

Commonwealth of Pennsylvania National Incident Management Implementation Strategy

2017 to 2022



pennsylvania
EMERGENCY MANAGEMENT AGENCY

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Privacy Statement

Any disclosure of information in this document must be coordinated with Pennsylvania Emergency Management Agency (PEMA) and the Office of the Governor.

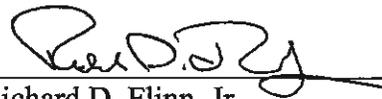
Pennsylvania's
National Incident Management System (NIMS) Implementation Strategy

FOREWORD

This document has been developed at the direction of the Governor of the Commonwealth of Pennsylvania. It is compliant with Homeland Security Presidential Directive (HSPD) 5, *Management of Domestic Incidents*, in which the President directed the Secretary of Homeland Security to develop, submit and administer the National Incident Management System (NIMS), as well as *Presidential Policy Directive (PPD) 8: National Preparedness*, the *Post-Katrina Emergency Management Reform Act of 2006*, and the *National Preparedness Goal (NPG)*. NIMS provides a consistent nationwide approach for federal, state, and local governments to effectively and efficiently work together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. In like manner, NIMS provides a consistent approach for Pennsylvania with regard to emergency preparedness, response and recovery.

NIMS enhances the management of domestic incidents by establishing a single, comprehensive system for incident management and helps achieve greater cooperation among departments and agencies at all levels of government. Implementing NIMS strengthens Pennsylvania's capability and resolve to fulfill its responsibilities to all the citizens of Pennsylvania in times of emergency.

The following NIMS Implementation Strategy will help ensure that Pennsylvania has fully incorporated NIMS into all emergency response plans, procedures, and policies. This strategy also provides guidance to ensure that all personnel, including Emergency Responders, Emergency Management Officials and Administrators, Public Elected and Appointed Officials who are responsible for budgets, planning and procurement, Hospital Staff, Public Health Personnel, and Public Works/Utility Personnel, are appropriately trained in the NIMS and prepared to effectively and efficiently execute the responsibilities under the National Response Framework (NRF) and Commonwealth and local emergency operations plans.



Richard D. Flinn, Jr.

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1. NIMS Overview

Purpose of NIMS

The National Incident Management System (NIMS) is a comprehensive system that “provides a consistent nationwide approach to enable federal, state, tribal and local governments, non-governmental organizations (NGOs), and the private sector to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity.”¹ The NIMS was developed as a result of *Homeland Security Presidential Directive (HSPD)-5: Management of Domestic Incidents* in February 2003, and is a set of guiding core doctrines, concepts, principles, terminology, and processes that are meant to enable an incident management system that is not only effective, but that allows all entities to work together seamlessly as well. It is *not* designed to be a response plan, or to be used for large incidents only.

The NIMS has undergone several changes since the initial document was released in 2004. The *Post-Katrina Emergency Management Reform Act of 2006* stipulated that there be a National Training Program, of which NIMS is a crucial component. In September 2008, the Department of Homeland Security (DHS) updated the core NIMS document to reflect input from stakeholders across the nation, and in September 2011, the *NIMS Training Program* was released. This updated training program reflects a comprehensive training curriculum along with personnel qualifications, and supersedes the February 2008 *Five-Year NIMS Training Plan*.²

Additionally, NIMS aligns with *Presidential Policy Directive (PPD)-8: National Preparedness*, which was issued in March 2011, and works in conjunction with the *National Response Framework (NRF)*, which was updated in June 2016. The NRF describes how the Nation will respond to incidents in an all-hazards manner, and builds upon NIMS components, all of which support response. When used together, NIMS and the NRF ensure that local jurisdictions retain control and authority over their incident and greatly improve efficiency and response capabilities nationwide.

Implementing the NIMS strengthens Pennsylvania’s capability and resolve to fulfill its responsibilities to all the citizens of Pennsylvania in times of emergency. In 2004, a Commonwealth of Pennsylvania Governor’s Proclamation Implementing the NIMS and HSPD-5 was issued.³ This document sets forth the process to work towards fully implementing the NIMS.

Future federal preparedness funding and assistance is contingent upon working towards achieving full NIMS compliance, as is outlined in the Implementation Objectives in

¹ Department of Homeland Security. (2008, December). *National incident management system*. Retrieved from https://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf, page 3.

² Department of Homeland Security. (2008, February) *Five-year nims training plan*. http://www.fema.gov/media-library-data/20130726-1625-20490-3522/fiveyear_nims_training_plan_2008_final.pdf

³ *Governor’s Proclamation Implementing the National Incident Management System* (December 20, 2004)

Appendix A.⁴ A list of Federal Preparedness Funds and Assistance is located in Appendix H. In order for Pennsylvania and its local jurisdictions to secure this funding, the Commonwealth remains dedicated to working towards implementing the NIMS and completing the compliance activities specified by the National Integration Center (NIC) to date. This document institutes the necessary steps for NIMS compliance starting with the Federal Fiscal Year (FFY) 2006 NIMS Baseline Survey, which was the initial implementation objectives released by the Federal Emergency Management Agency (FEMA). Progress will be measured annually and strategies will be put into place to assist stakeholders in achieving success and progress.

With NIMS implementation objectives becoming more defined and performance based, Pennsylvania must have one implementation strategy that covers all applicable entities within the Commonwealth: the state, state agencies, the nine regional task forces (RTFs), the 67 counties, and all other local jurisdictions. One concerted effort will be made by all stakeholders to ensure Pennsylvania becomes NIMS compliant and secures our federal preparedness funding.

Applicable Legal and Non-Legal Authorities

There are several key legal and non-legal authorities that govern or impact NIMS, and its role in the Commonwealth of Pennsylvania. Below are the applicable federal and state authorities:

Governor's Proclamation Implementing the National Incident Management System
(December 20, 2004)⁵

Governor's Promulgation of the State Emergency Operations Plan (September 19, 2012)

*Hazardous Material Emergency Planning and Response Act of 1990*⁶

*Homeland Security Act of 2002*⁷

*Homeland Security Presidential Directive (HSPD)-5: Management of Domestic Incidents*⁸

*National Incident Management System*⁹

*National Incident Management System Training Program*¹⁰

*National Preparedness Goal*¹¹

⁴ *Presidential Directive 5 (HSPD-5), Management of Domestic Incidents*; The directive requires federal departments and agencies to make adoption of NIMS by state, tribal, and local organizations a condition for federal preparedness assistance (through grants, contracts, and other activities).

⁵ Governor's Proclamation Implementing the National Incident Management System (2004, December). Retrieved from <http://www.pema.state.pa.us/portal/server.pt/community/nims/19821>

⁶ Hazardous Material Emergency Planning and Response Act of 1990, Pennsylvania P.L. 639, No. 165 (1990). Retrieved from <http://www.pema.pa.gov/Documents/1/Acts%20Bills%20and%20Titles/Act%20165%20Hazardous%20Materials%20Emergency%20Planning%20and%20Response%20Act.pdf>

⁷ Homeland Security Act of 2002, 6 U.S.C. §101, et seq. (2002). Retrieved from http://www.dhs.gov/xlibrary/assets/hr_5005_enr.pdf

⁸ Bush, G. (2003, February 28). *Homeland security presidential directive-5: management of domestic incidents*. Retrieved from <http://www.gpo.gov/fdsys/pkg/PPP-2003-book1/pdf/PPP-2003-book1-doc-pg229.pdf>

⁹ Department of Homeland Security. (2008, February). *National incident management system*. Retrieved from <http://www.gpo.gov/fdsys/pkg/PPP-2003-book1/pdf/PPP-2003-book1-doc-pg229.pdf>

¹⁰ Department of Homeland Security. (2011, September). *National incident management system training program*. Retrieved from http://www.fema.gov/pdf/emergency/nims/nims_training_program.pdf

¹¹ Department of Homeland Security. (2015, September). *National preparedness goal*. Retrieved from <https://www.fema.gov/national-preparedness-goal>

*National Response Framework*¹²

*Post-Katrina Emergency Management Reform Act*¹³

*Presidential Policy Directive (PPD)-8: National Preparedness*¹⁴

*Pennsylvania Counterterrorism Planning, Preparedness and Response Act 227 of 2002*¹⁵

*Radiation Protection Act (Act 147) of 1984*¹⁶

*Title 35, Pennsylvania Consolidated Statutes (35 Pa.C.S.)*¹⁷

State and Urban Area Security Initiatives (UASI) Homeland Security Strategies

Scope

This document provides guidance on how the Commonwealth of Pennsylvania plans to implement NIMS as outlined in the DHS *NIMS* core document, FFY objectives, and the *NIMS Training Program*.

The provisions of this document apply to all state and local plans, procedures, policies, and training programs, including those fulfilling Emergency Support Functions (ESFs) under the State Emergency Operations Plan (SEOP).

The provisions of this document apply to all sub-components (examples: agencies, authorities, boards, commissions, councils, offices and departments) of, or operating under, the jurisdiction of the Commonwealth of Pennsylvania, the nine RTFs, and all 67 counties, to include all local jurisdictions. This document outlines how state and local jurisdictions' NIMS compliance requirements promote and encourage NIMS adoption by associations, to include professional organizations and trade associations, critical infrastructure, utilities, the private sector, and NGOs.

It is the intent of the Commonwealth of Pennsylvania and all its jurisdictions – state agencies and local jurisdictions – to implement NIMS compliance as outlined in this document.

