

# **SPECIAL MEETING**

## **AGENDA EMERGENCY OPERATIONS BOARD Monday, February 6, 2006 1:30 p.m. EOB Room, P- 4 Level, City Hall East**

**I. Declaration of Quorum; Introductions; Approval of November 21, 2005 Minutes**

**II. Action Item**

**A. NIMS Implementation Plan – Rob Freeman**

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the National Incident Management System (NIMS) Implementation Plan.

**III. Public Comment Period**

Members of the public may address the Board on any matter which is within the subject matter jurisdiction of the Board.

**IV. Adjournment**

**EOB MEETING INFORMATION IS AVAILABLE ON THE EMERGENCY PREPAREDNESS DEPARTMENT WEBSITE AT [www.lacity.org/epd](http://www.lacity.org/epd) - CLICK ON Emergency Operations Board.**

If you would like to be added to the EOB email distribution list, please send an email to [myrna.braithwaite@lacity.org](mailto:myrna.braithwaite@lacity.org) or contact Myrna Braithwaite (213) 978-0544.

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: February 2, 2006

From: Rob Freeman, Chair  
National Incident Management System (NIMS) Integration Task Force

To: William J. Bratton, Chief of Police  
Chair, Emergency Operations Board

Members, Emergency Operations Board

Subject: **CITY NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)  
IMPLEMENTATION PLAN**

**Recommendation**

That the Emergency Operations Board, as recommended by the Emergency Management Committee, approve and forward to the Mayor for transmittal to the City Council, the National Incident Management System (NIMS) Implementation Plan.

**Background**

In September of 2005, the City's Emergency Management Committee (EMC) established a NIMS Integration Task Force to coordinate City-wide adoption of and compliance with National Incident Management System (NIMS) protocols and requirements. This Task Force includes representatives of all of the major emergency response departments in the City. Over the past four months, the Task Force has developed a strategic Implementation Plan to assist and guide the City in achieving compliance with NIMS. This Task Force is chaired by the Emergency Preparedness Department and has proceeded under the guidance of the Mayor's Office, the Council Public Safety Committee and the EMC.

On January 4, 2006 the Task Force submitted a first draft plan to the EMC for review and comment. Suggestions and corrections were incorporated into a revised draft that was approved by the EMC on February 1, 2006. This second draft is substantially the same as the first draft but has been updated to reflect the latest guidance from the State of California Office of Emergency Services regarding training requirements for local governments, as well as additional detail regarding resource management compliance developed by the EMC Logistics Subcommittee.

We are asking the EOB to approve this plan and forward it to the City Council for review and adoption. Questions regarding the plan can be directed to Rob Freeman at 213 482-7369 or [Rob.Freeman@lacity.org](mailto:Rob.Freeman@lacity.org)

Attachment

# City of Los Angeles Emergency Operation Organization



## National Incident Management System (NIMS) Implementation Plan

***-DRAFT-***

February 1, 2006

**City of Los Angeles Emergency Operation Organization  
National Incident Management System (NIMS) Implementation Plan  
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February 15, 2006

To the Heads of All City Departments:

In March 2004 the Secretary of Homeland Security, at the request of the President, released the National Incident Management System (NIMS). NIMS is a comprehensive system that improves local response operations through the use of the Incident Command System (ICS) and the application of standardized procedures and preparedness measures. It promotes development of cross-jurisdictional, statewide and interstate regional mechanisms for coordinating response and obtaining assistance during a large scale or complex incident.

Local jurisdictions are responsible for complying with NIMS. The City's eligibility to receive future Homeland Security grant funds is contingent upon NIMS compliance. In 2004 the Department of Homeland Security (DHS) provided recommendations for local jurisdictions to adopt during the 2005 federal fiscal year that concluded on September 30, 2005. These recommendations have been identified as requirements for the 2006 federal fiscal year that concludes on September 30, 2006. In August 2005 the State of California Governor's Office of Emergency Services (OES) provided local jurisdictions with an update on integration of NIMS into the state's existing Standardized Emergency Management System (SEMS).

In August 2005 I established a City NIMS Integration Task Force chaired by the Emergency Preparedness Department (EPD) to develop a NIMS Implementation Plan for the City. This Task Force includes representatives from the City's emergency response and support departments and agencies. The attached Plan provides City departments with guidance on specific steps to take in order to insure the City meets all NIMS compliance requirements by September 30, 2006.

I am instructing the general manager of each city department to formally designate a NIMS Implementation Coordinator and any necessary support staff to work with EPD to achieve NIMS compliance. EPD will serve as the City's overall coordinator for NIMS implementation and integration. Please provide EPD with the name and contact information for your department Coordinator by February 22, 2006. Forward this information to Robert Freeman at [rob.freeman@lacity.org](mailto:rob.freeman@lacity.org) or call him at 213 482-7369. Your support and cooperation is essential to the success of this program.

## **Section I: Plan Overview and Timeline**

### **Overview**

To advance National Homeland Security objectives, President Bush issued Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) requiring development of the National Incident Management System (NIMS). NIMS provides a comprehensive national framework for incident management, applicable at all jurisdictional levels and across all functional disciplines.

NIMS establishes standardized incident management processes, protocols, and procedures that all responders -- Federal, state, tribal, and local -- will use to coordinate and conduct response actions. With responders using the same standardized procedures, they will all share a common focus, and will be able to place full emphasis on incident management when a homeland security incident occurs -- whether terrorism or natural disaster. In addition, national preparedness and readiness in responding to and recovering from an incident is enhanced since all of the Nation's emergency teams and authorities are using a common language and set of procedures.

