State NIMS Integration

Integrating the National Incident Management System into State Emergency Operations Plans and Standard Operating Procedures

Homeland Security

This page intentionally left blank.

TABLE OF CONTENTS

BACKGROUND 1

RELATION TO OTHER FEDERAL GUIDANCE 1

COMPONENTS OF THE EMERGENCY OPERATIONS PLAN 2

Relationships among Planning Documents and Procedures 6

COMPONENTS OF THE OPERATIONAL PLANS AND PROCEDURES 10

THE NATIONAL MUTUAL AID AND RESOURCE TYPING INITIATIVE 14

Promotion of Inter/Intra-State Mutual Aid Agreements 15

Training and Testing 15

NIMS DEFINITIONS AND ACRONYMS 16

Definitions 16

Acronyms 29

ADDITIONAL RESOURCES 31

This document was developed as a joint initiative between the NIMS Integration Center and the Office for Domestic Preparedness.

This page intentionally left blank.

BACKGROUND

In a Sept. 8, 2004, letter to the nation's governors, the Secretary of Homeland Security outlined the minimum requirements for States and territories to comply with the new National Incident Management System (NIMS), a nationwide standardized approach to incident management and response. Developed by the U.S. Department of Homeland Security and released in March 2004, it establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations. The Office for Domestic Preparedness and the NIMS Integration Center (NIC) are aware that many States across the country have already developed emergency operations plans and procedures. The purpose of this document is to outline several ways in which current plans and procedures can be modified to align with NIMS concepts and terminology. The five focus areas of this document include: the EOP's relation to other Federal Guidance, NIMS adoption, a checklist of Emergency Operations Plan components, NIMS definitions and acronyms, and the NIMS Incident Command System (ICS). Information is also included in this document about the National Mutual Aid and Resource Typing Initiative.

RELATION TO OTHER FEDERAL GUIDANCE

The following NIMS–related documents were examined to determine their relevance to procedural documents and emergency operations centers:

- Guide for All-Hazard Emergency Operations Planning – State and Local Guide (SLG) 101, September 1996. This Guide is meant to aid State and local emergency managers in their efforts to develop and maintain a viable all-hazard emergency operations plan (EOP). The Guide is a "toolbox" of ideas and advice, not a sample EOP. Each jurisdiction's EOP must reflect what will be done to protect itself from potential hazards with the resources it has or can obtain.
- March 1, 2004, publication of the National Incident Management System (NIMS). NIMS institutionalizes ICS and makes certain that common vocabulary and command and control structures exist across States and local and tribal jurisdictions. Procedures figure prominently in the NIMS document, and the functionality of EOCs under the NIMS ICS is discussed.
- The National Response Plan (NRP), December 2004. This document was examined to ensure that the Federal coordination aspect of emergency planning is addressed in operating procedures. Related discussion is broad enough to apply to a range of State and local plan formats.
- Target Capabilities List: Version 1.1, April 6, 2005. This document provides a list and description of the capabilities needed to perform critical homeland security tasks. Critical tasks are defined as those that must be performed during a major event to prevent occurrence, reduce loss of life or serious injuries, mitigate significant property damage, or are essential to the success of a homeland security mission.

- September 8, 2004, letter from Secretary Ridge to Governors.[1] This letter outlines minimum compliance requirements for FY 2005 for States, territories, tribes, and local entities. As part of these implementation requirements, three are particularly relevant to the development of operational procedures.

COMPONENTS OF THE EMERGENCY OPERATIONS PLAN

The checklist[2] below details several components of an Emergency Operations Plan (EOP) that are consistent with the National Incident Management System (NIMS) concepts and terminology. Examine your EOP and use the checklist to determine which components are included in your plan and those which need to be added. A detailed description that explains what each question means follows the checklist.

Table 1: Emergency Operations Plan Components Checklist

EOP Component	Check if Applicable	Adoption Date
1. Does your EOP define the scope of preparedness and incident management activities necessary for the State?	☐	
2. Does your EOP describe organizational structures, roles and responsibilities, policies, and protocols for providing emergency support?	☐	
3. Does your EOP facilitate response and short-term recovery activities?	☐	
4. Is your EOP flexible enough to use in all emergencies?	☐	
5. Does your EOP have a description of its purpose?	☐	
6. Does your EOP describe the situation and assumptions?	☐	
7. Does your EOP describe the concept of operations?	☐	
8. Does your EOP describe the organization and assignment of responsibilities?	☐	
9. Does your EOP describe administration and logistics?	☐	
10. Does your EOP contain a section that covers the development and maintenance of your EOP?	☐	
11. Does your EOP contain authorities and references?	☐	

[1] Henceforth referred to as the "letter to the governors."