¹² Department of Homeland Security. (2016, June). *National response framework*. Retrieved from http://www.fema.gov/media-library-data/1466014682982-9bcf8245ba4c60c120aa915abe74e15d/National_Response_Framework3rd.pdf

¹³ Post-Katrina Emergency Management Reform Act of 2006, H.R. 5441, 109th Cong. (2006). Retrieved from <http://www.gpo.gov/fdsys/pkg/PLAW-109publ295/pdf/PLAW-109publ295.pdf>

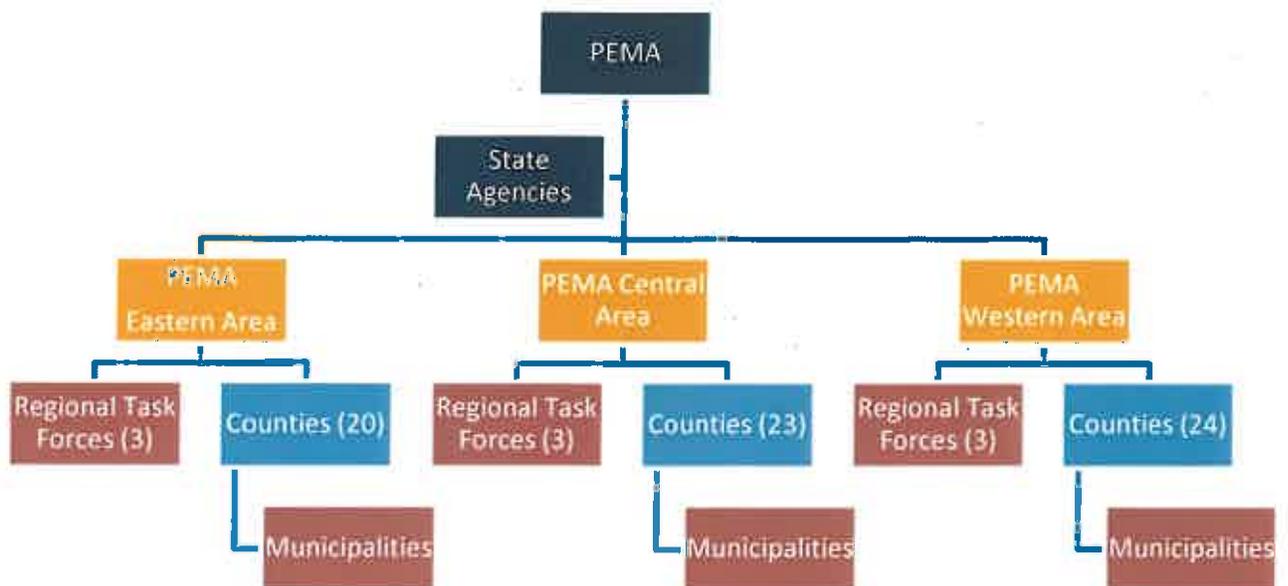
¹⁴ Obama, B. (2011, March). *Presidential Policy Directive -8: National Preparedness*. Retrieved from <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>

¹⁵ Counterterrorism Planning, Preparedness and Response Act of 2002, Pennsylvania P.L. 1967, No. 227 (2002). Retrieved from <http://www.portal.state.pa.us/portal/server.pt?open=512&objID=4719&mode=2>

¹⁶ Radiation Protection Act of July 10, 1984, Pennsylvania P.L. 688, No. 147 (1984). Retrieved from <http://www.legis.state.pa.us/cfdocs/legis/li/uconsCheck.cfm?yr=1984&sessInd=0&act=147>.

¹⁷ Emergency Management Services Code. 35 Pa.C.S. Section 7101 et seq., as amended (1978). Retrieved from <http://www.portal.state.pa.us/portal/server.pt?open=512&objID=4719&mode=2>

Figure 1: Organizational Structure of Pennsylvania's NIMS Reporting



Situation and Assumptions

1.1.1. Situation

HSPD-5 mandates the implementation of the NIMS. The DHS *NIMS Training Program* outlines the approach to achieving training under NIMS.

1.1.2. Assumptions

NIMS is a dynamic program; as such, new requirements may be added annually by the NIC. Coupled with personnel turnover rate at all levels of government and new technological advances, all precepts of NIMS may not be fully implemented. NIMS implementation is an ongoing process and will continue to evolve. The timeline for this process is dependent on several factors, including availability of federal training and exercise programs, state and federal laws and regulations, funding, and work efforts at all levels of government, NGOs, and private sector incident management and response agencies. Changes in the above could impact the timelines for the implementation of NIMS.

Non-compliance with NIMS will potentially jeopardize future federal preparedness funding offered by 11 federal agencies; and, in some cases (Homeland Security Grant Program (HSGP)), impacts current eligibility. Therefore, it is imperative that all stakeholders ensure that they are working towards NIMS compliance. Appendix H of this document contains a listing of federal preparedness funding that is contingent upon NIMS compliance.

2. Concept of Implementation

Through collaboration with the state agencies, nine RTFs, and 67 counties, the Commonwealth of Pennsylvania will promote a statewide approach to NIMS implementation. This implementation strategy covers Pennsylvania as a whole, to include all state agencies, the nine RTFs, all 67 counties and local jurisdictions within those counties, as well as the entire response community.

In FFY 2016, state and local jurisdictions need to address specific NIMS Implementation Objectives, which outline necessary actions to be accomplished within the fiscal year and maintained in subsequent years. As with FFY 2009 NIMS Implementation Objectives, each objective had corresponding metrics that address expected achievements for FFY 2009 and subsequent years. In FFY 2010, there were eleven new NIMS Implementation Objectives for the state and local governments; all other objectives are from previous years and efforts should continue toward full implementation. The Commonwealth of Pennsylvania and its entities have been working towards achieving these NIMS objectives, and will continue to do so moving forward.

The NIMS Compliance Assistance Support Tool (NIMSCAST) at www.fema.gov/nimcast was formerly used as the primary tool for measuring progress of implementing the current FFY compliance objectives and future NIMS compliance objectives. Pennsylvania and its entities will utilize the current method of reporting (i.e. spreadsheet) that FEMA and DHS require for that FFY. In FFY 2013, the method for reporting was via a DHS/FEMA-prepared Microsoft Excel spreadsheet, known as the *NIMS Data Collection Tool*. Indications from the NIC are that the Excel spreadsheet method will be used in FFY 2014 and subsequent years until directed otherwise by DHS. This method may change annually based on funding.

Annual NIMS Implementation Objectives for state and local governments contain the following objective areas located within the five components of NIMS:

- Adoption
- Planning
- Training
- Exercises
- Communications and Information Management
- Resource Management
- Command and Management

Implementation Objectives as outlined by FEMA/DHS are located in Appendix A, and will be implemented as outlined in sub-sections 2.1 – 2.8.

2.1 Adoption

2.1.1. Adoption of NIMS by all Commonwealth of Pennsylvania departments/agencies and local jurisdictions; as well as promote and encourage NIMS adoption by associations, utilities, NGOs, and private sector emergency management and incident response organizations.¹⁸

The Commonwealth of Pennsylvania formally adopted the NIMS through a Governor's Proclamation signed December 20, 2004.

Counties and local jurisdictions within Commonwealth of Pennsylvania continue to formally adopt the NIMS through executive orders, ordinances, proclamations or other legal means and should continue until all local jurisdictions have formally adopted the NIMS. Once all counties and local jurisdictions within Pennsylvania have formally adopted the NIMS, they will continue to assess their compliance to the NIMS. Counties and local jurisdictions, who conduct a regular review, with guidance from the Pennsylvania Emergency Management Agency (PEMA) and FEMA subject matter experts, will be able to update their executive orders, ordinances, and proclamations, and maintain current NIMS compliance.

2.1.2. Establish and maintain a planning process to communicate, monitor and implement all NIMS requirements across the Commonwealth of Pennsylvania (within departments/agencies), including local jurisdictions. This process must provide a means for measuring progress and facilitate reporting.

The planning process is used to communicate, monitor, and implement all NIMS requirements across the Commonwealth through the use of Incident Command System (ICS) principles. Communication is transmitted through PEMA Headquarters, the three PEMA Area Offices, the nine RTFs, the 67 County Emergency Management Agencies, associations, and other NGOs, to all stakeholders across the Commonwealth through conferences, exercises, training, meetings, mailings, PEMA's website under the "NIMS" tab, and emails. This measure will be improved during this five-year period. Pennsylvania utilizes the most current federal reporting method at state and local levels to monitor and implement the NIMS requirements across the Commonwealth.

2.1.3. Designate and maintain a single point of contact within government to serve as principal coordinator for NIMS implementation jurisdiction-wide (to include principal coordinator for NIMS implementation within each department/agency).

Pennsylvania has designated a single Point of Contact (POC) for the Commonwealth within PEMA's Bureau of Planning, Training, and Exercises, known as the Pennsylvania NIMS Coordinator. That POC is in communication with FEMA Region III, all state departments and agencies, and local jurisdictions via the three PEMA Area Offices. State departments and

¹⁸ Regional Task Forces do not have to adopt NIMS.

agencies have designated and will maintain a single POC to serve as principal coordinator for NIMS implementation within their department or agency.

Counties and local jurisdictions will designate and maintain a single POC within their jurisdiction to serve as principal coordinator for NIMS implementation jurisdiction-wide.

2.1.4. Ensure that Federal Preparedness Awards [to include, but not limited to, Emergency Management Preparedness Grant (EMPG), DHS HSGP] to Commonwealth departments/agencies, as well as local jurisdictions, support all required NIMS compliance requirements.