NIMS incorporates incident management best practices developed and proven by thousands of responders and authorities across America. These practices, coupled with consistency and national standardization, will now be carried forward throughout all incident management processes: exercises, qualification and certification, communications interoperability, doctrinal changes, training, and publications, public affairs, equipping, evaluating, and incident management.

Beginning Federal fiscal year (FFY) 2005, the Department of Homeland Security (DHS) requires a phased-in adoption and implementation of NIMS by State and local governments as a condition for Federal preparedness funds, including Homeland Security grants. Federal DHS has established certain recommendations and requirements for State and local jurisdiction to become NIMS compliant. State and local governments must fully implement NIMS by the end of FFY 2006 (September 30, 2006).

Mayor Villaraigosa has designated the Emergency Preparedness Department (EPD) as the lead agency for the City's implementation and integration of NIMS. EPD will coordinate this Citywide effort to achieve compliance. All City departments, bureaus and agencies have been instructed by the Mayor to designate a NIMS Implementation Coordinator to work with EPD. EPD chairs the NIMS Integration Task Force which includes representatives from the City's major emergency response agencies. The Task Force has assisted with the drafting of this Plan and will provide coordination assistance for full NIMS integration and implementation.

EPD has prepared a motion for the City Council to formally adopt NIMS and resolve to integrate NIMS into the City's emergency management program. This motion directs EPD to assist departments in taking the necessary steps to meet NIMS adoption, implementation and compliance requirements. EPD and the NIMS Integration Task Force have developed this Plan to provide City departments with the guidance necessary for NIMS compliance.

EPD will provide ongoing departmental guidance and support with NIMS implementation. EPD will update departments on future directives issued by DHS and the California State Office of Emergency Services (OES).

## **Purpose**

This Plan establishes NIMS implementation guidance for City of Los Angeles departments in order to insure the City fully complies with HSPD-5, Management of Domestic Incidents. HSPD-5 requires all Federal, State local and tribal jurisdictions to adopt NIMS and use it in their individual domestic incident management activities, as well as in support of all actions taken to assist local entities. This document provides guidance to insure all City departments integrate NIMS into departmental plans, procedures, policies, training and exercise programs.

## **Implementation and Integration Timeline**

City implementation and integration of NIMS will be done in five phases over the next nine months. Some of these phases or steps will overlap in order to expedite the process and meet the September 30, 2006 compliance deadline. The following projected NIMS implementation timeline uses the phases described below for all City departments. The timetable begins in January, 2006 and will continue through September 30, 2006. All City departments must achieve full NIMS implementation by the end of the Federal Fiscal Year 2006.

EPD will provide departments with ongoing guidance and support during this process and will make available information regarding NIMS from the federal, state and county level.

The phases listed below include specific objectives, each of which corresponds to a section in this plan.

### **Phase One: Initial Planning and Resource Identification**

1. Develop and approve a City NIMS Implementation Plan  
DEADLINE: 02/17/06
2. Designate NIMS Implementation Team  
DEADLINE: 02/24/06
3. City Council Adoption of NIMS by Motion  
DEADLINE: 03/10/06

### **Phase Two: Staff Training**

1. Identification of staff requiring NIMS training  
DEADLINE: 03/31/06

2. Identification and scheduling of specific training programs  
DEADLINE: 03/31/06
3. Completion of 2006 NIMS training  
DEADLINE: 09/01/06
4. Documentation of 2006 NIMS training  
DEADLINE: 09/30/06

### **Phase Three: Establish a NIMS Compliance Baseline**

1. Complete NIMCAST self-survey  
DEADLINE: 03/31/06
2. Identify Compliance Gaps/Revise Implementation Plan as Needed  
DEADLINE: 04/28/06
3. Identify resources required for full implementation  
DEADLINE: 04/28/06
4. Obtain funding required for full implementation  
DEADLINE: 07/01/06

### **Phase Four: Review and Revise City Plans and Procedures**

1. Document use of the Incident Command System (ICS)  
DEADLINE: 03/31/06
2. Review and revise emergency operations plans at all levels  
DEADLINE: 09/01/06
3. Review and revise emergency operations resource management procedures  
DEADLINE: 09/01/06
4. Review and revise emergency information management procedures.  
DEADLINE: 04/28/06
5. Review and revise emergency public information procedures.  
DEADLINE: 06/30/06
6. Establish Community Integration methodology  
DEADLINE: 09/01/06

### **Phase Five: NIMS Compliance Documentation**

1. Establish Certifications and Qualifications methodology  
DEADLINE: 06/30/06

2. Implement Certifications and Qualifications methodology  
DEADLINE: 09/01/06
3. Formally document full NIMS compliance  
DEADLINE: 09/30/06

## **Section II: Designation of a NIMS Implementation Team**

In order to execute the City's NIMS Implementation Plan, it is necessary to designate a City-wide NIMS Implementation Team consisting of representatives from each City department, especially those with emergency response and recovery roles.

The Mayor has designated the Emergency Preparedness Department (EPD) to serve as the lead coordination agency for NIMS implementation and integration. The Mayor has instructed each City department to designate a NIMS Implementation Coordinator to serve as a key contact for all NIMS implementation correspondence and to submit this information to EPD no later than February 22, 2006.

Please forward the following information to Rob Freeman in EPD at [rob.freeman@lacity.org](mailto:rob.freeman@lacity.org) or 213 482-7369

- NIMS Implementation Coordinator Name
- Position/Job Title
- Work Telephone Number
- Email address

EPD advises departments to designate a NIMS Implementation Team consisting of one or more members to assist with and insure full NIMS compliance by each respective City agency. Team members should ideally include departmental Emergency Preparedness Coordinators (EPC) or other staff assigned emergency services coordination duties as well as staff with duties that directly involve or support domestic incident management. Large, complex departments with major emergency response and recovery roles should designate staff to address specific NIMS compliance objectives such as review and revision of plans, training and compliance documentation.

