. Go to EMD Section.

All Staff are Qualified as Telecommunicators Number:

If the employees in your agency act as only calltakers and only radio dispatchers, check the "Staff are Qualified as Calltakers or Radio Dispatchers" box, and provide the numbers as requested.

Staff are Qualified as Calltakers or Radio Dispatchers

Number of Law Enforcement Call Takers:
 Number of Fire/EMS Call Takers:
 Total Number of Calltakers:



PSAP SURVEY

Number of Law Enforcement Dispatchers:

Number of Fire/EMS Dispatchers:

Total Number of Radio Dispatchers:

EMD Information

Check if the PSAP provides EMD Service

EMD Protocol Provider (i.e., APCO, NAED, etc.):

What type of EMD Guidance Media is used (i.e., flipchart, software, etc.):

Media Version (i.e., NAED MPDS, NAED ProQA, etc.):



APPENDIX B

STARTAR

Tasking #:

Requesting PSAP:

Secondary Phone:

START Liaison Name

Phone:

Email:

Nature of emergency and impact on PSAP:

Check all that apply

- Work overload
- PSAP Evacuation
- Adverse environmental conditions
- Localized Pandemic
- Other

Is the emergency isolated to a single PSAP or is it affecting other area PSAPs?

If other areas, what are those areas:

What will be the anticipated deployment environment (PSAP, Field REsponse)?

Number and type of personnel needed:

- Calltakers:
- Radio Dispatcher:
- Telecommunicator:
- Special Requests

Anticipated Duration of Deployment:

Does SSC have a PSAP Survey for each affected PSAP? If not, click here to complete survey(s). [PSAP Survey](#)

Are there any roadblocks, flooded roadways, etc., that would prevent a team from reaching the PSAP? If so, what arrangements have been made to get responding personnel through?

Are there any checkpoints that START personnel will have to go through? If so, what arrangements have been made to get responding personnel through the checkpoint?



STARTAR

Staging area and START Liaison contact information

Any special instructions? (Lodging, food, etc.)

Any Additional Information.



APPENDIX C

START Package

List of CAD codes/commands

List of call types

List of radio frequencies and departments that utilize same unit number or radio signature designations.

List of radio codes

Local phone books

List of commonly used telephone numbers

List of other required access numbers

Commonly used terms/names (utility company name, common place names, etc.)

Local maps/Cross reference guides

List of major public buildings such as schools; shelters; hospitals; public safety buildings; other government buildings; jails/prisons; etc.

Jurisdictional boundaries (Police, Fire, EMS)

List of agencies dispatched or supported

List of key public officials and current organizational structure (chain of command)

Facility Overview

Overview of local and state laws

Check-in/Check-out procedures

Method of ID credentialing/electronic entry cards



APPENDIX D

START Requesting Agency Deployment Review

	YES		NO
Was the EMA knowledgeable and helpful?			
Did you have all information and resources to initiate START?			
Was the process well defined and usable?			
Did the responding SSC contact you back in a timely manner?			
Were you contacted back and advised anticipated response time of team and contact information?			
When the team arrived, did you brief them prior to putting them to work?			
Did you receive the number and type of START members you requested?			
On a scale of 1 – 10 (with 10 being the BEST), how do you feel the START program worked for you?			
Any suggestions for improving the program?			
Other Comments (narrative for any of the above questions.)			



APPENDIX E

START Team Leader Deployment Review

	YES	NO
Was the EMA knowledgeable and helpful?		
Did you have all information and resources to initiate START?		
Was the process well defined and usable?		
Did the SSC contact you in a timely manner?		
Were you provided all needed information and contact information?		
When the team arrived, were you briefed prior to assignment?		
Was the number and type of START members requested appropriate?		
Would you deploy as a Team leader again? (If no, please explain below)		
On a scale of 1 – 10 (with 10 being the BEST), was the START process effective in accomplishing its mission?		
Any suggestions for improving the program?		
Other Comments (narrative for any of the above questions.)		



APPENDIX F

START Member Deployment Review

	YES		NO
Did you receive all the required information such as location, directions, contact name and number and team leader's name?			
When you arrived, were you briefed?			
Did you receive a START Package when you arrived?			
Did it contain the necessary resources for you to begin work?			
Was the equipment what you are currently trained on?			
Do you feel that the right amount of resources were requested?			
Do you feel you were welcomed by the agency?			
Were assignments clear and appropriate?			
Did you feel that you were of help to the PSAP?			

Any suggestions for improving the program?

Other Comments (narrative for any of the above questions.)



