CONNECTICUT DEPARTMENT OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

National Incident Management System (NIMS)

Implementation Plan

DRAFT DOCUMENT
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RECORD OF CHANGES

Change No.	Copy No.	Date Entered	Posted By

Department of Emergency Management and Homeland Security
National Incident Management System (NIMS) Implementation Plan

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FOREWORD

In Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*, the President directed the Secretary of Homeland Security to develop, submit for review to the Homeland Security Council, and administer a National Incident Management System (NIMS). This system will provide a consistent Nationwide approach for Federal, State, local, and tribal governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

The NIMS enhances the management of domestic incidents by establishing a single, comprehensive system for incident management and will help achieve greater cooperation among Departments and agencies at all levels of government. Aside from the requirements of the HSPD, this Department possesses significant responsibility as a signatory to the National Response Plan (NRP). Implementing the NIMS strengthens each Department's capability and resolve to fulfill its responsibilities to the American people in times of emergency.

The following NIMS Implementation Plan will help ensure the Department has fully incorporated the NIMS into our emergency response plans, procedures, and policies. This plan also provides guidance for all divisions to ensure that all personnel are appropriately trained in the NIMS and prepared to effectively and efficiently execute the Department's duties under the NRP at all times.

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James Thomas
Commissioner
Department of Emergency Management and Homeland Security

SECTION I: GENERAL

I-1.   Purpose

This document establishes the Department of Emergency Management and Homeland Security NIMS Implementation Plan in order to ensure the State of Connecticut complies with HSPD-5, *Management of Domestic Incidents*. HSPD-5 requires all Federal Departments and agencies to adopt the NIMS and use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities, as well as in support of all actions taken to assist State or local entities. This plan also illustrates the intended methods of incorporation of the NIMS into the State's plans, procedures, policies, and training programs.

I-2.   Authorities

    a.   Section 28-5(b), C.G.S.

I-3.   References

    a.   Homeland Security Act of 2002.

    b.   HSPD-5, *Management of Domestic Incidents*.

    c.   HSPD-8, *National Preparedness*.

    d.   DHS, *National Incident Management System*, March 1, 2004.

I-4.   Definitions

Relevant definitions and terms are provided in Section V.

I-5.   Scope

    a.   This document outlines how the State of Connecticut plans to implement the NIMS.

    b.   The provisions of this document apply to all State plans, procedures, policies, and training programs, including those fulfilling Emergency Support Functions under the National Response Plan (NRP) (see Section III).

    c.   The provisions of this document apply to all sub-components (e.g., agencies, field offices, regional bureaus, response assets, etc.) of or operating under the jurisdiction of the State.

I-6.   Responsibilities

    a.   The Office of the Commissioner

        (1)   Will ensure that the National Incident Management System is fully adopted and implemented in the State of Connecticut

b. The Coordinating Council will manage compliance by establishing a sub-committee for NIMS implementation:

(1) The NIMS Sub-Committee will

a. Develop a State-wide Implementation Plan

b. Implement the plan

c. Track progress on the plan and report same to the Coordinating Council

c. All personnel with authority over emergency response programs:

Position Title	Point of Contact	Office Telephone	Responsibilities to Ensure Full Adoption of the NIMS
Deputy Commissioner DEMHS	Wayne Sandford	860-256-0800	Chairperson of NIMS Implementation Sub-Committee
Training Specialist DEMHS	Paul Benyeda	860-256-0800	Training Coordinator for State to ensure training is offered and tracked
Emergency Medical Service	Leonard Guercia	860-509-7975	Health Department representative to ensure health component is met
Program Manager CFA	Mark Salafia	860-627-6363, ext 286	To ensure full adoption of the NIMS through CFA
CT Fire Chief's Association Battalion Chief – Manchester FD	Heather Burford	860-647-3275	Convey NIMS implementation information to CT Fire Service through CT Fire Chief's Association
Hospital Preparedness Coordinator DPH	Mary Grace Duley	860-509-7152	To ensure that hospitals, community health centers, and school - based health centers meet NIMS
Training Officer DEMHS	Robert C. Christ Jr.	860-566-8517	State Exercise Training Officer
Director of Training CFA	Adam D. Piskura	860-627-6363, ext 272	Distribute information/training to all fire departments statewide
Director of Radiation Division DEP	Dr. Edward Wilds	860-424-3029	To ensure full adoption of NIMS through the DEP

Figure I-1. Identification of Key Personnel

SECTION II: CONCEPT OF IMPLEMENTATION

II-1.   The Phases of NIMS Adoption

NIMS adoption will include four distinct phases. The first phase will be initial First Responder training, which will at a minimum include completion of FEMA's Emergency Management Institute independent study course on the NIMS, EMI IS-700. All supervisors with responsibility over operational assets will be accountable for ensuring that all employees are fully trained in the NIMS.