[2] The checklist above is based on Figure V2 Checklist for a NIMS-Compliant EOP of the National Incident Management System (NIMS) Implementation Plan Template for Federal Agencies found at http://www.fema.gov/nims/.

EOP Component	Check if Applicable	Adoption Date
12. Does your EOP contain functional annexes?	☐	
13. Does your EOP contain hazard-specific appendices?	☐	
14. Does your EOP contain a glossary?	☐	
15. Does your EOP pre-designate functional area representatives to the Emergency Operations Center / Multi-agency Coordination System	☐	
16. Does your EOP include pre-incident and post-incident public awareness, education, and communications plans and protocols?	☐	

Question 1: Does your EOP define the scope of preparedness and incident management activities necessary for the State?

The EOP should include all hazards that the State may reasonably expect to occur and all the preparedness and incident management activities necessary to ensure an effective response to those hazards. Regulatory requirements may also dictate the hazards and preparedness activities that must be included in the EOP.

Question 2: Does your EOP describe organizational structures, roles and responsibilities, policies, and protocols for providing emergency support?

A description of the organizational structure should clearly identify what organizations will be involved in the emergency response. After the each organization is identified they should be assigned a specific set of responsibilities that are normally based on the strengths and capabilities of each. The policies and protocols for providing emergency support should be described in the EOP. This information is typically described in the administration and logistics section as well as the authorities and references section of the basic plan.

Questions 3: Does your EOP facilitate response and short-term recovery activities?

An EOP is usually not a mitigation plan and not a recovery plan. The EOP should however describe and provide the basis for a community's response and short-term recovery operations. The response activities typically take place initially and are designed to save lives, reduce suffering, protect property and the environment. The short-term recovery activities typically follow the response activities and are designed to stabilize the situation and set the stage for reentry and recovery.

Question 4: Is your EOP flexible enough to use in all emergencies?

The EOP should reflect the States' approach to all types of emergencies. The functional annexes should provide an outline of roles and responsibilities of each responding agency regardless of the type of emergency. In other words, the EOP should be flexible and useful in the event of any emergency.

Question 5: Does your EOP have a description of its purpose?

The purpose should include a general statement of what the EOP is meant to do. It should also include a brief summary of the components of the plan including the functional annexes and hazard-specific appendices.

Questions 6: Does your EOP describe the situation and assumptions?

The situation sets the stage for planning. It should be based on the State's hazard identification analysis. The situation section typically includes a characterization of the population, the probability and impact of the hazard, vulnerable facilities, and resource dependencies on other jurisdictions. The assumptions section should describe those things that are assumed to be true that directly impact the execution of the EOP. The assumptions may describe the limitations of the EOP and provide a basis for improvisation and modification if it becomes necessary. Assumptions may also describe identification of potential hazards, the nature of those hazards and the frequency that are expected to occur.

Question 7: Does your EOP describe the concept of operations?

The concept of operations will capture the sequence and scope of the planned response, explaining the overall approach to the emergency situation. The concept of operations should include: division of responsibilities, sequence of action (before, during and after the incident), how requests from local jurisdictions will be met, and who and under what circumstances will request be made for additional aid from the federal government (this should included the process for declaring a state of emergency). The concept of operations should mention direction and control, alert and warning, or other activities. This information is usually outlined in the basic plan and fully detailed in the functional and hazard specific annexes and appendices.

Question 8: Does your EOP describe the organization and assignment of responsibilities?

The organization and assignment of responsibilities should establish which organizations will be relied upon to respond to the emergency. The EOP should describe the tasks each element of the organization is responsible for and expected to perform. The description of these responsibilities is typically generic in the Basic Plan and more detailed in functional and hazard specific annexes and appendices. The Basic Plan typically contains a matrix that plots response functions by agency and allows for a quick clarification of the assignment of primary and support responsibilities.

Question 9: Does your EOP describe administration and logistics?

This section covers general support requirements and availability of support services from other agencies. It should also contain general policies for managing resources. This section of the EOP should also reference mutual aid agreements, liability provisions and policies for reassigning public employees and soliciting and using volunteers. It is also important to include general policies on financial record keeping, tracking resources, and compensation of private property owners.

Question 10: Does your EOP contain a section that covers the development and maintenance of your EOP?