EPD has designated the following NIMS Implementation Team to insure the City fully adopts and integrates all components of NIMS:

### NIMS Implementation Director

Rob Freeman  
[Rob.freeman@lacity.org](mailto:Rob.freeman@lacity.org)  
213 482-7369

### NIMS Resource and Information Management Coordinator:

Mark Davis  
[Mark.davis@lacity.org](mailto:Mark.davis@lacity.org)  
213 978-0590

### NIMS Plan Review/Revision Coordinator

Larry Meyerhofer  
[Larry.meyerhofer@lacity.org](mailto:Larry.meyerhofer@lacity.org)  
213 978-2243

### NIMS Training Coordinator

Chris Ipsen  
[Chris.Ipsen@lacity.org](mailto:Chris.Ipsen@lacity.org)  
213 978-0536

## **Section III: Recognition/Adoption of NIMS**

The City's Emergency Operations Organization (EOO) will use a four part process to formally recognize NIMS and adopt it as our emergency management system.

1. Establish an inter-departmental NIMS Integration Task Force to draft an Implementation Plan. The Task Force will provide oversight and guidance to the execution of this plan.
2. Obtain approval of the NIMS Integration Plan by the City's Emergency Management Committee (EMC). A first draft of the plan will be submitted to the EMC for review at its meeting of January 4, 2006. The EMC will have a one month period for comment and question. The revised plan will be submitted to the EMC for approval at its February 1, 2006 meeting.
3. Obtain approval of the City's Emergency Operations Board (EOB). A first draft of the plan will be provided to the EOB for information purposes at its meeting of January 23, 2006. Following approval of that draft by the EMC, a special meeting of the EOB will be convened in February, 2006 to obtain their approval of the plan as an action item.
4. Concurrent with seeking EOB approval, the plan as approved by the EMC will be scheduled for review by the Council Public Safety Committee. This Committee will be asked to approve the plan and forward it to the full Council for review and approval. Included in the plan will be a draft motion for the Council recognizing NIMS as the City's emergency management system and approving the Implementation Plan. The goal is to complete this process by March 10, 2006

The Emergency Preparedness Department (EPD) will work with the Mayor's Office and the Chair of the Council Public Safety Committee to draft the Council motion recognizing NIMS as the City's formal emergency management system.

This action, in concert with the EOB's approval of the NIMS Implementation Plan, will constitute formal recognition and adoption of NIMS by the City of Los Angeles for Department of Homeland Security NIMS compliance purposes.

## **Section IV: Staff Training in NIMS**

### **1. Overview**

City departments are responsible for working with EPD to identify the total number of employees who require NIMS training, determine the required level of training, and identify available training resources for those staff. EPD will work with departments to coordinate available training resources including on-line self-study courses, in-house classroom courses, outsourced classroom courses and customized training programs.

Departments should adopt a "train-the-trainer" approach where designated departmental NIMS coordinators and emergency managers complete training and then coordinate the development, implementation and tracking of training programs for their agencies that meet their specific operational needs.

Departments are responsible for insuring NIMS training compliance through the completion of staff training. EPD will assist departments with the tracking and documentation of staff training.

Initial staff training requirements include completion of FEMA's Emergency Management Institute (EMI) independent study course, *IS-700 NIMS, an Introduction*. All designated EPD staff members, NIMS Integration Task Force members and department NIMS Coordinators must complete this course by March 30, 2006. All other designated City department personnel must complete IS-700 by June 30, 2006. As departments fully execute the Implementation Plan, they may identify other staff that need to complete the IS-700 course. These staff must do so prior to September 1, 2006.

EPD and all City departments must also incorporate NIMS into current training programs where appropriate. EPD and all departments will identify all training programs requiring NIMS integration and will develop a strategy and identify expected deadlines for each training program by June 30, 2006. EPD and all departments will revise all current training programs by September 1, 2006.

### **2. Identification of staff requiring NIMS training.**

Department staff with responsibility over NIMS training requirements must ensure all designated employees in their department complete NIMS training requirements, in addition to incorporating NIMS into all current training programs where appropriate. Departments must document all NIMS-related training completed as proof of compliance.

The following table identifies training requirements for all City employees with duties that directly or indirectly involve or support domestic incident management. This includes all City Emergency Operations Center (EOC)

responders, all Department or Bureau Operations Center (DOC or BOC) responders and personnel with a direct role in emergency preparedness, incident management and response.

The following categories of City employees are required to complete NIMS training:

### **Executive**

Executives, administrators and policy makers within agencies that are required to support a NIMS emergency response. This includes political and government leaders, agency and organization administrators and department heads.

### **Command/Management**

Personnel that fill ICS roles as Unified Commanders, Command Staff, General Staff in either Area Command or single incidents; senior level Multi-Agency Coordination System personnel; senior emergency managers; and Emergency Operations Center Command or General Staff.

### **Supervisory**

Personnel who supervise a branch, division, group or unit in the field or the Emergency Operations Center. Includes agency and organization management between the executive level and first level supervision; personnel who fill ICS roles as Branch Directors, Division/Group Supervisors, Unit Leaders, technical specialists, strike team and task force leaders, single resource leaders and field supervisors; mid-level Multi-Agency Coordination System personnel; EOC Section Coordinators, Branch Directors, Unit Leaders, and other emergency management and response personnel who require a higher level of ICS and NIMS trainings.

### **Emergency Preparedness Coordinator**

Personnel who coordinate internal emergency management programs and services for their respective department, bureau, office or agency. Staff who coordinate their agency's City-wide roles and responsibilities within the City's Emergency Operations Organization (EOO). Staff who coordinate designation and training of their agency's EOC responders and/or operation and staffing of their Department or Bureau Operations Center.