All federal preparedness funding awarded to state departments and agencies, the RTFs, and local jurisdictions will support all required NIMS Implementation Objectives. PEMA's grant agreements with the task forces and Memorandums of Understanding (MOUs) with other state agencies include, as a condition of accepting the grant funds, that the recipient is NIMS compliant and that the recipient can only provide funding, equipment, training, etc. to entities that are NIMS compliant. This measure will be assessed by the PEMA Bureau of Grants Management, Grants Compliance Division and the Bureau of Planning, Training, and Exercises.

2.2 Preparedness: Planning

2.2.1. Revise and update state and local jurisdiction Emergency Operations Plans (EOPs), Standard Operating Procedures (SOPs), and Standard Operating Guidelines (SOGs) to incorporate NIMS and NRF components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.

The SEOP revision, dated February 2015, incorporates the NIMS and NRF components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.

State departments and agencies' Continuity of Operations Plans (COOP) are revised on their normal revision cycle to incorporate the NIMS and NRF components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.

The Commonwealth of Pennsylvania, RTF, county and local jurisdiction EOPs, SOPs and SOGs should continue to be revised on a normal revision cycle; during this cycle, the NIMS and NRF components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions should be incorporated.

2.2.2. Promote and/or develop intrastate and interagency mutual aid agreements and assistance agreements (to include agreements with the private sector and NGOs).

This objective is being completed as part of a statewide effort. Act 93 *Pennsylvania Intrastate Mutual Aid* (PIMAS) provides mutual aid between all Commonwealth political sub-divisions and encourages the inclusion of the private sector. Additionally, there is an on-going Pennsylvania Business EOC (PBEOC) initiative occurring at the state level.

2.3 Preparedness: Training

The DHS *NIMS Training Program* outlines “a national curriculum for NIMS” and is applicable to all levels of government, local jurisdictions, private sector, and NGO’s, and relates to the following four NIMS components: Preparedness, Communications and Information Management, Resource Management, and Command and Management.¹⁹ The *NIMS Training Program* identifies a NIMS Core Curriculum, which is outlined in Appendix E, along with the following strategic objectives²⁰:

- Defines a national curriculum for NIMS and provides information on NIMS courses in the core curriculum, applicable to all levels of government, the private sector, and NGOs by promoting comprehensive NIMS-related training beyond ICS training.
- Identifies broad NIMS training goals and objectives for NIMS national training for both the NIC and stakeholders and outlines guidance to attain them.
- Guides human resource management via established training baselines for emergency and incident response personnel qualifications, based on development of core competencies for NIMS-based incident management positions.
- Conveys information pertaining to instruction and learning, articulating specifications for the consistent delivery of NIMS training through a national baseline curriculum for NIMS, with each course having objectives that meet training needs set by the core competencies, complete training guidance, and instructor qualification guidelines.
- Guides development of stakeholders’ long-term training plans, budgets, and schedules as well as grant qualifications and applications.

This curriculum is what the NIC used to develop the training guidelines and responsibilities that are consistent with the National Training Program. Classes identified in the NIMS Core Curriculum can be taken as Independent Study courses through the Emergency Management Institute (EMI) online or through instructor-led classroom training.

Pennsylvania has chosen to require what is outlined in the *NIMS Training Program*, and make additional recommendations for certain staff to enhance their competencies. Appendices C and D outline the minimum training requirements for both PEMA internal staff and applicable jurisdictions external to PEMA, to include state departments/agencies, counties, and local jurisdictions. This is subject to change as FEMA updates the training documents.

¹⁹ Department of Homeland Security. (2011, September). *National incident management system training program*. Retrieved from http://www.fema.gov/pdf/emergency/nims/nims_training_program.pdf, page 3

²⁰ Department of Homeland Security. (2011, September). *National incident management system training program*. Retrieved from http://www.fema.gov/pdf/emergency/nims/nims_training_program.pdf, page 4

2.3.1. Use existing state and local resources such as programs, personnel and training facilities to coordinate and deliver NIMS training.

Pennsylvania utilizes community colleges, fire/rescue training facilities, police training facilities and other training facilities to coordinate and deliver NIMS training. These educational training agencies are available to all state departments and agencies, counties and local jurisdictions.

The Pennsylvania State Training Officer and State Training Planning Committee are tasked to develop and maintain the *Commonwealth of Pennsylvania Multi-year Training and Exercise Plan*²¹ with an accompanying calendar to coincide with the *NIMS Training Program*. The plan and calendar are to be posted on PEMA's website under the "Training and Exercises" tab for all state departments and agencies, counties, local jurisdictions and other stakeholders to review and register to attend the courses. This is the process in place to work towards satisfying all NIMS compliance objectives related to training.

2.4 Preparedness: Exercises

2.4.1. Incorporate NIMS concepts and principles into all appropriate training and exercises.

The state and local jurisdictions will continue to revise their training and exercise programs to incorporate NIMS and NRF concepts and principles. This objective is on-going; state and local jurisdictions will continue to comply with this objective to incorporate any future NIMS refinements during the normal revision cycle of the training and exercise programs.

2.4.2. Plan for and/or participate in an all-hazards exercise program using the Homeland Security Exercise and Evaluation Program (HSEEP) and that involves emergency management/response personnel from multiple disciplines and/or multiple jurisdictions.

HSEEP incorporates NIMS and ICS; by utilizing HSEEP for all exercises, entities will meet NIMS requirements for exercises. All exercises are to be evaluated using HSEEP criteria to determine whether or not they are NIMS compliant. Corrective actions are to be taken if they are not.

Each exercise is to be evaluated on a local response and command level as well as on a multi-regional level in order to make certain that mutual aid agreements are exercised adequately and to make certain emergency response organizations work hand in hand with response agencies from other jurisdictions. If problems exist with operational procedures, necessary corrections will be made as soon as practical.

Each exercise is to be evaluated using the Exercise Evaluation Guides (EEG) and After Action Report/ Improvement Plan (AAR/IP) to adjust SOPs/SOGs, guidelines, and plans in order to remain NIMS compliant. Interoperability and communications, mutual aid and command

²¹ Pennsylvania Emergency Management Agency. (2014). *Current training and exercise plan*. Retrieved from http://www.portal.state.pa.us/portal/server.pt/community/training_and_exercises/4684.

structures are also to be evaluated to make certain that separate jurisdictions can operate effectively together.

If an entity is not using federal funding, then the use of HSEEP does not have to be followed. However, it is still recommended and encouraged that they do so.

2.4.3. Incorporate corrective actions into preparedness and response plans and procedures.

The state and local jurisdictions should continue to revise their preparedness and response plans to incorporate the NIMS and NRF concepts and principles. Since this objective remains ongoing, state and local jurisdictions should incorporate any future NIMS refinements during the normal revision cycle of the training and exercise programs.

2.5 Communications and Information Management

2.5.1. Apply common and consistent terminology as used in NIMS, including the establishment of plain language (clear text) communications standards.

Each state and local response agency will have a procedure in place to ensure plain language (clear text) communications are used in multi-jurisdictional incidents involving responders where the absence of this requirement would negatively impact communications.

2.5.2. Utilize systems, tools, and processes to present consistent and accurate information (i.e. common operating picture) during an incident/planned event.

Systems, tools and processes used in communications, intelligence, information management and sharing, such as: Satellite Emergency Voice Alert Network (SEVAN), Pennsylvania Statewide Radio Network (PaSTAR), Commonwealth Law Enforcement Assistance Network (CLEAN), Health Incident Management System (HIMS) Knowledge Center, WebEOC, Knowledge Center (KC) and others, will be continually assessed to promote interoperability, and will include the status of resources throughout the Commonwealth²².

2.6 Resource Management

2.6.1. Inventory and type State and local response assets to conform to NIMS National Resource Typing Definitions, as defined by FEMA's NIMS Integration Division.

State agencies, counties, and local jurisdictions will continue to utilize the statewide unmet need form, which will be submitted via fax or email to the Commonwealth Response Coordination Center (CRCC). Once the request is received and reviewed for completeness, it is entered into the

²² KC intends to provide the ability to share resources between the multiple versions utilized within the Commonwealth pending approval from the Executive Office.

Pennsylvania Mission Assignment & Resource Tracker,²³ which is an internal application used only by Commonwealth agencies. Once entered into the tool, the request is then assigned to the appropriate individual to fill which is then tracked from mobilization to demobilization. All pertinent information related to the resource request is also logged into Knowledge Center for transparency / visibility for state agencies and counties.

Resources will be typed in compliance with NIMS Tier 1 National Resource Typing Definitions; If not applicable under Tier 1 definitions, NIMS Tier 2 State/Local Resource Typing Definitions will be used. NIMS Tier 2 State/Local Resource Typing Definitions were developed and made available in 2015, and are continually in the process of being developed and refined.

2.6.2. Ensure that equipment, communications and data systems acquired through state and local acquisition programs are interoperable.

The Commonwealth of Pennsylvania's Homeland Security Strategy and HSGP grant guidance requires the purchase of equipment and systems that are interoperable.

2.6.3. Utilize state and local government response asset inventory for intrastate and interstate mutual aid requests [such as Emergency Management Assistance Compact (EMAC)], training, exercises, and incidents/planned events.

This activity is ongoing and is tied into the Resource Management Program. Regional assets purchased with HSGP funds will be placed in a database to be shared with state and local incident management systems. Additionally, the Commonwealth is developing Mission Ready Packages (MRPs) for use under EMAC.

2.6.4. Initiate development of a state and jurisdiction-wide system to credential emergency management/response personnel to ensure proper authorization and access to an incident, including those involving mutual aid agreements and/or assistance agreements.