The EOP should include a section describing the overall approach to planning, participants included in the planning process and how the plan will be maintained and updated. One individual should be assigned to coordinate these processes and provisions should be made to include regular review, testing and revisions. This information is typically found in the plan development and maintenance section.

Question 11: Does your EOP contain authorities and references?

The EOP should list out references to any laws, statutes, ordinances, executive orders, regulations and formal agreements relevant to the emergencies. These will indicate the legal basis for emergency operations and should specify the extent and limits of emergency authorities. This information is typically found in the authorities and reference section.

Question 12: Does your EOP contain functional annexes?

Functional annexes are the part of the EOP that begin to provide specific information and direction. Functional annexes should contain activities to be performed by anyone with a responsibility under that function. Functional annexes also clearly define actions before, during and after an emergency event. Some examples of functional annex titles are: Communications, Mass Care, Health and Medical Services.

Question 13: Does your EOP contain hazard-specific appendices?

Hazard specific appendices are supplements to functional annexes. Whereas planning consideration common to all hazard are addressed in functional annexes, hazard-specific information is included in the appendices. The appendices should be created for any functional annex that does not provide enough hazard-specific information to respond to a specific type of emergency. In many cases the EOP will contain hazard specific Annexes that follow a similar format to the basic plan. An EOP is considered compliant whether it contains hazard specific appendices or annexes.

Question 14: Does your EOP contain a glossary?

Since many terms in emergency management have special meanings it is important to define words, phrases, abbreviations and acronyms. This information is typically described in the glossary section. In order to be fully compliant with this standard, an EOP must consistently use NIMS definitions and acronyms as they apply throughout the EOP.

Question 15: Does your EOP pre-designate functional area representatives to the Emergency Operations Center / Multi-agency Coordination System?

This information is typically described in functional or hazard-specific annexes and is more detailed than the information in the basic plan. NIMS doctrine states that all incidents use the ICS to establish command and control for the response at the scene of an incident. Most incidents are managed locally and the State EOP guides how the State will support the local response to an incident. Therefore, it is appropriate that the State set up and utilize an Emergency Operations Center (EOC) or a Multi-agency Coordination System or that the State integrate into a locally-established Multi-agency Coordination System (depending on the size and complexity of the incident). The EOP should pre-designate which organization is

assigned which responsibilities and that organization should provide representatives to the EOC or the Multi-agency Coordination System that is being utilized. In some cases, a State agency has the lead for a particular hazard that requires that agency to take control of an incident scene. These designations are normally established by laws, regulations, executive orders, or policies. The designated agency should have trained personnel in place to set up an ICS structure at the scene and provide the Incident Commander for that incident. If a State agency is requested to send a representative to the scene, that representative should be folded in to the Unified Command of the incident.

Question 16: Does your EOP include pre-incident and post-incident public awareness, education, and communications plans and protocols?

The EOP should describe the public awareness and education the community is provided. Public awareness and education provides valuable information to citizens about potential hazards, protective action options for those hazards, and how they will alerted and notified if they are at risk. How this information will be communicated to the public before and after incidents occur should be described in the EOP. This information is typically located in the Emergency Public Warning Annex.

Relationships among Planning Documents and Procedures

There are a number of non-standardized terms circulating within the emergency management community regarding "procedural documents." This can confuse how procedural documents relate to other planning documents. Procedural documents differ from a concept of operations or a plan. They describe specific activities that need to be completed in order to finish a specific task. Put simply, plans describe the "what," and procedures describe the "how."

The way that the "how" is described can result in confusion. The following terms are currently in use to describe operational protocols:

- Standard Operating Procedures
- Standard Operating Guidelines
- Implementation Procedures

There are likely others. "Suggested Operating Procedures" appeared recently on one planning document. Part of the reason for deviating from more definitive language (i.e., "standard" to "suggested" and "procedures" to "guidelines") stems from the degree of legality these documents are perceived to possess. If protocols are termed "guidelines" or are merely "suggested," the thinking is that they are less likely to be challenged in court.

A balance must be struck between the ability to adapt procedures based on the situation and the need to standardize them. However, the urgency and circumstances of an incident often demand decisions and actions. Waiting for complete knowledge of the situation can have serious consequences, as well. There are differences among standard procedures, guidelines, and suggested procedures. In an interagency or cross-jurisdictional operational

environment, less definitive terms may confuse operations as personnel skip steps in procedures or modify them in order to expedite task completion. States should individually define these terms in their planning documents and operational manuals.