### **First Responder**

Personnel who respond to an incident to assist or support the organization but do not normally supervise others. Includes emergency response providers and disasters workers, entry level to managerial level including firefighters; police officers; public works and utility personnel; transportation and traffic management personnel; personnel assigned damage assessment reporting and inspection responsibilities; Emergency Medical Services personnel; and other emergency management response personnel.

## **Support Staff**

All public employees who may be tasked, directed or called upon to respond for an emergency. At all levels of government and all phases of emergency management. Includes City employees who provide administrative, logistical or other support services to executives, managers, emergency preparedness coordinators and first responders. These staff will require an orientation level understanding of NIMS in order to support their supervisors. Also recommended for CBOs, NGOs, private sector, volunteer organizations, etc.

The following table identifies specific required NIMS training programs for City staff.

Staff Level	Training Requirement	Available Programs	Deadline
<b>Executive</b>	NIMS	National Incident Management System (NIMS) Awareness FEMA - IS 700 self-study course ( <a href="http://training.fema.gov/emiweb/IS/is700.asp">http://training.fema.gov/emiweb/IS/is700.asp</a> )	06/30/2006
	NRP	National Response Plan (NRP) FEMA - IS 800 self-study course ( <a href="http://training.fema.gov/EMIWeb/IS/is800.asp">http://training.fema.gov/EMIWeb/IS/is800.asp</a> )	06/30/2006
	Standardized Emergency Management System (SEMS)	SEMS Executive Course <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> (Click on Training/CSTI, then SEMS Approved Course of Instruction)	06/30/2006
<b>Command Staff - Management</b>	NIMS	National Incident Management System (NIMS) Awareness FEMA - IS 700 self-study course ( <a href="http://training.fema.gov/emiweb/IS/is700.asp">http://training.fema.gov/emiweb/IS/is700.asp</a> )	06/30/2006
	NRP	National Response Plan (NRP) FEMA - IS 800 self study course ( <a href="http://training.fema.gov/EMIWeb/IS/is800.asp">http://training.fema.gov/EMIWeb/IS/is800.asp</a> )	06/30/2006
	SEMS	SEMS Introduction; SEMS EOC ( <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> ) (Click on Training/CSTI, then SEMS Approved Course of Instruction)	09/30/2006
	Incident Command System (ICS)	ICS 100–Orientation; ICS 200–Basic; ICS 300– Intermediate; ICS 400-Advanced ( <a href="http://training.fema.gov/emiweb">http://training.fema.gov/emiweb</a> ) ( <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> )	09/30/2006

Staff Level	Training Requirement	Available Programs	Deadline
<b>Supervisory</b>	NIMS	National Incident Management System (NIMS) Awareness FEMA – IS 700 self-study course ( <a href="http://training.fema.gov/emiweb/IS/is700.asp">http://training.fema.gov/emiweb/IS/is700.asp</a> )	06/30/2006
	NRP	National Response Plan (NRP) FEMA – IS 800 self study course ( <a href="http://training.fema.gov/EMIWeb/IS/is800.asp">http://training.fema.gov/EMIWeb/IS/is800.asp</a> )	06/30/2006
	SEMS	SEMS Introduction; SEMS EOC ( <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> )	09/30/2006
	ICS	ICS 100–Orientation; ICS 200–Basic; ICS 300– Intermediate ( <a href="http://training.fema.gov/emiweb">http://training.fema.gov/emiweb</a> ) ( <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> )	09/30/2006
<b>Emergency Preparedness Coordinator</b>	NIMS	National Incident Management System (NIMS) Awareness FEMA – IS 700 self-study course ( <a href="http://training.fema.gov/emiweb/IS/is700.asp">http://training.fema.gov/emiweb/IS/is700.asp</a> )	03/30/2006
	NRP	National Response Plan (NRP) FEMA – IS 800 self study course ( <a href="http://training.fema.gov/EMIWeb/IS/is800.asp">http://training.fema.gov/EMIWeb/IS/is800.asp</a> )	06/30/2006
	SEMS	SEMS Introduction; SEMS EOC ( <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> )	09/30/2006
	ICS	ICS 100–Orientation; ICS 200–Basic ( <a href="http://training.fema.gov/emiweb">http://training.fema.gov/emiweb</a> )	09/30/2006

Staff Level	Training Requirement	Available Programs	Deadline
<b>First Responder</b>	NIMS	National Incident Management System (NIMS) Awareness FEMA – IS 700 self-study course ( <a href="http://training.fema.gov/emiweb/IS/is700.asp">http://training.fema.gov/emiweb/IS/is700.asp</a> )	06/30/2006
	SEMS	SEMS Introduction ( <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> )	09/30/2006
	ICS	ICS 100–Orientation; ICS 200–Basic ( <a href="http://training.fema.gov/emiweb">http://training.fema.gov/emiweb</a> )	09/30/2006
<b>Support Staff</b>	NIMS	National Incident Management System (NIMS) Awareness FEMA – IS 700 self-study course ( <a href="http://training.fema.gov/emiweb/IS/is700.asp">http://training.fema.gov/emiweb/IS/is700.asp</a> )	09/30/2006
	SEMS	SEMS Introduction ( <a href="http://www.oes.ca.gov">www.oes.ca.gov</a> )	09/30/2006
	ICS	ICS 100–Orientation ( <a href="http://training.fema.gov/emiweb">http://training.fema.gov/emiweb</a> )	09/30/2006

### **3. Documentation of Staff Training**

City departments, bureaus and offices are responsible for identifying all staff who require NIMS training and for tracking all NIMS training completed by their staff. Departments are responsible for developing their own NIMS training program that meets the specific operational needs of their agency while also satisfying the training requirements set forth in this plan. The Emergency Preparedness Department (EPD) will develop a training database as part of the City's Emergency Operations Center Information Management System (EOCIMS) using WebEOC software. EPD will administer the training database. Departments, bureaus and offices will have access to the database for the purpose of recording their staff NIMS training activities. EPD will provide training to department NIMS coordinators on the use of the database. This database shall be available to NIMS coordinators by May 1, 2006.