Work to identify federal, state and local funding opportunities to implement and sustain the Statewide Credentialing System.

²³ The Pennsylvania Mission Assignment & Resource Tracker is the current tracking tool used by PEMA.

2.7 Command and Management

2.7.1. Manage all incidents/planned events in accordance with ICS organizational structures, doctrine and procedures, and the NRF Guiding Principles. ICS implementation must include the consistent application of an Incident Action Planning (IAP) and common communications plans, implementation of Area Command to oversee multiple incidents that are handled by separate ICS organizations or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged, and implementation of unified command (UC) in multi-jurisdictions or multi-agency incident management, as appropriate. The NRF Guiding Principles include engaged partnership; tiered response; scalable, flexible, and adaptable operational capabilities; unity of effort through unified command; and readiness to act.²⁴

This objective is on-going where applicable, and each jurisdiction at the state and local level shall continue to evaluate their plans, policies, procedures, IAPs and communications plans for updates.

2.7.2. Coordinate and support emergency management and incident response activities through the development and use of integrated Multiagency Coordination System (MACS) [i.e., develop and maintain connectivity between local Incident Command Posts (ICP), local 9-1-1 Centers, local Emergency Operations Centers (EOCs), the State/Territorial EOC, and Regional and Federal EOCs and NRF organizational elements].

The State CRCC and local EOCs shall continue to update their policies and processes, streamline and revise their connectivity between local ICPs, 9-1-1 Centers, local EOCs, the RTFs, the CRCC, and regional and federal EOCs and NRF organizational elements.

2.7.3. Institutionalize within the framework of ICS Public Information, such as a Joint Information System (JIS) and a Joint Information Center (JIC), during an incident/planned event.

State and local EOPs currently address the way information is distributed to the public through the Public Information Officer (PIO). The integration of a JIS and JIC are to be added to the EOPs. Procedures for Public Information, use of a PIO and use of a JIC for all-hazards events will continue to be updated as the NIMS evolves.

2.7.4. Ensure that Public Information procedures and processes can gather, verify, coordinate, and disseminate information during an incident/planned event.

Public Information can gather, verify, coordinate, and disseminate information during an incident/planned event. The Commonwealth uses the Emergency Alert System (EAS) to

²⁴ Department of Homeland Security. (2013, May). *National response framework*. Retrieved from http://www.fema.gov/media-library-data/20130726-1828-25045-9470/national_preparedness_goal_2011.pdf

disseminate critical information. The current system requires using the State CRCC or county EMA offices/ 9-1-1 communications centers to make these notifications.

2.8 Outreach and Education

The purpose of the Pennsylvania NIMS Coordinator and PEMA Area Offices engaging in NIMS outreach is to achieve the following:

- Increase the number and accuracy of local jurisdictions reporting their NIMS compliance annually.
- Increase the percentage of compliance of all entities – Commonwealth agencies and outside jurisdictions – that report on NIMS, as well as increasing the number of entities who adopt NIMS moving forward.
- Assist all entities in better understanding NIMS and its requirements, to include training, compliance, typing, planning and exercises.
- Explain NIMS training requirements as outlined in this plan.
- Work to ensure internal agency compliance for all staff members.

The Pennsylvania NIMS Coordinator and Area Offices will work together to provide assistance and explain aspects of NIMS, including training, compliance, typing, planning, and exercises to any entity who requests it.

3. Responsibilities

Following FEMA's FFY 2010 timeline ensures that Pennsylvania continues to work towards full NIMS compliance, and will continue to ensure compliance in upcoming years, as required by the NIC. PEMA Area Offices will track counties and local jurisdictions within their respective regions; each state agency has a NIMS Coordinator that will track their respective agency; and the Pennsylvania NIMS Coordinator will, in coordination with the NIMS work group, other state agencies and the PEMA Area Offices, track the RTF and Pennsylvania's progress toward NIMS compliance.

In order to adhere to FEMA/DHS NIMS timelines, it is important to define roles, expectations, and objectives. The following sections outline responsibilities of affected entities in adhering to timelines and ensuring compliance. The timeline is subject to change as new guidance is released by the NIC and FEMA.

3.1 *PEMA*

- Implement a comprehensive incident management system that has compatibility among Commonwealth agencies, including counties, local jurisdictions, RTFs, and NIMS components, including the tenets of the National Mutual Aid and Resource Management Initiative and NRF organizational elements.
- Host the Pennsylvania NIMS Workgroup, which is comprised of representatives from several Commonwealth agencies, RTF and county representatives, as well as representatives from PEMA HQ and the three Area Offices. The NIMS Work Group assists with developing guidance and policy for dissemination statewide.
- Provide guidance to all Commonwealth agencies and departments, RTFs, counties, and local jurisdictions in their implementation of NIMS.
- Provide guidance to ensure that vertical and horizontal coordination occurs at all planning and response levels.
- Outline appropriate training levels for all associated personnel and provide opportunities to achieve that training.
- Develop a timeline to complete each fiscal year's NIMS compliance requirements and forecasted NIMS compliance objectives, which are used to develop the Commonwealth's State Preparedness Report, and ultimately, the National Preparedness Report.
- Ensure the annual HSGP and Urban Areas Security Investment Justifications are in alignment with NIMS implementation objectives.

PEMA Area Offices

- The PEMA Area Offices are responsible for assisting with implementing NIMS Implementation Objectives at the county and local levels, if requested.
- The Area Offices will collect metrics assessment data, provide technical assistance and outreach to local jurisdictions, NGOs, and private businesses within the Commonwealth as required, with the assistance of the Pennsylvania NIMS coordinator.
- They will ensure that submission of compliance data for all jurisdictions within their respective areas is reported to the Pennsylvania NIMS Coordinator by October 15th, or the next business day if the 15th falls on a weekend, of each year.

3.2 State Departments and Agencies

- The state departments and agencies are responsible to implement the NIMS Implementation Objectives that are applicable to them.
- They will submit metrics assessment data to the Pennsylvania NIMS Coordinator as required by October 15 of each year, or the next business day if the 15th falls on a weekend.

3.3 Task Forces

- As federal preparedness grant sub-recipients, the task forces are responsible for implementing NIMS Implementation Objectives which are applicable at the RTF level (e.g., resource management, training, exercises, etc.).
- The task forces are responsible to ensure that each county and local jurisdiction within their purview is working towards NIMS compliance prior to receiving federal preparedness assistance via grants.

3.4 Counties

- Counties will complete the current FY NIMS Compliance Metrics as required.
- Inform elected officials who have oversight of emergency management of which classes they need to take in order to achieve training compliance under NIMS.
- They are to submit metrics assessment data for all jurisdictions within their respective county, to include local municipality submissions, to PEMA – specifically their respective Area Office NIMS POC - as required by October 5th, or the next business day if the 5th falls on a weekend, of each year.
- They will provide technical assistance and outreach to local jurisdictions, NGOs, and private businesses within their political borders.
- County health departments should report their NIMS compliance to their respective County EMA, and carbon copy (cc) the Grant Project Officer at the Pennsylvania Department of Health (PA DOH), Bureau of Public Health Preparedness.

3.5 Local Jurisdictions

- Local jurisdictions will complete the current FY NIMS Compliance Metrics as required.
- Inform elected officials who have oversight of emergency management of which classes they need to take in order to complete training compliance under NIMS.
- They are to submit metrics assessment data for all jurisdictions within their respective municipality to their County EMA as required by September 30th, or the next business day if the 30th falls on a weekend, of each year.
- They will provide technical assistance and outreach to departments within their respective municipalities, NGOs, and private businesses within their political borders.
- Local health departments should report their NIMS compliance to their respective local EMA, and cc the Grant Project Officer at the PA DOH Bureau of Public Health Preparedness on their response.
- Agencies that cover more than one jurisdiction (i.e. a regional department) should report to the municipality that their home base is located in.

Compliance Reporting Quick Reference		
Reporting Entity	Report Date	Report To
PEMA Area Offices	October 15 th , annually*	Pennsylvania NIMS Coordinator
State Agencies	October 15 th , annually*	Pennsylvania NIMS Coordinator
Task Forces	n/a	n/a
Counties	October 5 th , annually*	Area Office NIMS POC
Local Jurisdictions	September 30 th , annually*	County NIMS POC

* Or the next business day if the date falls on a weekend.

4. Direction, Control, and Coordination

Pursuant to the Commonwealth Constitution and provisions of the Emergency Management Services Code (35 Pa. C.S. Section 7101 et seq., as amended), the Governor is responsible for protecting the lives and property of the citizens within the Commonwealth of Pennsylvania. To do this, the Governor may:

- Exercise direct control and coordination of implementing the NIMS throughout state government;
- Issue, amend and rescind executive orders, proclamations and regulations that shall have the force and effect of law; and
- Use all available resources of the Commonwealth and each political subdivision of Commonwealth government to implement the NIMS.

Elected officials at the local level are the key to successful implementation of the NIMS. They provide the direction and control necessary to implement the NIMS, in accordance with this plan, through their respective channels. Public elected and appointed officials that directly support emergency management activities and who are responsible for budgets, planning and procurement related to emergency management shall be trained to appropriate levels in NIMS, as outlined in the DHS *NIMS Training Program* and in Annex D of this strategy.

4.1 Communications

All communications in regards to the FFY 2006 Baseline Survey and subsequent FY NIMS implementation objectives and compliance metrics will follow the following procedure:

- PEMA Headquarters will coordinate information, guidance and/or technical assistance with the State agencies and the three PEMA Area Offices.
- The three PEMA Area Offices will coordinate information, guidance and/or technical assistance with the task forces, counties and local jurisdictions within their respective areas.