A better solution may be to add a disclaimer to each set of procedural documents. This disclaimer would address the need for standardized terms and would state that while some activities are routine, few disasters are routine. Furthermore, it should also state that it is often necessary to adapt what may be perceived as "standard" procedures to fit the situation, and these decisions are often made under pressure. The disclaimer should identify which position can authorize deviation from standardized procedures and the process for documenting this decision.

The NIMS document already provides a starting point for language that addresses this problem:

> "Incident Commanders generally retain the flexibility to modify procedures or organizational structure to align as necessary with the operating characteristics of their specific jurisdictions or to accomplish the mission in the context of a particular hazard scenario." (p. 8)

Legal experts within your State should vet the language in the disclaimer, if one is used. The NIC is also available to provide additional support.

As noted previously, part of the intent of NIMS is to standardize vocabulary. The NIMS makes distinctions among the following types of procedural documents:

- Overview
- Standard Operating Procedure or Operating Manual
- Field Operations Guide (FOG) or Handbook
- Job Aid

The following sections discuss how these documents fit in the current planning scheme and how they apply to EOCs. Figure 1 illustrates the key points of the following discussion.

Plans

Emergency Operations Plan: Sets forth the policies and guidelines for a State and identifies the responsibilities to prepare for, mitigate against, respond to, and recover from threats the State faces.

The EOP identifies the EOC and discusses the concept of operations and command and control structure when the EOC is activated as part of a Multi-agency Coordination System. The EOP also describes the NIMS and ICS and how the support functions fit into that system.

Functional Annexes: Whether in the Federal emergency support function (ESF) format or the traditional SLG-101 format, functional annexes set forth concepts of operations, identify responsible agencies, and describe missions or responsibilities that apply to various areas of hazard response and recovery (i.e., transportation, law enforcement, public warning, mass care, etc.). When applicable, functional annexes describe the role of various support agencies in support of the lead agency representative(s) staffing the EOC.

Hazard-specific Annexes: These describe concepts of operation for specific threats. They identify strategies for detecting, assessing, and controlling the hazard; warning and protecting the public; and returning the area to a state of normalcy. Hazard-specific Annexes identify mission considerations that will require coordination through the EOC, as well as the functional areas involved. They should also identify State and Federal resources should the hazard exceed local capabilities.

Procedural Documents

The following types of procedural documents are in place in many EOCs across the country. Generally, the various documents relationships to each other have not been explored in full, nor have their relevance to NIMS.

Overview: A brief concept summary of an incident-related function, team, or capability.

There are two levels of overview documents. One type explains general protocols and procedures for the EOC as a whole. This document serves as the bridge between all functional or hazard-specific planning annexes and procedural documentation. It can contain an EOC layout, describe activation levels, and identify which functions or sections are responsible for planning, operational, and support activities. An easy way to develop an EOC overview document would be to review the assignments and responsibilities outlined in the EOP and to ensure that the overview document references the procedures developed to fulfill them. The overview document could then serve the dual function as a maintenance document used to track the status of procedures as they are being developed. A successful overview document would help orient a newly arriving member of the EOC who has been brought into support a particular function, mission, or section.

The second type of overview document is specific to a functional team or area rather than to the EOC as a whole. It describes the general responsibilities and tasks of a functional team. This overview document provides enough information to supporting personnel to assist in activities related to the function, team, or capability summarized by the document. It identifies qualifications to support the team, provides a summary of operational procedures, and defines possible missions in greater detail than those described in plan annexes. As an example, the overview document addressing transportation would describe the purpose of this function, the composition of support personnel, requirements for the team or branch, and the missions that may be required. It may also identify the hazards under which these missions can be expected to be assigned.

Standard Operating Procedure or Operating Manual: This document is a complete reference document that details the procedures for performing a single function or a number of interdependent functions.

This type of document is collectively known as an SOP. This is the manual that describes how something is done. However, it is not always apparent how SOPs come into being. Often they are simply policies that evolved institutionally over the years or documentation of common practices so that institutional experience is not lost to the organization with staff turnover. Sometimes they are task-specific (e.g., how to activate a siren system or issue an EAS message). SOPs or Operating Manuals should grow naturally out of the responsibilities identified and described in the EOP, and procedures should be written down—not simply understood by those who typically engage in emergency management activities.

As with the overview documents, there are two levels of operating manuals. The EOC itself has a set of operating procedures that apply to all EOC personnel. Each major functional area also has associated missions and activities. It is the purpose of functional SOP or Operating Manuals to capture them.