APPENDIX G

START Member Supply List

Backpack or Daypack (to be carried with you at all times)
<p>Canteen or water bottle – 1 quart minimum – with insulating cover. (Can be deleted if hydration pack is utilized.)</p> <p>Canteen cup</p> <p>Swiss Army Knife or Multi-Tool</p> <p>Leather work gloves</p> <p>Eye protection & Ear protection</p> <p>Rain Gear</p> <p>Flashlight w/ extra bulb - (Reverse one battery to prevent accidental discharge)</p> <p>Camp knife</p> <p>Matches in waterproof case.</p> <p>Notepad & pencil or pen</p> <p>ID / Driver's License / Cash / Debit or Credit Card – (A small dry box will ensure that these items remain dry)</p> <p>Roll of quarters for vending machines</p> <p>Cell Phone & Charger (12 volt recommended)</p> <p>1 MRE or backpacking freeze-dried meal (supplement with trail mix)</p> <p>Spare set of prescription glasses or contacts & sunglasses</p> <p>Sunscreen – minimum SPF30</p> <p>Insect repellent (100% DEET works best)</p> <p>Hat or Cap</p> <p>Handkerchief</p> <p>Basic First Aid Kit including lip balm, ibuprofen, decongestants, etc.</p> <p>Prescription medication for term of deployment plus seven days.</p> <p>Snacks, bottled water, soda, etc. (Note, these add weight and bulk very rapidly)</p>
Duffel Bag, Backpack or Luggage (soft sided preferred)
<p>Sleeping Bag or bedroll & pillow</p> <p>2 to 5 Changes of clothing (Long pants, shirts, underwear, socks)</p> <p>Coat or jacket and gloves (as appropriate given weather conditions)</p> <p>Work or hiking boots offering ankle support.</p> <p>Trouser Belt</p>



Mess Kit or plate, cup and eating utensils

1 Quart pot for boiling water.

Spare batteries for flashlight

MREs or backpacking freeze-dried meals as needed for up to 72 hours.

Towel & Washcloth

Shower Shoes, water socks, or sandals

Utility kit: Include items such as rubber bands, safety pins, needle & thread, extra buttons, duct tape, electrical tape, clothesline, etc.) [NOTE: Re-roll a few feet of tape on a pencil or wooden dowel and trim off ends for a compact supply]

Personal toiletry items, including soap, shampoo, toothbrush, toothpaste, hairbrush, razor, cosmetics, hand mirror, personal hygiene items, contact lens supplies, etc.)

Zip Lock Bags in assorted sizes

Garbage Bags (2)

Dirty Laundry Bag

Half roll of toilet paper – smash flat to conserve space

Hand & Body towelettes and/or hand sanitizer

AM/FM Weather band Radio & batteries

Reading materials / entertainment for down time

Small battery powered alarm clock, pager, watch or other device to be used as an alarm clock.

OPTIONAL: 2 person, 3 season tent

Special Considerations:

- 1. Keep the number of packs or bags for your equipment to an absolute minimum. You should be able to carry all of them at one time for a short distance (one city block). One large (3500 – 4000 cu. in.) backpack and a small (1500 – 2500 cu. in.) hydration or day pack should be sufficient to hold all needed gear. Military duffel bags (~4700 cu. in.) are ideal.**
- 2. Vacation type luggage is acceptable, but discouraged. Hardside luggage is especially discouraged. Your bags may be subjected to harsh treatment, so plan accordingly.**
- 3. Label ALL equipment with your name and address.**
- 4. Absolutely NO Sterno, propane or compressed gas containers should be in your gear. Chemical heaters are acceptable.**



5. It is possible that there will be no electrical outlets available. Electrically powered items are discouraged. 12 volt phone chargers are preferred.
6. Consider packing each of your day's clothes in a separate zip lock type bag for easy retrieval.
7. Pack all equipment in your pack in zip lock bags in case your pack is exposed to weather.
8. It is recommended that once you have accumulated all equipment for your go-kit, that a checklist of all equipment be created that you can use to assure that all equipment has been packed before deployment.



APPENDIX H

This Appendix contains a sample letter to be sent by PSAP Agency Administrators to the SSC for appointment of START Members, Supervisors and Team Leaders.

Date

START State Coordinator:

I, (Name of PSAP Agency Administrator), (Title) of the (PSAP Name), approve the persons listed on the attached page as members of the Kansas START Program. These employees are in good standing and meet or exceed all requirements of START membership as published in the State of Kansas START Operations Manual 2010. I understand that membership in the START program does not obligate any member to respond to a particular deployment. The decision may be made on a case-by-case basis with regard to circumstances that exist at the time.

Sincerely,

(Name of PSAP Agency Administrator)
(Title)
(Name of PSAP)

Attachment(s)

This Approval Letter Must be Renewed By January 1 of even numbered years.