4.2 Administration

In the past, the primary reporting system for NIMS compliance was the NIMSCAST web-based enterprise system. NIMSCAST has been discontinued indefinitely. Moving forward, DHS and FEMA have provided alternate means for reporting – namely in the form of a Microsoft Excel Spreadsheet called the *NIMS Data Collection Tool*. Pennsylvania and its entities will utilize whatever current method of reporting that FEMA and DHS release for that particular FFY, understanding that the released method may change annually.

- Local jurisdictions and counties will be responsible for completing the current compliance reporting method for that fiscal year and submitting it to their respective Area Office via the process outlined in Sections 3.5 and 3.6, respectively. The Area Offices

will then turn in those submissions that they received from their respective jurisdictions to the Pennsylvania NIMS Coordinator to roll up to FEMA, as outlined in Section 3.2.

- State agencies and department NIMS POCs will be responsible for completing their compliance reporting via the current compliance reporting method for that FY and submitting it to the Pennsylvania NIMS Coordinator to roll up to the NIC.
- The Pennsylvania NIMS Coordinator will disseminate the current compliance reporting method and guidance out to the Area Office NIMS POCs, and state agency NIMS POCs, and will provide technical assistance and outreach as requested.
- PEMA Area Offices will push the current compliance reporting method out to their respective counties, and will provide technical assistance and guidance to those requiring or requesting it.
- State agency NIMS POCs will complete the current compliance reporting method.

5. Plan Maintenance and Distribution

5.1 Maintenance

5.1.1. Pennsylvania Emergency Management Agency

The Pennsylvania NIMS Coordinator, in coordination with the Pennsylvania NIMS Workgroup, will prepare and maintain the *NIMS Implementation Strategy* and manage the Commonwealth's NIMS reporting structure. The Pennsylvania NIMS Workgroup will review the Strategy annually to incorporate any changes that the NIC releases and evaluate the Commonwealth's progress with implementation. A major review session by the Pennsylvania NIMS Workgroup will occur prior to the end of the Strategy's five-year life cycle, or as required by updates to national doctrine.

The Pennsylvania NIMS Coordinator, in conjunction with the three Area Offices, will supply Commonwealth agencies, county and municipal governments, and the RTFs with the technical information, advice and assistance essential to achieve effective discharge of their responsibilities with implementing the NIMS.

5.1.2. Other Departments and Agencies

All state departments and agencies shall develop supporting plans or implementing procedures for the implementation of NIMS within their agency as required. Such plans shall be in accordance with and in support of this plan and use consistent activities and terminology as outlined in NIMS.

5.1.3. Counties and Local Jurisdictions

All counties and local jurisdictions shall develop supporting plans or implementing procedures for the implementation of NIMS within their respective jurisdiction as required. Such plans shall

be in accordance with and in support of this plan and use consistent activities and terminology as outlined in NIMS.

8.2 Distribution

Governor's Office

Federal Emergency Management Agency - Region III

All Commonwealth of Pennsylvania departments and agencies

Pennsylvania Emergency Management Agency Bureaus and Area Offices

Regional Task Forces

All Commonwealth of Pennsylvania counties and local jurisdictions

Applicable private-sector and NGO partners

Pennsylvania Emergency Management Agency website

9. Appendices

Appendix A: NIMS Implementation Objectives

Appendix B: NIMS Definitions and Acronyms

Appendix C: Training Matrix – PEMA

*Appendix D: Training Matrix – Template for County, Municipal, NGO and
Private-Sector Partners*

Appendix E: NIMS Core Curriculum

Appendix F: ICS Equivalency Chart

Appendix G: Incident Complexity Chart

Appendix H: List of Federal Preparedness Funds and Assistance

Appendix I: Sample Municipal Adoption Resolution – NIMS

Appendix A: NIMS Implementation Objectives

The chart on the subsequent pages summarizes all on-going NIMS implementation activities prescribed by the NIC by NIMS component and demonstrate how they pertain to states and local governments. **State and local jurisdictions should bear in mind that implementation objectives from previous FY remain on-going commitments in the present FY and must continue to support all implementation objectives required or underway in order to achieve full NIMS compliance.**

No new objectives have been released since FFY 2010, making this chart the most current version. Future refinement of the NIMS will evolve as policy and technical issues are further developed and clarified. As a result, the NIC may issue additional requirements to delineate what constitutes NIMS compliance in FFY 2014 and beyond. With the completion of the FFY 2010 objectives, state and local jurisdictions will have the foundational support for future NIMS implementation and compliance. The effective and consistent implementation of the NIMS statewide will result in a strengthened State capability to prevent, prepare for, respond to and recover from any type of incident. While there have been no new implementation objectives released since FFY 2010, the *NIMS Training Program* was released in 2011. It is the most current training guidance and will serve as the standard for training.

New implementation objectives will be added to the document under the appropriate FFY as they are published by the NIC.

NIMS Component	NIMS Implementation Objective	Federal Fiscal Year Prescribed To:		
		State/Territory	Tribal	Local
ADOPTION	1. Adopt NIMS for all Departments/ Agencies; as well as promote and encourage NIMS adoption by associations, utilities, nongovernmental organizations (NGOs) and private sector emergency management and incident response organizations	2005		
	2. Establish and maintain a planning process to communicate, monitor, and implement all NIMS compliance objectives across the State/Territory/Tribal Nation (including Departments/Agencies), to include local governments. This process must provide a means for measuring progress and facilitate reporting.	2006	2008	N/A
	3. Designate and maintain a single point of contact within government to serve as principal coordinator for NIMS implementation jurisdiction-wide (to include a principle coordinator for NIMS implementation within each Department/Agency).	2006	2007	
	4. Ensure that Federal Preparedness Awards (to include, but not limited to, DHS Homeland Security Grant Program and Urban Area Security Initiative Funds) to State/Territorial/Tribal Departments/Agencies, as well as local governments, support all required NIMS Compliance Objectives (requirements).	2005	2008	
	5. Audit agencies and review organizations should routinely include NIMS Compliance Objectives (requirements) in all audits associated with Federal Preparedness Awards.	2006	2008	
	6. Assist Tribal Nations with formal adoption and implementation of NIMS.	2007	N/A	

NIMS Component	NIMS Implementation Objective	Federal FY Prescribed To:		
		State Territory	Tribal	Local
Preparedness	7. Revise and update emergency operations plans (EOPs), standard operating procedures (SOPs), and standard operating guidelines (SOGs) to incorporate NIMS and National Response Framework (NRF) components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.	2005		
	8. Promote and/or develop intrastate and interagency mutual aid agreements and assistance agreements (to include agreements with the private sector and NGOs).	2005		
	9. Plan for special needs populations (as defined in NIMS) in the development of EOPs and procedures.	2010		
Preparedness	10. Use existing resources such as programs, personnel and training facilities to coordinate and deliver NIMS training requirements.	2006	2008	
	11. Implement IS-700 <i>NIMS: An Introduction</i> training to include appropriate personnel.	2006		
	12. Implement IS-800 <i>National Response Framework (NRF): An Introduction</i> training to include appropriate personnel.	2006		
	13. Implement ICS-100 <i>Introduction to ICS</i> training to include appropriate personnel.	2006		
	14. Implement ICS-200 <i>ICS for Single Resources and Initial Action Incidents</i> training to include appropriate personnel.	2006		
	15. Implement ICS-300 <i>Intermediate ICS</i> training to include appropriate personnel.	2007		
	16. Implement ICS-400 <i>Advanced ICS</i> training to include appropriate personnel.	2009		
	17. Implement IS-701 <i>NIMS Multiagency Coordination Systems (MACS)</i> training to include appropriate personnel..	2010 *Course no longer offered		
	18. Implement IS-702 <i>NIMS Public Information</i> training to include appropriate personnel.	2010		
	19. Implement IS-703 <i>NIMS Resource Management</i> training to include appropriate personnel.	2010		
	20. Implement IS-704 <i>NIMS Communication and Information Management</i> training to include appropriate personnel.	2010 *Course no longer offered		

NIMS Component		NIMS Implementation Objective	Federal FY Prescribed To:		
			State Territory	Total	Local
Preparedness	Exercises	21. Incorporate NIMS concepts and principles into all appropriate State/Territorial/Tribal training and exercises.	2005		
		22. Plan for and/or participate in an all-hazards exercise program (for example: Homeland Security Exercise and Evaluation Program (HSEEP)) that involves emergency management/response personnel from multiple disciplines and/or multiple jurisdictions.	2006		
		23. Incorporate corrective actions into preparedness and response plans and procedures.	2006		
		24. Include NGOs and the private sector in all-hazards exercises.	2010		
		25. Promote integration of HSEEP into exercises and evaluate against associated target capabilities. ²⁵	2010		
Communications and Information Management		26. Apply common and consistent terminology as used in NIMS, including the establishment of plain language (clear text) communications standards.	2006		
		27. Utilize systems, tools, and processes to present consistent and accurate information (e.g., common operating picture) during an incident/ planned event.	2007		
		28. Develop procedures and protocols for communications (to include voice, data, access to geospatial information, Internet/Web use, and data encryption), where applicable, to utilize or share information during an incident/planned event.	2010		
		29. Institute multidisciplinary and/or multi-jurisdictional procedures and protocols for standardization of data collection and analysis to utilize or share information during an incident/planned event.	2010		
		30. Institute procedures and protocols for operational and information security during an incident/ planned event.	2010		

²⁵ Target capabilities were replaced by core capabilities in 2011.