City department NIMS training plans must address and document the following criteria:

- Total number of department staff who require NIMS training
- Plan schedule that targets specific training options for staff within the stated deadlines
- Total number of department staff trained in NIMS
- Total number of department staff trained in each specific NIMS training course
- Name and position title of all staff trained in NIMS with specific dates of training and courses completed
- Hours spent training staff

### **4. Grant Funding for NIMS Training**

Some City departments may lack sufficient available budgetary resources to train all staff that require NIMS training. EPD will work with departments to identify funding gaps that impact completion of required NIMS training. EPD will work with the Mayor's Office to prioritize training needs in order to determine eligibility for homeland security grant funding. Departments who wish to obtain available grants funds for NIMS training must complete their initial survey of staff who require training and identify appropriate training methods by the March 31, 2006 deadline. Grant funds may also be available to assist departments in modifying existing ICS or SEMS training programs to integrate NIMS concepts.

Questions regarding development of department NIMS training plans can be directed to Chris Ipsen, EPD at [Chris.Ipsen@lacity.org](mailto:Chris.Ipsen@lacity.org) or 213 978-0536.

## **Section V. Establishing a NIMS Compliance Baseline**

### **1. Overview**

The Emergency Preparedness Department (EPD) will coordinate and administer establishment of a City-wide NIMS compliance baseline using the Department of Homeland Security's National Incident Management System Capability Assessment Support Tool (NIMCAST). NIMCAST is a web-based self-assessment tool designed to aid State and local jurisdictions in determining present capabilities and compliance against Federal DHS-established NIMS requirements. EPD and those City departments with primary emergency response and major support roles (emergency lead departments) will utilize NIMCAST to establish department baselines to determine the current status of their incident preparedness against the requirements outlined in NIMS. The following City departments are designated as emergency lead departments for NIMCAST purposes. Although NIMCAST is not required of departments other than emergency leads at this time, all other City departments may utilize this tool to determine their capabilities and compliance against NIMS requirements.

#### **Emergency Lead Departments**

Airports	American Red Cross*
Animal Services	Los Angeles Unified School District*
Office of the CAO	Southern California Gas Company*
Building and Safety	
Emergency Preparedness	
Fire	
General Services	
Harbor	
Housing	
Information Technology	
Mayor	
Planning	
Personnel	
Police	
Public Works	
Recreation and Parks	
Transportation	
Water and Power	

\*These agencies although not City departments are part of the City's Emergency Operations Organization (EOO) and will be integrated into the City's NIMS Implementation Plan

## **Department Responsibilities**

Each emergency lead department will assign one designee from their NIMS implementation team to complete NIMCAST prior to the 03/31/2006 deadline. The appointed designee should be a staff member most familiar with NIMS, SEMS and ICS. Designees may view the online demo to familiarize themselves with assessment categories and questions prior to completing the assessment survey. It is recommended that the appointed designee collect feedback from other departmental personnel tasked to provide input on the department's incident management capabilities. Once all necessary information is gathered, the appointed designee must complete the online assessment survey.

### **2. NIMCAST Access**

NIMCAST is available on the Federal Emergency Management Agency (FEMA) NIMCAST website at:

<http://www.fema.gov/nimcast/index.jsp>. The NIMCAST User's Guide is available online and can be accessed from FEMA's NIMCAST website or it can be accessed directly from the following address:

<http://www.fema.gov/nimcast/img/pdf/NimcastUsersGuide.pdf>

The online user's guide provides users with step-by-step instructions on using NIMCAST.

### **3. NIMCAST Structure**

NIMCAST currently encompasses Chapters II through VI of the NIMS document:

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies

NIMS Chapters II through IV include compliance requirements. NIMCAST is a compilation of these NIMS compliance requirements in a "Yes/No" question format. To complete NIMCAST, users simply click on the chapter and section they would like to complete. NIMCAST automatically saves all data input by the user as the "baseline" assessment. NIMCAST takes users approximately one hour to complete the online assessment.

#### **4. NIMCAST Permissions**

There are two types of NIMCAST accounts: public and official. Official NIMCAST accounts are permission-based, that is users must be “invited” to create an official account. City departments must create a public account outside the official permission-based system at this time.

The NIMS Integration Center (NIC) and State OES are working with local jurisdictions so that cities like Los Angeles can establish official, permission-based NIMCAST accounts. EPD will be the lead agency for the official City of Los Angeles NIMS account. Once this account is established, EPD will transfer City department’s baseline data into that account. EPD, upon OES directives, may invite City lead emergency management departments to transfer departmental baseline data into the official permission-based system. EPD will coordinate this “roll up” process

#### **5. Submitting Baseline Data**

Departments will work with EPD to establish “official” accounts for their assessment jurisdiction (City of Los Angeles). NIMCAST links all baseline data to jurisdictional accounts, not users. Baseline data entered into public accounts does not become accessible by any other organization or jurisdiction until user transfer that data into an official account. Once users transfer baseline data into the official account, users must then submit the baseline data results by using the “Submit for Rollup” link. Users submit or “roll up” baseline data results to the next highest account level. City emergency lead departments will “roll up” their baseline results to the City account. The City will roll up its completed jurisdictional account to the Los Angeles County Operational Area. All users completing this survey may print a Summary of Assessment Scores from the “Reports” link on the NIMCAST website as proof of compliance.