SOPs would describe the various missions of the transportation function by addressing specific activities necessary to complete missions described in the overview document. In the transportation functional area, these would include missions such as supporting public evacuation, requesting use of school district buses, mission tracking, loading and offloading supplies, requesting additional transportation resources from the private sector, etc. Information and Planning Section SOPs would include procedures applicable to the Information and Planning Section, such as interacting with the National Weather Service, entering information in a shared database or mission-tracking software, or scheduled reports to the EOC manager, section chiefs, and branch officers to ensure coordination.

Field Operations Guide or Handbook: A durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

While the EOC manager and other command personnel may need complete copies of the EOC SOPs or Operating Manuals and their respective functional operating manuals, it is often enough for personnel assigned to specific teams, branches, or functions to have only the EOC procedures they are likely to perform as well as the SOPs appropriate for the missions they are likely to be asked to complete. These are FOGs or Handbooks.

The FOG is a short-form version of the SOP or Operating Manual as well as a resource document. The FOG is complete enough to hand to new members of the EOC, and when combined with the overview document, gives an accurate and fairly complete picture of the position they have been asked to fill. In addition to relevant procedures, the FOG or handbook may include items such as EOC sign-in/sign-out procedures, event logging, telephone contact lists, computer log-in instructions, e-mail protocols, and other documentation that supports completion of the tasks they will be asked to perform.

Job Aid: A checklist or other aid that is useful in performing or training for a job.

Examples of job aids include telephone rosters, report templates, and checklists to ensure that all tasks have been completed along with necessary coordination with other ESFs or Sections. Job aids are often included in FOGs and Handbooks to assist relatively inexperienced EOC personnel in completing their assigned tasks or as a reference for experienced personnel. Job aids may also serve the purpose of minimizing complexity or opportunity for error in executing a task (e.g., providing a lookup chart of temperature conversions rather than providing a formula for doing the conversion.)