The second phase will include evaluation of existing plans, policies, and procedures to identify aspects in need of augmentation for NIMS compliance. In particular, Local, Regional and State Emergency Operations Plans (EOPs) must be evaluated for NIMS incorporation.

The third phase will be modification of existing plans, procedures, and policies to reflect NIMS adoption. This includes modification of any emergency response plans in support of the NRP and any internal emergency plans such as COOP Plans.

The fourth phase will verify achievement of the NIMS Integration Center's standards, including certification and credentialing of employees as well as conducting exercises to demonstrate compliance with the standards of the NIMS Integration Center. It is anticipated that the implementation phases will overlap in order to speed and strengthen the process.

Phase I – Initial Training ....**10 months**

    a.   EMI IS-100 and IS-200 – Basic Incident Command System
    b.   EMI IS-700 – National Incident Management System
    c.   Other relevant courses as determined by supervisors
    d.   Internal training/tabletop exercises

Phase II – Identification of Relevant Plans, Procedures, and Policies..................**3 months**

    a.   Plans, procedures, policies, and training programs that will require augmentation.

Phase III – Modification of Existing Plans, Procedures, and Policies...................**9 months**

    a.   Emergency response plans, including those that fulfill Emergency Support Functions under the NRP and internal response plans, such as COOP Plans and EOPs, must be modified to adopt NIMS principles and language.

    b.   Enhance/modify training programs to institutionalize NIMS.

    c.   Process includes modification, testing, refinement, and implementation.

Phase IV – **Supporting NIMS Integration Center Standards...............................3 months**

     a.   Credentialing and certification of personnel and equipment.

     b.   Conducting validation exercises.

	Sept 2005	Oct 2005	Nov 2005	Dec 2005	Jan 2006	Feb 2006	Mar 2006	Apr 2006	May 2006	Jun 2006	Jul 2006	Aug 2006	Sep 2006
Phase I	■	■	■	■	■	■							
Phase II	■	■	■										
Phase III			■	■	■	■	■	■	■	■	■		
Phase IV												■	■