#### **6. NIMCAST Training and Support**

EPD will provide all lead emergency management departments with training on use of the NIMCAST system. EPD will also provide ongoing support to those departments as they complete their surveys. NIMCAST training will be scheduled for the month of February 2006 so that departments can complete their initial surveys by the March 31, 2006 deadline. Questions regarding the NIMCAST system can be directed to Rob Freeman at [Rob.Freeman@lacity.org](mailto:Rob.Freeman@lacity.org) or 213 482-7369.

#### **7. Identification of Gaps**

As departments complete the NIMCAST survey they may identify compliance gaps. Departmental NIMS coordinators are responsible for documenting those gaps and reporting them to EPD. Compliance gaps will be evaluated on a City-wide basis to determine which may be addressed by available homeland security grant funds. EPD will work with the Mayor’s Office to prioritize eligible grant funded programs that address and resolve NIMS compliance gaps. In order for departments to be eligible for inclusion in this process, they must complete their initial NIMCAST surveys by the March 31, 2006 deadline.

## **Section VI. Review and Revision of Emergency Operations Plans**

### **1. Overview**

City-wide and department-specific emergency operations plans, policies and procedures will need to be reviewed and revised as necessary in order to comply with NIMS. The Emergency Preparedness Department (EPD) will coordinate this effort with the assistance of all City departments, bureaus and offices that have written emergency operations and response plans.

### **2. Emergency Preparedness Department Responsibilities**

EPD is responsible for reviewing and revising all City-wide plans, specifically the *Emergency Operations Master Plan and Procedures* (Master Plan) and all of its hazard and function specific Annexes. As necessary, EPD will call upon individual City departments to review and revise those portions of the Master Plan and its Annexes that deal with their specific functional areas of operation. EPD will revise the Master Plan and its Annexes in order to insure full NIMS compliance by the September 1, 2006 deadline. All proposed revisions will be referred to the Emergency Management Committee (EMC) and the Emergency Operations Board (EOB) for their concurrence.

Specifically, EPD will insure that all City-wide plans incorporate the following NIMS requirements:

- 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 Emergency Operations Plan (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 annexes.
- Contains a glossary.
- Pre-designates jurisdictional and/or functional area representative to the Incident Command (IC) or Unified Command (UC) whenever possible.
- Includes pre-incident and post-incident public awareness, education and communications plans and protocols.

### **3. Department Responsibilities**

City departments are responsible for reviewing their Departmental Emergency Plans in accordance with Mayoral Executive Directive and guidelines approved by the EOB. This review will be done to insure that each department's emergency plans meet all NIMS requirements. Specifically, departments are to make the following revisions as necessary by the September 1, 2006 deadline:

- Document use of the Incident Command System (ICS) by your department's first responders, Department or Bureau Operations Center (DOC/BOC) responders and Emergency Operations Center (EOC) responders.
- Change terminology, as appropriate, to reflect NIMS terminology for key incident management components and functions.
- Ensure deployment and operations procedures incorporate the NIMS ICS structure.
- Revise field level emergency operations guides, field operations guides and standard operating procedures, as appropriate, to reflect NIMS terminology and NIMS ICS structure and concepts.

EPD will provide ongoing support to departments as they review and revise their plans. Contact Larry Meyerhofer at [larry.meyerhofer@lacity.org](mailto:larry.meyerhofer@lacity.org) or 213 978-2243 for assistance.

#### **4. Grant Funding for Plan Revision**

EPD and the Mayor's Office will be dedicating available homeland security grant funds to the process of NIMS compliance, specifically the review and revision of existing emergency operations plans. Departments that require grant funding assistance to complete their plan review and revision shall coordinate with EPD to identify specific plans and procedures and staff hours required to complete the process. EPD will provide additional guidelines to departments regarding this grant funding program.

### **Section VII. Resource Management**

#### **1. Overview**

The National Incident Management System requires local jurisdictions to develop a uniform method of identifying, acquiring, allocating and tracking resources. NIMS emphasizes five key resource management principles including: advance planning; standardized resource identification and ordering; categorization of resources; effective use of mutual aid agreements; and effective management of available resources.

Current City emergency operations resource management protocols meet most of these requirements. The City will, however, need to integrate the NIMS national equipment typing system into its resource management policies and procedures. This national resource typing protocol is still in development by the Department of Homeland Security's National Resource Management Working Group. Local jurisdictions are required to implement the resource typing system as currently described in the NIMS document, Appendix B prior to the September 30, 2006 deadline.

The NIMS resource typing protocol is based on input received from various Federal agencies and departments and private organizations, as well as representatives of State and local emergency management; law enforcement; firefighting and emergency medical services; public health; public works; and other entities with assigned responsibilities under the National Response Plan. Local jurisdictions are required to use the national typing protocol when inventorying and managing resources to promote common interoperability and integration.

#### **2. Resource Management Protocol Review and Revision**

The Emergency Preparedness Department, in cooperation with the Department of General Services, will oversee the review and revision, as necessary, of City-wide disaster response and recovery resource management policies and procedures. This review will include resource inventory, requesting and tracking procedures used for response to and recovery from major, multi-agency incidents, non-declared emergencies as defined in the City's Master Plan, declared local emergencies as defined in the Los Angeles Administrative Code, and incidents of national significance as defined in the National Response Plan.

The Emergency Management Committee's Logistics Subcommittee will facilitate the review and revision of resource management policies and procedures. The subcommittee

will provide a regular meeting forum for City departments, bureaus and offices to discuss proposed revisions and their impact on their specific department resource management protocols.