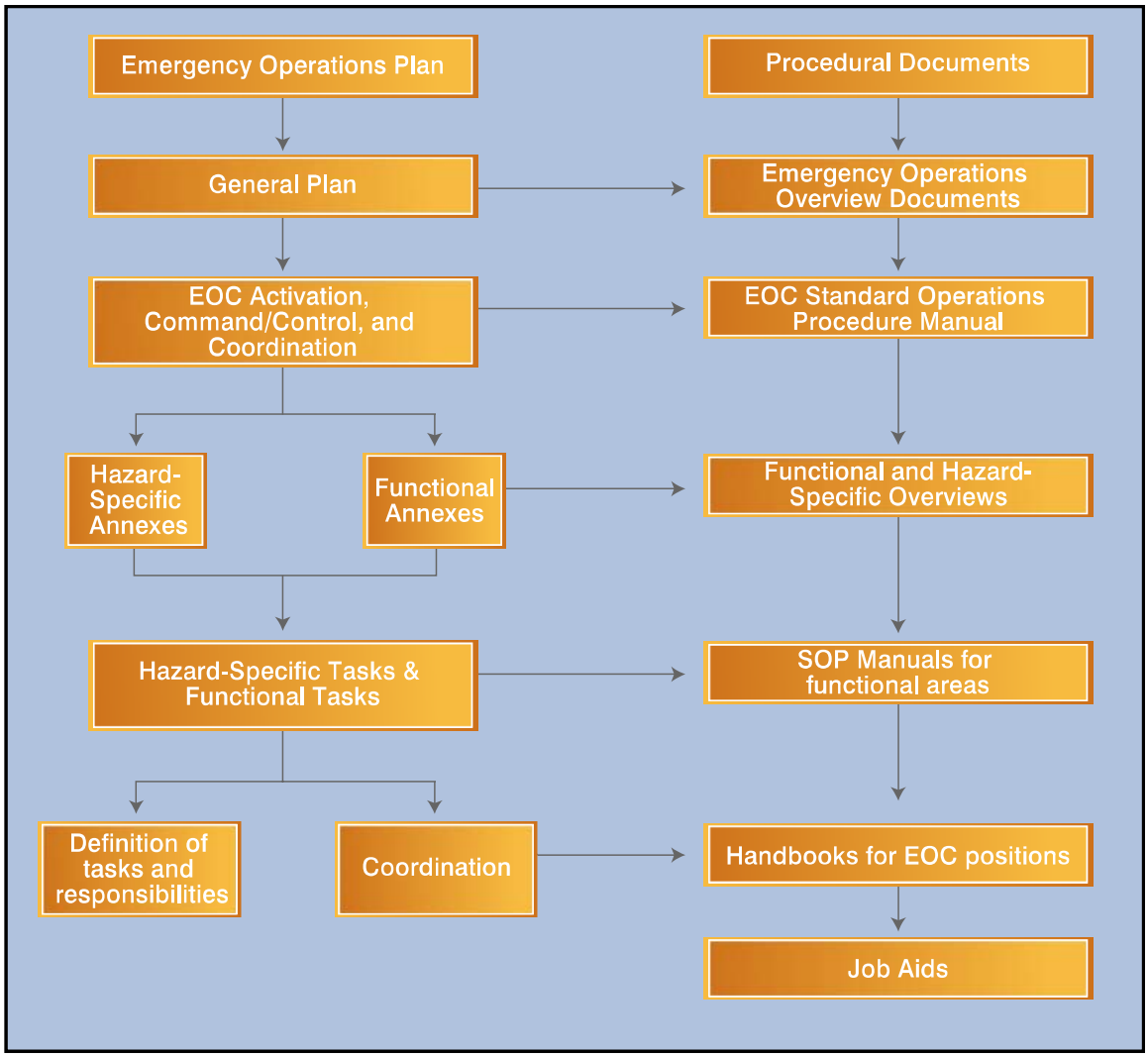

Figure 1: The EOP forms the basis for operating procedures. However, there is generally a similar progression among different types of procedures from the general to the specific.

COMPONENTS OF THE OPERATIONAL PLANS AND PROCEDURES

The most important NIMS principle to remember when comparing State EOPs with Federal, Tribal and local procedures are taken from page 36 of the NIMS document:

> "Each organization covered by the EOP should develop procedures that translate the tasking to that organization into specific action-oriented checklists for use during incident management operations, including how the organization will accomplish its assigned tasks. In other words, every process-oriented task or responsibility described by the EOP should have a corresponding SOP."

Tables 2–4[3] below detail several components of operational manuals that are consistent with NIMS concepts and terminology. Compare with your operational manual and use the checklist to determine which components are included in your plan and those that need to be added.

Note: In addition to a checklist that discusses specific procedural requirements, there are two separate checklists outlining components of procedures derived from plans formatted and organized according to the National Response Plan (ESFs) and components of procedures derived from EOPs that conform to the format and organization of SLG-101.

Table 2: Emergency Operations Procedures Checklist (NRP-derived)

EOP Component		Check if Applicable	Adoption Date
At a minimum, do you have a set of procedures that address tasks or mission assignments addressing the following?			
Transportation Communications Public Works and Engineering Firefighting Emergency Management Mass Care, Housing, and Human Services Resource Support Public Health and Medical Services	Urban Search and Rescue (if applicable) Oil and Hazardous Materials Response (if applicable) Agriculture and Natural Resources Energy Public Safety and Security Long-term Community Recovery and Mitigation External Affairs	☐	
Are procedures developed for the following areas?			
Financial Management	Tribal Relations (if applicable)	☐	

[3] The checklist above is based on Figure V2 Checklist for a NIMS-Compliant EOP of the National Incident Management System (NIMS) Implementation Plan Template for Federal Agencies found at http://www.fema.gov/nims/

EOP Component		Check if Applicable	Adoption Date
Logistics Management Private-Sector Coordination Public Affairs Science and Technology	Volunteer and Donations Management Worker Safety and Health		

Table 3: Emergency Operations Procedures Checklist (SLG-101-derived)

EOP Component		Check if Applicable	Adoption Date
At a minimum, do you have procedures that address the specific tasks performed by the following functional areas?			
Direction and Control Communications Warning Emergency Public Information	Evacuation Mass Care Health and Medical Resource Management	☐	
Do you have EOC procedures that address the specific tasks associated with the following areas?		☐	
Financial Management Logistics Management Private-Sector Coordination Public Affairs Science and Technology	Tribal Relations (if applicable) Volunteer and Donations Management Worker Safety and Health	☐	

Table 4: Emergency Operations Procedures Components Checklist (All Formats)

Procedural Component	Check if Applicable	Adoption Date
Has the State completed procedures to request Federal assistance?	☐	
Does the State have procedures written on how to secure assistance through mutual aid agreements that may exist?	☐	
Does the State have established orders of succession or a continuity of operations plan?	☐	
Does the State have established documented procedures for tracking action items and mission assignments?	☐	