Figure II-1. Expected NIMS Implementation Timeline

SECTION III: STAFF TRAINING

III-1. Identification of Initial Training Components

The following table illustrates the training employees will receive relevant to NIMS implementation, including internal training, such as tabletop exercises.
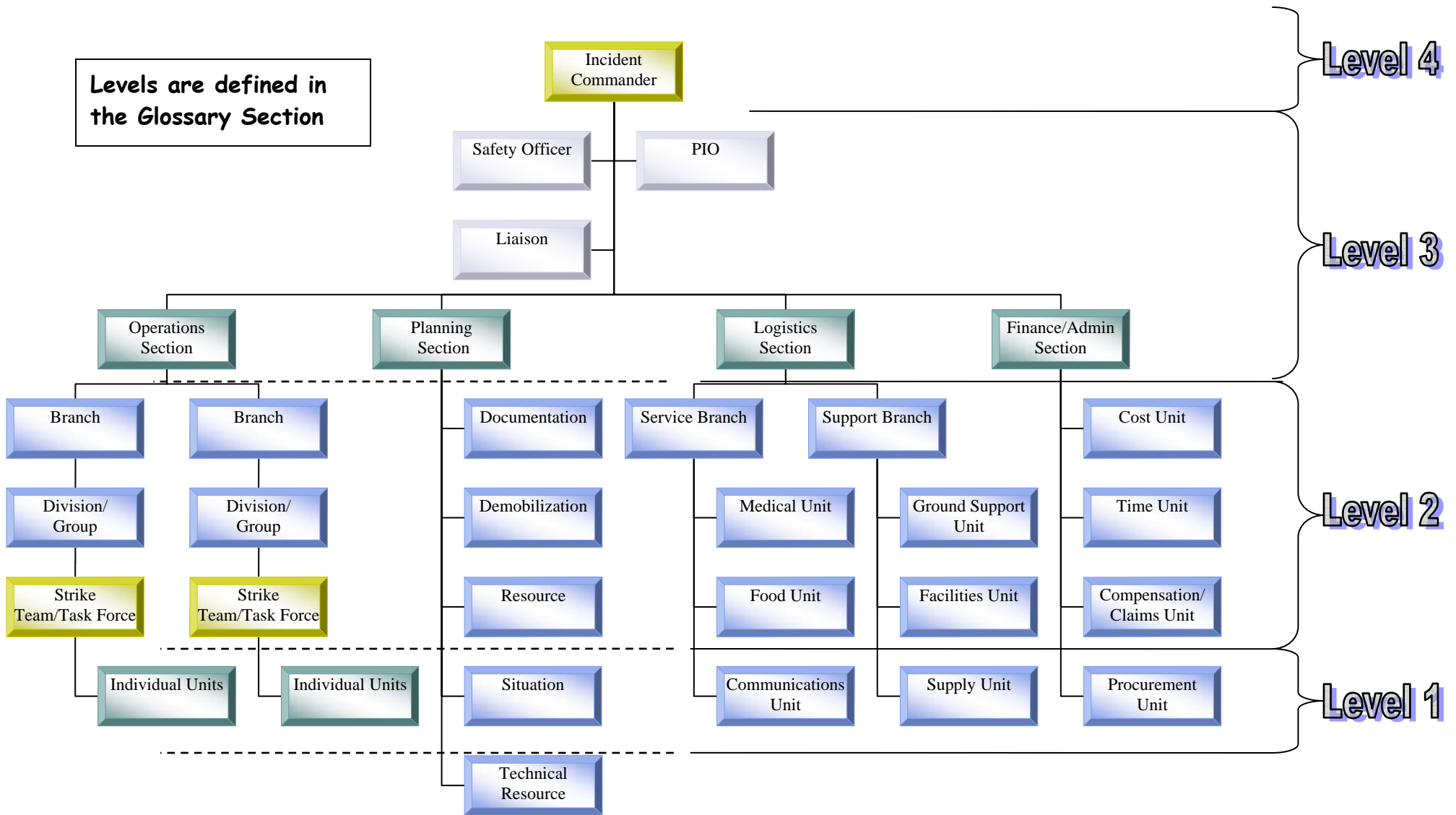
Training Course/Internal Training	Expected Completion Date
EMI IS-700 National Incident Management System (online - NETC)	
EMI IS-800 National Response Plan (online - NETC)	
EMI Q-462 Introduction to all Hazards NIMS ICS for Operational Responders (online - NETC)	

Figure III-1. Training Requirements for All Employees

The following table illustrates the training all employees with duties that directly or indirectly involve or support domestic incident management will receive relevant to NIMS implementation, including internal training, such as tabletop exercises.

Training Course/Internal Training	Expected Completion Date
EMI IS-700 National Incident Management System (online - NETC)	
EMI IS-800 National Response Plan (online - NETC)	
EMI IS-100 Introduction to the Incident Command System (online - NETC)	
EMI IS-200 Incident Command System, Basic (online - NETC)	
EMI Q-462 Introduction to all Hazards NIMS ICS for Operational Responders (online - NETC)	
EMI Q-463 Basic All-Hazards NIMS ICS for Operational Fire Responders (online - NETC)	
NWCG I-100 – Intro to ICS	
NWCG I-200 – Basic ICS	
NWCG I-300 – Intermediate ICS	
NWCG I-400 – Advanced ICS	

Figure III-2. Training Requirements for Employees with Emergency Response Duties

Levels are defined in the Glossary Section

Incident Commander — Level 4

Safety Officer | PIO

Liaison — Level 3

Operations Section | Planning Section | Logistics Section | Finance/Admin Section

Branch | Branch | Documentation | Service Branch | Support Branch | Cost Unit

Division/Group | Division/Group | Demobilization | Medical Unit | Ground Support Unit | Time Unit — Level 2

Strike Team/Task Force | Strike Team/Task Force | Resource | Food Unit | Facilities Unit | Compensation/Claims Unit

Individual Units | Individual Units | Situation | Communications Unit | Supply Unit | Procurement Unit — Level 1

Technical Resource

Connecticut
Department of Emergency Management and Homeland Security
III-1

9/12/2007

III-2. Incorporation of NIMS into Current Training Programs

In addition to new training courses, workshops, and exercises that should be conducted to facilitate NIMS adoption, current training programs will be enhanced/modified to permanently incorporate the NIMS and ensure continued NIMS education. The following table lists current training programs and the methods by which NIMS will be integrated into the regimen.