NIMS Component	NIMS Implementation Objective	Federal FY Prescribed To:		
		State/Territory	Total	Local
Resource Management	31. Inventory response assets to conform to NIMS National Resource Typing Definitions, as defined by FEMA Incident Management Systems Integration Division.		2006	
	32. Ensure that equipment, communications and data systems acquired through State/Territorial and local acquisition programs are interoperable.		2006	
	33. Utilize response asset inventory for intrastate/interstate mutual aid requests (such as Emergency Management Assistance Compact (EMAC)), training, exercises, and incidents/planned events.		2007	
	34. Initiate development of a State/Territory/Tribal-wide system (that incorporates local jurisdictions) to credential emergency management/response personnel to ensure proper authorization and access to an incident, including those involving mutual aid agreements and/or assistance agreements.		2008	
	35. Institute mechanisms to deploy, track, recover, demobilize, and to provide reimbursement for resources utilized during response and recovery. This mechanism should address access control measures.		2010	

NIMS Component		NIMS Implementation Objective	Federal FY Prescribed To:		
			State/Territory	Tribal	Local
Command and Management	Incident Command System	36. Manage all incidents/ planned events in accordance with ICS organizational structures, doctrine and procedures. ICS implementation must include the consistent application of Incident Action Planning (IAP), common communications plans, implementation of Area Command to oversee multiple incidents that are handled by separate ICS organizations or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged, and implementation of unified command (UC) in multi-jurisdictional or multi-agency incident management, as appropriate.	2006		
	Multi-Agency Coordination Systems	37. Coordinate and support emergency management and incident response objectives through the development and use of integrated MACS (i.e. develop/maintain connectivity capability between local Incident Command Posts (ICPs), local 911 Centers, local/regional/State/territorial/tribal/Federal Emergency Operations Centers (EOCs), as well as NRF organizational elements).	2006		
	Public Information	38. Institutionalize, within the framework of ICS, Public Information, (e.g., Joint Information System (JIS) and a Joint Information Center (JIC)) during an incident/planned event.	2006		
		39. Ensure that Public Information procedures and processes can gather, verify, coordinate, and disseminate information during an incident/planned event.	2007		

Appendix B: NIMS Definitions and Acronyms

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

DEFINITIONS

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

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

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy

can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

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

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

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

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

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

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

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

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

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

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.

HSPD # 5: The adoption of the National Incident Management System (NIMS) is a requirement to receive federal preparedness assistance through grants, contracts, and other activities. The NIMS provides a consistent nationwide template to enable all levels of government, tribal nations, nongovernmental organizations, and private sector partners to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity.

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

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

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

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions

and functional agencies, both public and private to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

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

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

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

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

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

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

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

Knowledge Center: Incident management software used by the Commonwealth.

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

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

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of states, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

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

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

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

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

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

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

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another or 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 (NDMS): A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for federal, state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; Multi-agency Coordination Systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

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

NIMSCAST: The National Incident Management System (NIMS) Compliance Assistance Support Tool (NIMSCAST). FEMA's National Integration Center designed the NIMSCAST as the premier self-assessment instrument for state, local, and tribal governments to evaluate and report their jurisdiction's implementation of NIMS.

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. Operations 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.

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 for a 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.

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

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

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political,

environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

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

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

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

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident; the effects additional responding resources will have on the incident and anticipated resource needs.

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

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.

Regional Task Force: A complement of federal, state, county and municipal emergency management, health, law enforcement, public safety and other officials and representatives from volunteer service organizations, private business and industry, hospitals and medical care facilities and other entities within a multicounty area as determined by the agency that is responsible for conducting planning, training preparedness and response activities. See section 102, Counterterrorism Planning, Preparedness and Response Act of Dec. 16, 2002, P.: 1967, No. 227.

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 qualification.

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

Unified Command (UC): 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. This is separate from *unity of command* (see below).

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.

WebEOC: A software package that is specifically designed for incident management, incident generated records management, and resource tracking. This software is in use in many localities throughout the country.

ACRONYMS

AAR	After Action Report
AHIMT	All-Hazards Incident Management Team
ALS	Advance Life Support
CAP	Corrective Action Plan
CIKR	Critical Infrastructure/Key Resources
CLEAN	Commonwealth Law Enforcement Assistance Network
COOP	Continuity of Operating Procedures
CRCC	Commonwealth Response Coordination Center
DHS	United States Department of Homeland Security
DOC	United States Department Operations Center
EAS	Emergency Alert System
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMPG	Emergency Management Performance Grant
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPLO	Emergency Preparedness Liaison Officer
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FFY/FY	Federal Fiscal Year/ Fiscal Year
FOG	Field Operations Guide

GIS	Geographic Information System
HAZMAT	Hazardous Material
HSEEP	Homeland Security Exercise and Evaluation Program
HSGP	Homeland Security Grant Program
HSPD-5	Homeland Security Presidential Directive-5
IAP	Incident Action Plan
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
JIS	Joint Information System
JIC	Joint Information Center
KC	Knowledge Center
LOFR	Liaison Officer
MACS	Multiagency Coordination System
MOU	Memorandum of Understanding
NDMS	National Disaster Medical System
NGO	Non-Governmental Organization
NIC	National Integration Center
NIMS	National Incident Management System
NIMSCAST	NIMS Compliance Assistance Support Tool
NMO	State NIMS Office (PEMA)
NPG	National Preparedness Goal

NRP	National Response Plan
NWCG	National Wildfire Coordination Group
PASTAR	Pennsylvania Statewide Telecommunications and Alerting System
PEMA	Pennsylvania Emergency Management Agency
PIO	Public Information Officer
PIV-I	Personal Identity Verification Interoperable System
POC	Point of Contact
PPD-8	Presidential Policy Directive 8
PVO	Private Voluntary Organizations
R&D	Research and Development
RTF	Regional Task Force
SDO	Standards Development Organizations
SEOP	State Emergency Operations Plan
SEVAN	State Emergency Voice Alerting Network
SITREP	Situation Report
SO	Safety Officer
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedure
UC	Unified Command
US&R	Urban Search and Rescue

Appendix C: Training Matrix-PEMA

Minimum Training Requirements for PEMA and OSFC Staff, and Agency Representatives Based on Duties and Assignments²⁶

This represents a minimum standard for PEMA, OSFC employees, and all Agency Representatives. At the recommendation of Bureau Directors, Area Directors, or the Executive Office, personnel may receive training at a higher level and/or position specific training. Members of specialized response teams may also receive training at a higher level and/or position specific training. New employees will have one year to complete the required training based upon their position.

COLOR CODE	IS-100b Introduction to ICS	IS-700a - NIMS, an Introduction	IS 706 - NIMS Intrastate Mutual Aid, an Introduction	IS 800 - National Response Framework (NRF), an Introduction	G 191 - ICS/EOC Interface	ICS 200b - ICS for Single Action Resources	ICS-300 - ICS Intermediate Level	ICS-400 - ICS Advanced Level	IS 702 - NIMS Public Information	Position-Specific Training*
BASELINE FOR ALL STAFF = BLUE										
MIDDLE MANAGEMENT = GOLD										
COMMAND STAFF = LIGHT BLUE										
SPECIALIZED = MAROON										
*= as required based on CRCC roles										
EXECUTIVE OFFICE										
Director										
Executive Deputy Director										
Deputy Director for Response										
Deputy Director for Preparedness										
Deputy Director for 9-1-1										
Deputy Director for Administration										
Chief Counsel										
Attorney 5										

²⁶ As outlined in the U.S. Department of Homeland Security's *National Incident Management Training Program* (September 2011), page 20.

COLOR CODE	IS-100b Introduction to ICS	IS-700a - NIMS, an Introduction	IS 706 – NIMS Intrastate Mutual Aid, an Introduction	IS 800 – National Response Framework (NRF), an Introduction	G 191 – ICS/EOC Interface	ICS 200b – ICS for Single Action Resources	ICS-300 - ICS Intermediate Level	ICS-400 – ICS Advanced Level	IS 702 – NIMS Public Information	Position-Specific Training*
BASELINE FOR ALL STAFF = BLUE										
MIDDLE MANAGEMENT = GOLD										
COMMAND STAFF = LIGHT BLUE										
SPECIALIZED = MAROON										
*= as required based on CRCC roles										
Legislative Liaison 3										
Communications Director 2										
Deputy Communications Director										
Digital Director 1										
Executive Secretary 1 and 2										
Information Specialist										
State Meteorologist										
Executive Assistant – Policy/Doctrine										
EXTERNAL AFFAIRS OFFICE										
External Affairs Director										
Emergency Management Supervisor										
Emergency Management Specialist										
PEMA AREA OFFICES										
Area Office Coordinator										
Emergency Management Specialist										
Emergency Management Supervisor										
Clerk Typist 2										
RTS 2										
ADMINISTRATION DEPUTATE										
BUREAU OF BUDGET										
Bureau Director (AO5)										
Accountant 1, 2 and 3										
Financial Programmer										
Budget Analyst 1 through 4										