Procedural Component	Check if Applicable	Adoption Date
Does the State have established documented procedures on activating their EOC, to include levels of activation based on the event in progress?	☐	
Are there written processes for administrative functions within the EOC such as computer protocols, e-mail conventions, telephone use, security, logging hours, and reporting procedures?	☐	
Does the State have established documented procedures for requesting and tracking requests for resources?	☐	
Does the State have established documented procedures for tracking expenditures?	☐	
Are there written procedures for involving and orienting private-sector interests who may be participating in emergency activities?	☐	
Are there written procedures for involving and orienting volunteers and volunteer organizations who may be participating in emergency activities?	☐	
Do written procedures comply with legal statutes for risk-based, hazard-specific programs that require them?	☐	
Are there written procedures for communicating timely and accurate information to the public?	☐	
Are there written procedures for issuing public warnings via sirens, EAS, and/or other warning mechanisms?	☐	
Do procedures identify coordination points with other operational agencies, teams or sections?	☐	
Has each organization covered by the EOP developed overview documents outlining qualifications of their personnel?	☐	
Has each organization covered by the EOP developed overview documents that describe general tasks and responsibilities and hazard-specific tasks and responsibilities?	☐	
Has each organization covered by the EOP developed procedures that translate tasking into specific actions that describe how the organization will accomplish assigned tasks?	☐	
Does each organization, in your EOP, use one or more of the following? • Checklists • Resource listings • Related maps and charts • Other pertinent data	☐	
Does each organization, in your EOP, address? • Notification mechanisms • Staffing of positions three levels deep	☐	

Procedural Component	Check if Applicable	Adoption Date
Has each organization identified components in field operating manuals or desk handbooks for support personnel unfamiliar with this jurisdiction's emergency operations?	☐	
Has each organization developed checklists and job aids to assist personnel with completion of their tasks?	☐	
Has the State established reporting mechanisms in coordination with local and tribal governmental officials to communicate information regarding actual or potential Incidents of National Significance to the Homeland Security Operations Center (HSOC), as outlined on pg. 47 of the NRP?	☐	
Has the State established procedure for coordinating with Federal assets operating under the NRP?	☐	
Has the State coordinated with the HSOC regarding procedures for establishing connectivity for domestic incident management?	☐	
Have you modified your incident management and EOPs to ensure proper alignment with NRP coordinating structures, processes, and procedures? Do Standard Operating Procedures or Operational Manuals reflect these revisions?	☐	
Does the State have documented procedures for rapid needs assessment, and coordinating with the Federal damage assessment teams after an event?	☐	
Does the State have documented procedures for requesting post disaster assistance from the Federal government including public assistance and individual assistance from FEMA?	☐	
Does the State have documented procedures in place to coordinate the distribution of mass prophylaxis, such as the National Strategic Stockpile?	☐	
Does the State have documented procedures in place to handle mass care?	☐	
Does the State have documented procedures to handle casualties and mass fatalities?	☐	

THE NATIONAL MUTUAL AID AND RESOURCE TYPING INITIATIVE

The National Mutual Aid and Resource Management Initiative supports the National Incident Management System (NIMS) by establishing a comprehensive, integrated national mutual aid and resource management system that provides the basis to type, order, and track all (Federal, State, and local) response assets. The Resource Typing Definitions and Mutual Aid Glossary of Terms and Definitions promote common terminology of descriptions, standards, and types of local, State, and Federal response assets.

This initiative could impact your EOP depending on the level of detail found in your plan. The common name for a piece of equipment in your State may not match the name that is now being used in the terms found in this document. States should consider updating their EOPs based on this document or, at a minimum, be aware of its existence and contents. While on the surface this may not appear as though it that would affect local operations, if resources are requested from outside your State utilizing the Emergency Management Assistance Compact (EMAC), or requesting direct Federal support, this resource typing will come into play.

So far, 120 resource definitions have been established. Through the initiative, many more definitions will be developed in the coming months. The current definitions can be found at: http://www.fema.gov/doc/preparedness/resource_typing_definitions.doc.