APPENDIX L



*Kathleen Sebelius, Governor
Major General Tod M. Bunting*

Title: Adjutant General's Department, Kansas Division of Emergency Management Policy #0100108
Mutual Aid Agreement and Direct State Assistance Reimbursement (including Local Incident Management Teams)

Date: January 2, 2008

A. Purpose

This policy specifies criteria by which the Adjutant General's Department, Division of Emergency Management (KDEM) will recognize the eligibility of costs incurred through mutual aid agreements and reimbursement when Direct State Assistance and Local Incident Management Teams are provided.

B. Scope and Audience

This policy is applicable to all local, state, and emergency and major disasters declared on or after the date of this policy. This policy is intended for requesting entities and providing entities to respond to requests for resources.

C. Authority

This policy applies to Mutual Aid and Direct State Assistance under Sections 48-12-16, 117 48-948 through 958 of the Kansas Statutes Annotated (KSA).

D. Background

1. Many local and county governments and private nonprofit organizations enter into mutual aid agreements to provide emergency assistance to each other in the event of disasters or emergencies.
 - a. These agreements often are written, but occasionally are arranged verbally after a disaster or emergency occurs.
 - b. This policy applies to both written and verbal mutual aid agreements and the eligibility of costs.



2. The National Incident Management System (NIMS) maintains that states should participate in these agreements and should look to establish intrastate agreements that encompass all local jurisdictions.
 - a. The Incident Management Systems Division of the United States Department of Homeland Security (DHS) will be responsible for developing a national system of standards and guidelines as described in the NIMS as well as the preparation of guidance to assist agencies in implementing the system.
 - b. This policy supports the NIMS by establishing standard criteria for determining the eligibility of costs incurred through mutual aid agreements.

E. Policy

1. Terms Used in this Policy

- a. Governors Declaration of a State of Disaster Emergency (also referred to as Governor's Declaration): Authorized by KSA 48-924, a condition proclaimed by the Governor when, in her/his judgment, the actual occurrence or threat of a disaster in any part of the state is of such magnitude to warrant disaster assistance by the State to supplement the efforts and available resources of the several localities and relief organizations in preventing or alleviating the damage, loss, hardship, or suffering threatened or caused thereby.
- b. State of Local Disaster Emergency: Authorized by KSA 48-932, a condition declared by the Chairman of the Board of County Commissioners or by other principal city executive officer of any city upon finding that a disaster has occurred or the threat thereof is imminent within their jurisdiction.
- c. Kansas Division of Emergency Management (KDEM): A division of the Kansas Adjutant Generals Department, KSA 48-905(a).
- d. Local Incident Management Team: Trained, multi-discipline, multi-jurisdictional all-hazards resources to provide local governments and incident commanders with assistance in command, control, and incident management functions. Each member of the team represents expertise in their career fields and is role-specific trained in the Incident Command System (ICS). A Local Incident Management Team (IMT) is a resource of Direct State Assistance.



- e. Incident Command System (ICS): A standardized, on scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, or organized field-level incident management operations.
- f. Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
- g. Direct State Assistance: The Adjutant General's Department, Division of Emergency Management (KDEM) will provide Direct State Assistance through a mission assignment to another volunteer, local, county or state agency upon the request of county when the local government lacks the capability to perform or contract for the requested work or to provide emergency assistance necessary to save lives and to protect property, public health, and safety. A Local Incident Management Team (IMT) is a resource of Direct State Assistance.
- h. Requesting Entity: A political subdivision that requests mutual aid assistance for emergency work resulting from a declared fire, emergency or major disaster within its legal jurisdiction.
- i. Providing Entity: The political subdivision providing mutual aid assistance to a Requesting Entity pursuant to a local or statewide mutual aid agreement.
- j. Mission Assignment: A work order issued to a volunteer, local, county or state agency by KDEM directing completion by that agency of a specified task and citing funding, other managerial controls, and guidance.



- k. Mutual Aid Agreement: Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.
- l. National Incident Management System (NIMS): A system mandated by HSPD-5 and Kansas Governor Executive Order 05-03 that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and non-governmental organization (NGO) to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.
- m. Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
- n. Declared Emergency or Major Disaster (also referred to as a Presidential Declaration): An emergency or major disaster as defined at 44 CFR § 206.2 (a) (9) and (17), respectively.
- o. Response: The onset of an emergency creates a need for time-sensitive actions to save lives and property as well as for action to begin stabilizing the situation. Such response actions include notifying emergency management personnel, warning and evacuation, sheltering, public information, search and rescue of individuals, providing emergency medical treatment, and maintaining the rule of law.
- p. Recovery: Recovery is the effort to restore infrastructure and the social and economic life of a community to normal.
- q. Short-term recovery: bringing necessary lifeline systems (power, communication, water, sewage, etc.) up to an



acceptable standard while providing for basic human needs (food, clothing, shelter) and ensuring that the societal needs of individuals are met (behavioral health, rule of law, etc.)