For purposes of the 2006 Federal Fiscal Year requirements, this review will concentrate on City-wide resource management protocols, especially those used by Incident Command Posts (ICPs), Department Operations Centers (DOCs), Bureau Operations Centers (BOCs), and the City's Emergency Operations Center (EOC) for multi-agency incident response and recovery.

### **3. City Department Responsibilities**

City departments, bureaus and offices are responsible for reviewing the resource management policies and procedures used for response to and recovery from multi-agency incidents as described in Part 2 above. Specifically, they are responsible for incorporating the Elements of the National Typing Protocol as described below into the resource management policies and procedures used in their Incident Command Posts, Department or Bureau Operations Center and by their responders to the City's Emergency Operations Center.

Resource inventories must use the format and terminology as proscribed by the National Incident Management System Resource Typing System. Departments are responsible for completing the review and revision of their resource management protocols by the September 1, 2006 deadline.

The Emergency Preparedness Department (EPD), in cooperation with the Department of General Services (GSD) will insure that all resource management policies and procedures used in the City's Emergency Operations Center fully implement requirements of the NIMS Resource Typing System by the September 1, 2006 deadline. EPD and GSD (through the EMC Logistics Subcommittee) will provide departments with guidance on review and revision of resource management protocols.

### **4. Elements of the National Typing Protocol**

The resource typing protocol provided by the NIMS describes resources using category, kind, component, metrics and type data. The following data definitions will be used:

#### **A. Resource**

For purposes of typing, resources consist of personnel, teams, facilities, supplies and major items of equipment available for assignment to or use during incidents. Such resources may be used in tactical support or supervisory capabilities at an incident site or EOC. Their descriptions include category, kind, components, metrics, and type.

#### **B. Category**

A category is the function for which a resource would be most useful. Table VII-1 briefly describes the categories used in the national resource typing protocol.

**Table VII-1**

<b>Category</b>	<b>Purpose</b>
Transportation	To assist federal agencies, state and local governments, and voluntary organizations requiring transportation to perform incident management missions following a major disaster or emergency; to coordinate incident management operations and restoration of the transportation infrastructure.
Communications	To provide communications support to federal, state and local, and tribal incident management efforts.
Public Works and Engineering Building and Safety and Damage Assessment	To assist those engaged in lifesaving, life-sustaining, damage mitigation, and recovery operations following a major disaster or emergency by providing technical advice, evaluation, and engineering services; by contracting for construction management and inspection and for the emergency repair of water and wastewater treatment facilities.
Firefighting	To detect and suppress urban, suburban and rural fires.
Information and Planning	To collect, analyze, process, and disseminate information about a potential or actual disaster or emergency to facilitate
Law Enforcement and Security	To provide law enforcement assistance during response and recovery operations; to assist with site security and investigation.
Mass Care	To support efforts to meet the mass care needs of disaster victims including delivering such services as supplying victims with shelter, feeding and emergency first aid; supplying bulk distribution of emergency relief supplies; and collecting information to and for a disaster welfare information system designed to report on victim status and assist in reuniting families.
Resource Management - Finance and Administration Services	To provide operational assistance for incident management operations.
Health and Medical	To provide assistance to supplement local resources in meeting public health and medical care needs following a disaster or emergency or during a potential developing medical situation.
Search and Rescue	To provide specialized lifesaving assistance in the event of a disaster or emergency, including locating, extricating, and providing on-site medical treatment to victims trapped in collapsed structures.
Hazardous Materials Response	To support the response to an actual or potential discharge and/or release of hazardous materials.
Food and Water	To identify, secure, and arrange for the

	transportation of safe food and water to affected areas during a disaster or emergency.
Energy	To help restore energy systems following a disaster or emergency.
Public Information	To contribute to the well-being of the community following a disaster by disseminating accurate, and consistent, timely, and easy-to-understand information; to gather and disseminate information about disaster response and recovery processes.
Animals and Agricultural Issues	To coordinate activities responding to an agricultural disaster and/or when the health care of animals is at issue.
Volunteers and Donations	To support the management of unsolicited goods and unaffiliated volunteers, and to help establish a system for managing and controlling donated goods and services.

## **B. Kind**

Kind refers to broad classes that characterize like resources, such as teams, personnel, equipment, supplies, vehicles, and aircraft.

## **C. Components.**

Resources can comprise multiple components. For example, urban search and rescue teams consist of two-31-person teams, four canines, and a comprehensive equipment cache. The cache is divided into five separate, color-coded elements and is stored in containers that meet specific requirements.

## **D. Metrics**

Metrics are measurement standards. The metrics used will differ depending on the kind of resource being typed. The mission envisioned determines the specific metric selected. The metric must be useful in describing a resource's capability to support the mission. As an example, one metric for a disaster medical assistance team is the number of patients it can care for per day. Likewise, an appropriate metric for a hose might be the number of gallons of water per hour that can flow through it. Metrics should identify capability and/or capacity.

## **E. Type**

Type refers to the level of resource capability. Assigning the Type I label to a resource implies that it has a greater level of capability than a Type II of the same resource (for example, due to its power, size or capacity), and so on to Type IV. Typing also provides managers with additional information to aid the selection and best use of resources. In some cases, a resource may have less than or more than four types; in such cases, either additional types will be identified, or the type will be described as "not applicable." The

type assigned to a resource or a component is based on a minimum level of capability described by the identified metric(s) for that resource. For example, the U.S. Coast Guard has typed oil skimmers based on barrels per day.

See attachment C for an example of a resource for which typing has been completed.