Current Training Program	Strategy for NIMS Incorporation	Completion Date
Firefighter Recruit	Revise Curriculum	11/1/05
Police Recruit Training	Revise Curriculum	11/15/05
Dispatcher Training	Revise Curriculum	4/30/06

Figure III-3. Current Training Programs

The following table illustrates the various regional components of the Department and the expected completion date for integrating NIMS into their training programs.

Regional Bureau or Field Office	Expected Completion Date for Incorporation of NIMS into Training Programs
DEMHS Area 1	July 2006
DEMHS Area 2	July 2006
DEMHS Area 3	July 2006
DEMHS Area 4	July 2006
DEMHS Area 5	July 2006

Figure III-4. Regional Components

SECTION IV: MODIFICATION OF PLANS, PROCEDURES, AND POLICIES

IV-1. Identification of Plans, Procedures, and Policies

The following chart identifies plans, procedures, and policies requiring enhancement/ modification to reflect full adoption of the NIMS.

Agency Name	Point of Contact	Office Telephone	E-Mail Address	Plan, Procedure, or Policy
DEMHS Area 1	Richard Fournier	(203) 696-2640	Richard.L.Fournier @po.state.ct.us	Local Plans
DEMHS Area 2	Paul Pascarelli	(203) 685-8105	Paul.Pascarelli@po. state.ct.us	Local Plans
DEMHS Area 3	Tom Gavaghan	(860) 529-6893	Thomas.Gavaghan @po.state.ct.us	Local Plans
DEMHS Area 4	Anthony Scalora	(860) 537-7560	Anthony.Scalora@p o.state.ct.us	Local Plans
DEMHS Area 5	Mary Rose Duberek	(860) 567-6850	Maryrose.Duberek @po.state.ct.us	Local Plans

Figure IV-1. Identification of Plans, Procedures, and Policies

IV-2. Modification Schedule

The following chart documents when the above-listed plans, procedures, and policies will reflect full NIMS adoption.

Agency Name	Plan, Procedure, or Policy	Strategy for NIMS Implementation	Adoption Date
DEMHS Area 1	Local Plans	Review & revise	10/30/2005
DEMHS Area 2	Local Plans	Review & revise	10/30/2005
DEMHS Area 3	Local Plans	Review & revise	10/30/2005
DEMHS Area 4	Local Plans	Review & revise	10/30/2005
DEMHS Area 5	Local Plans	Review & revise	10/30/2005

Figure IV-2. Schedule for Modification of Existing Plans, Policies, and Procedures

IV-3. Resource Management

The NIMS emphasizes the importance of maintaining accurate and up-to-date information on resource management and use as a critical component of domestic incident management. Refer to FEMA's National Mutual Aid and Resource Management Initiative for the basis to type, inventory, order and track Federal, State, and local assets to support equipment and personnel compatibility required for mutual aid agreements. Resource typing definitions for 120 of the most commonly requested response resources are available at:

www.fema.gov/nims/mutual_aid.shtm.

The following chart indicates the strategy and timeframe for developing or updating a comprehensive inventory of response resources.

Agency Name	Strategy for Resource Inventory Development	Timeline for Completion
DEMHS – Decontamination Trailers	Publish & distribute	February 2006
DEP – Foam Trailers	Publish & distribute	February 2006
DPH – CT DMAT-1	Publish & distribute	February 2006
DEP – Oil Spill Containment Equip.	Publish & distribute	February 2006

Figure IV-3. Strategy and Schedule for Developing an Inventory of Resources

SECTION V: EMERGENCY OPERATIONS PLANS (EOPS)

V-1.   Identification of Emergency Operations Plans

The following template identifies all existing EOPs.