COLOR CODE	IS-100b Introduction to ICS	IS-700a - NIMS, an Introduction	IS 706 - NIMS Intrastate Mutual Aid, an Introduction	IS 800 - National Response Framework (NRF) an Introduction	G 191 - ICS/EOC Interface	ICS 200b - ICS for Single Action Resources	ICS-300 - ICS Intermediate Level	ICS-400 - ICS Advanced Level	IS 702 - NIMS Public Information	Position-Specific Training*
BASELINE FOR ALL STAFF = BLUE MIDDLE MANAGEMENT = GOLD COMMAND STAFF = LIGHT BLUE SPECIALIZED = MAROON * = as required based on CRCC roles										
Clerk Typist 2 and 3										
Fiscal Assistant										
Purchasing Agent 1,2, and 3										
BUREAU OF GRANTS MANAGEMENT										
Bureau Director										
Accountant 1-3										
Clerk Typist 2										
Administrative Officer 1 through 4										
Auditor 1 and 2										
Auditor Supervisor										
Emergency Management Specialist										
BUREAU OF EMERGENCY MANAGEMENT TECHNICAL SERVICES										
Bureau Director										
IT Generalist Administrator 1										
Radio Telecommunications Supervisor										
Radio Telecommunications Specialist 1 and 2										
Information Technology Generalist 1 and 2										
Business Analyst 2										
Clerk Typist										
OFFICE OF FACILITIES MAINTENANCE										
Building Administrator 1										
Administrative Officer 1										

COLOR CODE	IS-100b Introduction to ICS	IS-700a - NIMS, an Introduction	IS 706 - NIMS Intrastate Mutual Aid, an Introduction	IS 800 - National Response Framework (NRF), an Introduction	G 191 - ICS/EOC Interface	ICS 200b - ICS for Single Action Resources	ICS-300 - ICS Intermediate Level	ICS-400 - ICS Advanced Level	IS 702 - NIMS Public Information	Position-Specific Training*
BASELINE FOR ALL STAFF = BLUE MIDDLE MANAGEMENT = GOLD COMMAND STAFF = LIGHT BLUE SPECIALIZED = MAROON * = as required based on CRCC roles										
Clerk 2-3										
Maintenance Repairman 2										
Clerk Typist 2										
BUREAU OF RECOVERY AND MITIGATION										
Bureau Director										
Emergency Management Supervisor										
Emergency Management Specialist Planner 2										
Civil Engineer Hydraulic Planner 2										
Clerk Typist 2										
9-1-1 DEPUTATE										
9-1-1 OFFICE										
Telecommunications Administrator										
Emergency Management Specialist IT Policy Specialist 2										
Telecommunications Specialist 1 and 2 Public Safety Education and Outreach Specialist										
Executive Secretary 1 Clerk Typist 2										
RESPONSE DEPUTATE										
INTERNAL OPERATIONS OFFICE										

COLOR CODE	IS-100b Introduction to ICS	IS-700a - NIMS, an Introduction	IS 706 - NIMS Intrastate Mutual Aid, an Introduction	IS 800 - National Response Framework (NRF) an Introduction	G 191 - ICS/EOC Interface	ICS 200b - ICS for Single Action Resources	ICS-300 - ICS Intermediate Level	ICS-400 - ICS Advanced Level	IS 702 - NIMS Public Information	Position-Specific Training*
COMMONWEALTH WATCH AND WARNING CENTER										
Bureau Director										
Emergency Management Area Coordinator										
Emergency Management Supervisor										
Emergency Management Watch Officer										
Clerk Typist 3										
Agency Representative										
EXTERNAL OPERATIONS										
Director										
IMT Administrator										
Emergency Management Specialist										
Emergency Management Supervisor										
Maintenance Repairman 2										
PREPAREDNESS DEPUTATE										
BUREAU OF PLANNING, TRAINING AND EXERCISE										
Bureau Director										
Emergency Management Supervisor										
Emergency Management Specialist										
Planner 2										
BUREAU OF TECHNOLOGICAL HAZARDS										
Bureau Director										

*= as required based on CRCC roles

COLOR CODE	IS-100b Introduction to ICS	IS-700a - NIMS, an Introduction	IS 706 - NIMS Intrastate Mutual Aid, an Introduction	IS 800 - National Response Framework (NRF) an Introduction	G 191 - ICS/EOC Interface	ICS 200b - ICS for Single Action Resources	ICS-300 - ICS Intermediate Level	ICS-400 - ICS Advanced Level	IS 702 - NIMS Public Information	Position-Specific Training*
BASELINE FOR ALL STAFF = BLUE										
MIDDLE MANAGEMENT = GOLD										
COMMAND STAFF = LIGHT BLUE										
SPECIALIZED = MAROON										
*= as required based on CRCC roles										
Planning Administrator										
Emergency Management Specialist										
Administrative Assistant 1										
Clerk Typist 3										
OFFICE OF THE STATE FIRE COMMISSIONER										
FIRE COMMISSIONER'S OFFICE										
State Fire Commissioner										
Administrative Officer 1-3										
Executive Secretary 1										
Administrative Assistant 1										
Accountant 1										
Fiscal Technician										
Volunteer Loan Assistant Program Administrator										
STATE FIRE ACADEMY										
Academy Administrator										
Academy Assistant Administrator										
Alternative Energy Emergency Response Training Administrator										
Administrative Assistant 1										
Administrative Officer 1 and 3										
Fire Service Education Specialist										
Maintenance Repairman 2										

COLOR CODE BASELINE FOR ALL STAFF = BLUE MIDDLE MANAGEMENT = GOLD COMMAND STAFF = LIGHT BLUE SPECIALIZED = MAROON * = as required based on CRCC roles	IS-100b Introduction to ICS	IS-700a - NIMS, an Introduction	IS 706 - NIMS Intrastate Mutual Aid, an Introduction	IS 800 - National Response Framework (NRF), an Introduction	G 191 - ICS/EOC Interface	ICS 200b - ICS for Single Action Resources	ICS-300 - ICS Intermediate Level	ICS-400 - ICS Advanced Level	IS 702 - NIMS Public Information	Position-Specific Training*
Fire Service Education Specialist Supervisor										
Clerk Typist 2										

TRAINING METRICS TEMPLATE

Minimum Training Requirements for **ICS Field Operations** OF (Name of Agency, County, Municipality, Organization)^{29, 30}

The courses in bold below represent the minimum standard for ICS field responders. At the recommendation of the senior agency official or Incident Commander, personnel may receive training at a higher level, the recommended courses, and/or position specific training. Members of specialized response teams may also receive training at a higher level and/or position specific training. New employees will have one year to complete the required training based upon their position.

All Emergency Responders	First-Line Supervisors	Mid-Level Response Supervisors	Command & General Staff
Required Courses			
IS-100	IS-100	IS-100	IS-100
IS-700	IS-700	IS-700	IS-700
	IS-200	IS-200	IS-200
		IS-800	IS-800
		ICS-300	ICS-300
			ICS-400
Recommended Courses			
IS-200		IS-200	IS-200
		IS-300	IS-300
		IS-700	IS-700
			CS-101
			EL-047
	Position Specific Courses**	Position Specific Courses**	Position Specific Courses**

²⁹ As outlined in the February 2012 *NIMS Training Grid of Required/ Recommended Courses*. This chart is available on the PEMA NIMS website (<http://www.pema.state.pa.us/portal/server.pt/community/nims/19821>)

³⁰ Under the *NIMS Training Program*, personnel must attend training based on their ICS role and the incident complexity (Type 1-5) those personnel will likely face. FEMA put the above matrix together to clarify training requirements and recommendations based on positions. Refer to the *NIMS Training Program* for further details.

CATEGORY SPECIFIC PERSONNEL BREAKDOWN

All Emergency Responders

Emergency Management Personnel
Emergency Medical Services Personnel
Firefighters
First Responders and Disaster Workers
Governmental Administrative Personnel
Hazardous Materials Personnel
Health Care and Hospital Staff
Law Enforcement Personnel
Public Health Personnel
Public Safety Communications Personnel
Public Works/Utility Personnel
Skilled Support Personnel
Volunteers
Other emergency management, response, and support personnel

First Line Supervisors

First Line Supervisors
Single Resource Leaders
Field Supervisors
Other emergency management/response personnel that require a higher level of ICS/NIMS training

Mid-Level Response Supervisors

Middle Management
Strike Team Leaders
Task Force Leaders
Unit Leaders
Division/Group Supervisors
Branch Directors

Command and General Staff

Command and General Staff
Department Heads with MACS responsibilities
Area/Incident/Unified Commanders
Emergency Managers
EOC/MACS Managers

Minimum Training Requirements for Schools Personnel: K-12 and Institutes of Higher Education

Executive Leaders

Executive Leaders must be familiar with the comprehensive system supporting emergency management, even though they may not have a designated role in the incident command system. They are responsible for making financial, administrative, and managerial decisions supporting the school or the emergency management program and will likely have very high-level responsibilities before and after an incident, as opposed to command responsibilities in the field during an actual event.

Executive Leaders should take the following course:

G-403: Incident Command System (ICS) Overview for Executives and Senior Officials

It is recommended that they also take:

IS-700: NIMS, an Introduction

Executive Leaders (ELs) include:

- Superintendent
- Institution President
- Provost
- Principals
- School Boards

Command Staff

Command Staff are personnel assigned to lead any key campus emergency management effort; they have a specific role within the ICS.

Command Staff should take the following courses, at a minimum:

- IS-100-ics: Introduction to ICS for Schools
- IS-200: ICS for Single Resources and Initial Action Incidents
- IS-700: NIMS, an Introduction
- IS-800.B: National Response Framework, an Introduction
- ICS-900: Intermediate ICS for Expanding Incidents
- G-964: Multi-Hazard Planning for Schools

Command Staff may include:

- Emergency Management (ICS) Team members
- School Resource Officers
- Facilities Managers
- PIO's
- Safety/Liaison Officer
- Personnel in Operations, Logistics, Planning, or Finance/Admin Sections

Incident Managers

Personnel with a leadership role in command for the incident Commander, or IC) during an incident.