Promotion of Inter/Intra-State Mutual Aid Agreements

While the letter from Secretary Ridge specifically mentions intrastate mutual aid agreements, it also follows that all mutual aid agreements related to emergency operations should incorporate the NIMS and ICS standards set forth in the NIMS document. Frequently the local jurisdictions enter into agreements with private industry, volunteer organizations, and other organizations that have not been mandated to institute NIMS. In these situations, pre-incident planning and coordination will be pivotal to insure the effective use of assistance. Activities identified by Memorandums of Understanding (MOUs) or Memorandums of Agreement (MOAs) should have basic procedures associated with them, as with the EOP annexes. Procedures developed for missions or activities involving more than one jurisdiction should be reviewed by all involved parties to ensure agreement. Issues such as the protocol for requesting assistance, chain of command and control, compatibility of resources, and what level of assistance to expect are some of the issues that should be addressed in the MOUs/MOAs. Adhering to NIMS and developing procedures that make use of NIMS terminology ensures that a common understanding is achieved.

Training and Testing

Personnel should complete the IS-700 course as part of NIMS orientation. ICS training should be completed by traditional emergency response personnel, as well as those from outside organizations that may be relied upon for response or support during an emergency. In some cases, incidents may last for an extended period of time and personnel will need to be trained to prepare status briefings, and other duties associated with shift changes.

Personnel should also be trained in the implementation of operational procedures. This is especially important for personnel from support agencies. These personnel are unlikely to operate within the NIMS and ICS environment on a day-to-day basis, but they are instrumental to incident management.

Operational procedures should contain a variety of job aids and orientation materials to ensure that support personnel have the tools they need to complete the tasks assigned

them. This is also useful when support personnel arrive from other departments/agencies to augment State staffing.

Finally, all plans and procedures should be updated periodically according to a set schedule, implemented, and tested in the form of a drill or exercise at least once a year. There should also be an after action review associated with all drills, exercises, and actual events to incorporate lessons learned to all plans and procedures from the event. As long as NIMS is a new concept, a standing exercise goal or After Action Report (AAR) item of consideration should be NIMS compatibility and successful implementation of its principles and terminology.

NIMS DEFINITIONS AND ACRONYMS

In an effort to standardize terminology, NIMS has developed a list of definitions and acronyms that should be incorporated into existing EOPs. Review the definitions and acronyms below and replace language in your existing plan with the NIMS verbiage. Be mindful that your plan may contain terms that are the same but have a different definition, or the definitions may be the same and the term is different. The same may be true for acronyms. Your EOP may currently have acronyms with different meanings from those in the NIMS. Compare the acronyms in your EOP document and replace any that are the same but have a different meaning from the NIMS acronyms. The overall purpose is to be consistent with the NIMS whenever possible. A NIMS compliant EOP will include all the definitions and acronyms below. Additional definitions and acronyms that are site specific should also be included and modified as described above. The NIMS compliant EOP will not only ensure these changes are made in the glossary section but also institutionalized throughout the EOP.

DEFINITIONS

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

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 within a common organizational structure, designed to aid in the management of resources during incidents. It 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, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the 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.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information,

but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any

fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations (Federal, State, local, and tribal) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations 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.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups and fora that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently

committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs.

Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 213 5 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

Acronyms

ALS	Advanced Life Support
DOC	Department Operations Center
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FOG	Field Operations Guide
GIS	Geographic Information System
HAZMAT	Hazardous Material
HSPD-5	Homeland Security Presidential Directive-5
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or LIC	Incident Command or Unified Command
IMT	Incident Management Team
JIS	Joint Information System
JIC	Joint Information Center
LNO	Liaison Officer
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRP	National Response Plan
POLREP	Pollution Report

PIO	Public Information Officer
PVO	Private Voluntary Organizations
R&D	Research and Development
RESTAT	Resources Status
ROSS	Resource Ordering and Status System
SDO	Standards Development Organizations
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
LIC	Unified Command
US&R	Urban Search and Rescue

ADDITIONAL RESOURCES

Introduction to ICS (ICS 100)
This is a Web-based, all-hazards ICS course especially designed for all entities of the first responder community with operational responsibilities during emergencies and disasters. http://www.fema.gov/nims/nims_training.shtm.

IS700 NIMS: An Introduction

This is a Web-based awareness level course designed to explain NIMS components, concepts and principles. The classroom version of this course may be downloaded here: http://training.fema.gov/EMIWeb/IS/is700.asp.

U.S. Department of Homeland Security National Incident Management System

March 2004 Document can be found here:
http://www.fema.gov/pdf/nims/nims_doc_full.pdf.

The Letter To The Nation's Governors dated Sept. 8, 2004 from the Secretary of Homeland Security can be found here:
http://www.fema.gov/doc/nims/letter_to_governors_09082004.

This page intentionally left blank.