## **Section VIII. Information Management**

### **1. Overview**

NIMS identifies effective communications, information management and information and intelligence sharing as critical aspects of domestic incident management. Local jurisdictions are required to maintain a common operating picture and systems interoperability in order to:

- Formulate and disseminate indications and warnings.
- Formulate, execute, and communicate operational decisions at an incident site, as well as between incident management entities across jurisdictions and functional agencies.
- Prepare for potential requirements and requests supporting incident management activities.
- Develop and maintain overall awareness and understanding of an incident within and across jurisdictions.

The City is responsible for developing effective communications and information management processes and systems to ensure appropriate strategic planning and preparedness activities, multi-agency coordination, mobilization of resources and rapid decision making at the incident, Department Operations Center and Emergency Operations Center level.

### **2. Citywide Responsibilities**

The Emergency Preparedness Department (EPD), in cooperation with the Information Technology Agency (ITA), is responsible for developing, administering and maintaining an emergency operations information management system that provides a common platform for data posting and sharing between Incident Command Posts (ICPs), Department or Bureau Operations Centers (DOCs/BOCs), and the Emergency Operations Center (EOC). This system shall meet all relevant NIMS requirements, including but not limited to the following:

- Provide a common operating picture accessible across departmental, functional agency and jurisdictional lines.
- Develop common communications and data standards.

- Ensure that the information management system supports a complete spectrum of incident management activities based on principles of the Incident Command System.
- Ensure that the system is compatible with policies and interoperability standards developed by the NIMS Integration Center.
- Incorporate standardized formats for incident status reporting, analytical data, geospatial information, wireless communications, and the identification and authentication of all systems users.

EPD and ITA will work with all emergency management lead agencies to fully develop the existing EOC Information Management System (EOCIMS) to ensure compliance with all NIMS requirements by the September 1, 2006 deadline.

### **3. Departmental Responsibilities**

Emergency management lead agencies are responsible for working with EPD and ITA to complete the full implementation and customization of the current EOCIMS using WebEOC software. This process involves developing function and agency specific status boards for the posting and sharing of information regarding agency incident response, operational capability and resource availability. Departments shall work with the City's EOCIMS Task Force to ensure this system meets operational requirements as well as NIMS requirements.

## **Section IX. Emergency Public Information**

### **1. Overview**

NIMS requires local jurisdictions to develop systems and protocols for communicating timely and accurate information to the public during crisis and emergency situations. These systems and protocols must include the following public information principles:

#### **A. Designation of a Public Information Officer (PIO)**

Within the Incident Command structure, a Public Information Officer represents and advises the Incident Commander on all public information matters related to the management of the incident. The PIO handles media and public inquiries and coordinates the release of official information to the media and public. This includes clearing such releases with local authorities and monitoring media coverage of incidents. Additional duties include serving as a link to a Joint Information Center (JIC) and a Joint Information System (JIS).

#### **B. Coordinating Public Information Functions Across Functional Agencies and Jurisdictions Through a Joint Information Center (JIC)**

A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency

information, crisis communications, and public affairs functions. The JIC provides a location for organizations participating in the management of an incident to work together to ensure timely, accurate, easy-to-understand, and consistent information is disseminated to the public. The JIC comprises representatives from each organization involved in management of an incident.

### **C. Use of a Joint Information System (JIS)**

The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate and consistent information to the public in a crisis. Local jurisdictions are responsible for integrating their public information protocols into a JIS for use in a JIC.

### **D. Agencies Participating in JIC Retain Independence**

Local jurisdictions participating in a Joint Information Center that contribute towards joint information management do not lose their individual identities or responsibility for their own programs or policies. Each agency in the JIC contributes to the overall unified message.

## **2. City-wide Responsibilities**

The Emergency Preparedness Department, under the direction of the Office of the Mayor, is responsible for ensuring that the emergency public information policies and procedures set forth in Section 6 of the City's Emergency Operations Master Plan and Procedures are compliant with NIMS requirements. EPD and the Office of the Mayor will incorporate the input of the City's Media Task Force in this effort.

### **3. Department Responsibilities**

Department public information officers are encouraged to participate in the Media Task Force as they review the City's emergency public information policies and procedures.

## **Section X: Certifications and Qualifications**

### **1. Overview**

The Emergency Preparedness Department (EPD) shall work with the NIMS Integration Center to develop certification and qualification criteria for City staff assigned incident management, Department Operations Center (DOC), Bureau Operations Center (BOC) and Emergency Operations Center (EOC) response roles.

### **2. Department Responsibilities**

Departments are responsible for identifying and documenting certification and qualification criteria for their supervisors, first responders and support staff. These must be documented in their NIMCAST self-survey responses regarding personnel that have

incident management and response roles. This data must be provided to EPD so that it can be “rolled-up” into the official City NIMCAST survey document.

## **Section XI. Compliance Documentation**

### **1. Overview**

The Emergency Preparedness Department (EPD) shall be responsible for documenting NIMS compliance for the City of Los Angeles through the NIMCAST self-assessment and all related work regarding compliance gaps.

# CITY OF LOS ANGELES NIMS IMPLEMENTATION PLAN – APPENDIX A

## GLOSSARY OF KEY TERMS

For the purposes of the NIMS, the following terms and definitions apply:

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 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 multijurisdictional. 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 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 <i>Emergency Responder</i> .
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, nonemergency 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 <i>Division</i> .)
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, 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 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 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-state, local, and tribal-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency 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.

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

Multijurisdictional 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 state, local, and tribal aspects of governance and policy.

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 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 state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency 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 nonemergency 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; postincident 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 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. 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 multijurisdictional. (See <a href="#">Area Command</a> .)

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.

## NIMS IMPLEMENTATION PLAN – APPENIDIX B

### LIST OF ACRONYMS

For the purposes of the NIMS, the following acronyms apply:

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 UC	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
UC	Unified Command
US&R	Urban Search and Rescue