Agency Name	Point of Contact	Office Telephone	E-Mail Address	Plan, Procedure, or Policy
DEMHS	Paul Gibb	860-256-0800	Paul.Gibb@po.state.ct.us	Natural Disaster Plan
DEMHS	Paul Gibb	860-256-0800	Paul.Gibb@po.state.ct.us	Consequence Management
DEMHS	Deborah Ferrari	860-566-4577	deborah.ferrari@po.state.ct.us	Radiological Emergency Response Plan
DEMHS				Consequence Management Guide
DEP	Dr. Edward Wilds	860-424-3029	edward.wilds@po.state.ct.us	Flood Emergency Operations
DEP	Dr. Edward Wilds	860-424-3029	edward.wilds@po.state.ct.us	Natural Hazard Mitigation Plan
CFPC	Jeff Morrissette	860-627-6363	Jeff.morrissette@po.state.ct.us	Statewide Fire Service Deployment Plan
DPH	Len Guercia	860-509-7975	leonard.guercia@po.state.ct.us	Statewide Ambulance Deployment Plan
DPW	Ray Philbrick	860-713-5811	Raymond.Philbrick@po.state.ct.us	DPW EOP Plan
DPH	Robert Kenny	860-509-7822	Robert.Kenny@po.state.ct.us	DPH EOP Plan
DPH	Mary Duley	860-509-7152	Mary.Duley@po.state.ct.us	Hospital Plans
DEP	Dr. Edward Wilds	860-424-3029	edward.wilds@po.state.ct.us	Transportation Emergency Preparedness Plan The New England Interstate Radiation Assistance Plan

Figure V-1. Identification of EOPs

V-2. NIMS Guidance

The following checklist was adopted directly from the NIMS (NIMS, Chapter III, Section B-2-a-1, page 35) and illustrates the status of NIMS incorporation into the Department's EOPs.

EOP Title	Checklist	Adoption Date
Defines the scope of preparedness and incident management activities necessary for the jurisdiction.	☐	
Describes organizational structures, roles and responsibilities, policies, and protocols for providing emergency support.	☐	
Facilitates response and short-term recovery activities.	☐	
Is flexible enough to use in all emergencies.	☐	
Describes the EOP purpose.	☐	
Describes the EOP situation and assumptions.	☐	
Describes the EOP concept of operations.	☐	
Describes the EOP organization and assignment of responsibilities.	☐	
Describes the administration and logistics of the EOP.	☐	
Describes EOP development and maintenance.	☐	
Describes the EOP authorities and references.	☐	
Contains functional annexes.	☐	
Contains hazard-specific appendices.	☐	
Contains a glossary.	☐	
Pre-designates jurisdictional and/or functional area representatives to the Incident Commander (IC) or Unified Command (UC) whenever possible.	☐	
Includes pre-incident and post-incident public awareness, education, and communications plans and protocols.	☐	

Figure V-2. Checklist for a NIMS-Compliant EOP

SECTION VI: GLOSSARY OF KEY TERMS

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 (EOC's): 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. EOC's 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, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland 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: 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 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).

Level 1: Entry level first responders (including firefighters, police officers, emergency medical services providers, public works on-scene personnel, public health on-scene personnel and other emergency responders) and other emergency personnel that require an introduction to the basic components of the ICS.

Level 2: First line supervisors, single resource leaders, lead dispatchers, field supervisors, company officers and entry level positions (trainees) on Incident Management Teams and other emergency personnel that require a higher level of ICS training.

Level 3: Middle management, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors and Multi-Agency Coordination System/Emergency Operations Center staff.

Level 4: Command and general staff, agency administrators, department heads, emergency managers, areas commander and Multi-Agency Coordination System/Emergency Operations Center managers.

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 major 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, de-conflict 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 (EOC's), 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 Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the 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 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, nongovernmental, 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 ortho-photo 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. 2135 (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.

SECTION VII: ACRONYM LIST

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NIMS - ACRONYMS
ALS     Advanced Life Support
CFA     Connecticut Fire Academy
COOP    Continuity Of OPerations
DEMHS   Department of Emergency Management and Homeland Security
DEP     Department of Environmental Protection
DOC     Department Operations Center
DPH     Department of Public Health
EMAC    Emergency Management Assistance Compact
EOC     Emergency Operations Center
EOP     Emergency Operations Plan
FEMA    Federal Emergency Management Agency
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/UC   Incident Command or Unified Command
IMT     Incident Management Team
JIS     Joint Information System
JIC     Joint Information Center
LNO     Liaison Officer
NETC    National Emergency Training Center
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 & Development
RESTAT  Resources Status
ROSS    Resource Ordering and Status System
SDO     Standards Development Organizations
SITREP  Situation Report
SO      Safety Officer
SOP     Standard Operating Procedure
UC      Unified Command
US&R    Urban Search and Rescue
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