- r. Long-term Recovery: Once some stability is achieved after the response phase of an incident, efforts can begin to restore economic activity and rebuild community facilities and family housing.
- s. Incident Management Systems Integration Division: established by the Secretary of Homeland Security to provide strategic direction for and oversight of the National Incident Management System (NIMS). The Center oversees all aspects of NIMS including the development of compliance criteria and implementation activities at federal, state and local levels.

2. Mutual Aid Agreements

- a.. When a pre-event written agreement exists between a Requesting Entity and a Providing Entity, the Providing Entity may be reimbursed by the Requesting Entity
- b. When the parties do not have a pre-event written mutual aid agreement, or where a written pre-event agreement is silent on reimbursement, the Requesting and Providing Entities may verbally agree on the type and extent of mutual aid resources to be provided in the current event, and on the terms, conditions, and costs of such assistance.
- c. Post-event verbal agreements (although rare) must be documented in writing within 30 days of the date of the response and executed by an official of each entity with authority to request and provide assistance.
- d. The agreement should be consistent with past practices for mutual-aid between the parties.

3. Direct State Assistance (including Local Incident Management Teams)

- a. In any Governor's declaration, the Kansas Division of Emergency Management (KDEM) may direct any state agency to utilize its authorities and the resources granted to it under state law, including personnel, equipment, supplies,



facilities, and managerial, technical, and advisory services, to support local assistance efforts. (KSA 48-924)

- b. Historically, Direct State Assistance is provided during the response phase of a disaster to prevent further damage or to eliminate the threat to public health and safety.

Examples include: search and rescue, emergency communications, generators for critical care facilities, and debris removal which obstructs passage of emergency vehicles and access to critical facilities.

- c. Typically, it does not include removing debris from private property or from streets during the recovery phase. However, through Direct State Assistance, technical assistance can be provided to a Requesting Entity to estimate the amount of debris and assist in securing local debris removal contractors.
- d. In some instances, state agencies may not possess the equipment or specialized personnel to provide Requesting Entities with resources. If this occurs, KDEM may assign a Mission Assignment to volunteer, local and county government entities.
- e. Expenditures eligible for reimbursement include regular time, overtime, travel, and per diem for a paid government employee. Reimbursements will be in accordance with the Providing Entities policy for wages, per diem, travel, etc.
- f. Expenditures for volunteers include only per diem, lodging, and travel based on established state rates.
- g. Eligible cost of materials, equipment and supplies will be reimbursed using the Federal Emergency Management Agency (FEMA) current Equipment Rates established for the Public Assistance Program and/or actual receipts.
- h. Other costs submitted by an agency must be agreed to in writing by KDEM prior to request for reimbursement.
- i. When a Requesting Entity identifies a need for a Local Incident Management Team (IMT), an advanced team will receive a mission assignment from KDEM and be deployed to the scene to conduct an operational assessment.



- (1) Local Incident Management Teams (IMTs) will be fully self-sustaining, without drawing on local resources from the Requesting Entity for the first seventy-two (72) hours of any deployment.
 - (2) Expenditures eligible for reimbursement include overtime, travel, and per diem for a paid government employee.
 - (3) In the event an IMT member is deployed for more than seven days from their employer, the state will also provide reimbursement of regular wages beginning on the eighth day. (Consecutive days are not required.)
 - (4) Mileage reimbursement and generator fuel is eligible when a command vehicle is deployed with the IMT. Fuel expenses will be reimbursed from actual receipts.
- j. All other reimbursements will be in accordance with the Providing Entities policy for wages, per diem, travel, etc.
- k. Reimbursement requests shall cite the specific mission assignment under which the work was performed.
- (1) Requests for reimbursement of costs incurred under more than one mission assignment may not be combined for billing purposes.
 - (2) Reimbursement procedures will be furnished to Providing Entities by KDEM within 30 days of their mission assignment
- l. In the event of a presidential declaration and appropriate, it is incumbent upon the state agency mission assigned by KDEM to request reimbursement for overtime, per diem, travel, and lodging from the State's emergency fund.
- m. Reimbursement requests shall cite the specific mission assignment under which the work was performed.
- n. Requests for reimbursement of costs incurred under more than one mission assignment may not be combined for billing purposes.

Signed: Tod M. Bunting
Major General Tod M. Bunting, The Adjutant General