Incident Managers should take the following courses, at a minimum:

- IS-100-ics: Introduction to ICS for Schools
- IS-200: ICS for Single Resources and Initial Action Incidents
- IS-700: NIMS, an Introduction
- IS-800.B: National Response Framework, an Introduction
- ICS-300: Intermediate ICS for Expanding Incidents
- ICS-400: Advanced Incident Command
- G-964: Multi-Hazard Planning for Schools

Incident Managers should ideally include:

- Director of School/Campus Safety
- School/Campus Chief of Police
- School Security Chief

General Personnel

General Personnel are those with any non-command or incident management role in emergency preparedness, incident management, or response.

General Personnel should take the following courses, at a minimum:

- IS-100-ics: Introduction to ICS for Schools
- IS-700: NIMS, an Introduction

It is recommended that they also take:

IS-200: Intermediate ICS for Expanding Incidents

General Personnel may include:

- Nurses and Health Officials
- Counselors/Psychologists
- Information Technology
- Bus Drivers
- Educators/Faculty
- Coaches/their staff
- Housing/Food Prep staff
- Campus CERT members
- Resource staff and support personnel
- Administrators
- Facilities personnel

Appendix E: NIMS Core Curriculum

NIMS CORE CURRICULUM³¹

Course ID	Course Title
E/L-947	Emergency Operations Center (EOC)/Incident Management Team (IMT) Interface
E/L-950	All-Hazards Incident Commander
E/L-952	All-Hazards Public Information Officer
E/L-954	All-Hazards Safety Officer
E/L-956	All-Hazards Liaison Officer
E/L-958	All-Hazards Operations Section Chief
E/L-960	All-Hazards Division/Group Supervisor
E/L-962	All-Hazards Planning Section Chief
E/L-964	All-Hazards Situation Unit Leader
E/L-965	All-Hazards Resource Unit Leader
E/L-967	All-Hazards Logistics Section Chief
E/L-969	All-Hazards Communications Unit Leader
E/L-970	All-Hazards Supply Unit Leader
E/L-971	All-Hazards Facilities Unit Leader
E/L-973	All-Hazards Finance/Administration Section Chief
E/L-975	All-Hazards Finance/Administration Unit Leader
ICS-100	Introduction to the Incident Command System (ICS)
ICS-200	ICS for Single Resources and Initial Action Incidents
ICS-300	Intermediate ICS for Expanding Incidents
ICS-400	Advanced ICS
IS-700	National Incident Management System (NIMS), an Introduction
IS-702	NIMS Public Information
IS-703	NIMS Resource Management
IS-706	NIMS Intrastate Mutual Aid, An Introduction
IS-800	National Response Framework, an Introduction
G-191	Incident Command System/Emergency Operations (ICS/EOC) Interface
G-402	Incident Command System (ICS) Overview for Executives/Senior Officials

³¹ Please refer to Appendix A in the *NIMS Training Program* (2011) for a listing of Federal training web resources. Please refer to the PEMA training calendar on the PEMA website for classroom-based courses.

COURSE DESCRIPTIONS

ICS-100 Introduction to the Incident Command System: This course introduces ICS and provides the foundation for higher level ICS training. It describes the history, features and principles, and organizational structure of the system. It also explains the relationship between ICS and NIMS.

ICS-200 ICS for Single Resources and Initial Action Incidents: This course is designed to enable personnel to operate efficiently during an incident or event within the ICS. ICS-200 provides training and resources for personnel who are likely to assume a supervisory position within the ICS.

ICS-300 Intermediate ICS for Expanding Incidents: ICS-300 provides training and resources for personnel who require advanced knowledge and application of the ICS. This course expands upon information covered in the ICS-100 and ICS-200 courses.

ICS-400 Advanced ICS: This course provides training and resources for personnel who require advanced application of ICS. This course expands upon information covered in ICS-100 through ICS-300.

IS-700 NIMS, an Introduction: This course introduces the NIMS concept. NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.

IS-702 NIMS Public Information: The public information systems described in NIMS are designed to effectively manage public information at an incident, regardless of the size and complexity of the situation or the number of entities involved in the response.

IS-703 NIMS Resource Management: This course provides training to help resource managers prepare before an incident and contribute effectively to incident response.

IS-706 NIMS Intrastate Mutual Aid, an Introduction: This independent study course provides an introduction to NIMS intrastate mutual aid and assistance. Participants will learn about the purpose and benefits of mutual aid and assistance, as well as the emphasis that NIMS places on mutual aid and assistance.

IS-800 National Response Framework (NRF), an Introduction: The course introduces participants to the concepts and principles of the NRF.

E/L-947 Emergency Operations Center-Incident Management Team Interface: This course describes the roles, responsibilities and relationships of local EOCs and IMTs. It trains participants on effective management of domestic incidents and exercises the interfaces between EOC personnel and All Hazards IMTs (AHIMT) (Type 3, 4 and 5). This IEMC clarifies the difference between resource management at the EOC and on-scene command. It presents four ways an EOC can be organized and explains the difference between the IMT's on-scene

command responsibilities and an EOC's coordination responsibilities. This course is delivered via classroom lectures, discussions and functional exercises.

E/L-950 All-Hazards Incident Commander: This course is designed to provide State and Local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective incident commander on an all-hazards incident management team (AHIMT). These responsibilities fall into two categories: (1) responding to the incident and command needs of the incident; and (2) effectively fulfilling the position responsibilities of an incident commander on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 952 All-Hazards Public Information Officer: This course is designed for a public information officer (PIO) assigned to an incident as a member of an AHIMT, local incident management teams (IMT), as well as for the PIO assigned to an incident as an assistant PIO in a variety of capacities. This course will help students develop a strong set of core PIO skills and the ability to apply them within the context of an AHIMT. This course is also distinct from other information function courses in that it combines elements from both the basic and advanced function to concentrate training on the fundamental duties and responsibilities of PIO in an all-hazard environment. The course material does not assume or require experience as a PIO, but also is not a basic PIO course. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 954 All-Hazards Safety Officer: This course is designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective safety officer on an AHIMT. These responsibilities fall into two categories: (1) responding to the incident and the safety needs of the incident; and (2) effectively fulfilling the position responsibilities of a safety officer on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 956 All-Hazards Liaison Officer: This course is designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective liaison officer on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 958 All-Hazards Operations Section Chief: This course is designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective operations section chief on an AHIMT. These responsibilities fall into two categories: (1) responding to the incident and the command needs of the incident; and (2) effectively fulfilling the position responsibilities of an Operations Section Chief on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 960 All-Hazards Division/Group Supervisor (DIVS): The course is designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective DIVS on an AHIMT. The course walks students through general information, including an overview of the operations section and information on incident mobilization, initial situation awareness, and unit management. It also provides detailed

instruction on responding to the incident and the command needs of the incident, as well as emphasizing the importance of risk management and safety considerations.

E/L 962 All-Hazards Planning Section Chief: This course is designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective planning section chief (PSC) on an AHIMT. These responsibilities fall into two categories: (1) managing the planning cycle; and (2) tracking resources and incident status. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 964 All-Hazards Situation Unit Leader (SITL): This course helps attendees establish the essential core competencies required to perform the duties of the SITL in an all-hazards incident. It addresses all responsibilities appropriate to a SITL operating in a State and Local-level AHIMT, including processing information and intelligence and developing displays. The course is instructor-led training that supports learning through discussion, lecture, and active participation in multiple exercises. By requiring attendees to bring a SITL kit to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a SITL.

E/L 965 All-Hazards Resource Unit Leader (RESL): This course provides an overview of unit leader responsibilities, the planning section, and the planning process to contextualize the resources unit for students unfamiliar with the planning process or ICS. It then explores specific RESL functions and responsibilities, including resource tracking systems, operational planning, and resource products/outputs. The status/check-in and demobilization functions are covered to provide students with the knowledge to perform those duties if necessary. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 967 All-Hazards Logistics Section Chief: This course is designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective logistics section chief on an AHIMT. These responsibilities fall into two categories: (1) responding to the incident; and (2) effectively fulfilling the position responsibilities of a Logistics Section Chief on an AHIMT. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 969 All-Hazards Communications Unit Leader: This course helps participants establish the essential core competencies required for performing the duties of the communications unit leader (COML) in an all-hazards incident. This course addresses all responsibilities appropriate to a COML operating in a state or local-level AHIMT. These responsibilities include the collection, processing, and dissemination as needed to facilitate operations of command, general staff, and unit leaders within the confines of an AHIMT. The course is an instructor-led training that supports learning through discussion, lecture, and active participation in multiple exercises. By requiring participants to bring a COML kit to the instruction, the course provides a realistic, hands-on approach to mastering the skills of a COML.

E/L 970 All-Hazards Supply Unit Leader (SPUL): This course helps attendees establish the essential core competencies required for performing the duties of the SPUL in an all-hazards incident. By requiring attendees to bring jurisdiction-specific information to the instruction, the

course provides a realistic, hands-on approach to mastering the skills of a SPUL organized by the fundamental steps of the ordering process. Attendees identify information required for ordering supplies, complete required forms and documentation related to ordering supplies, and learn to anticipate ordering requirements and supply needs for the incident. In addition to the ordering process, the course discussed mobilization, setting up and managing the supply unit, and demobilization.

E/L 971 All-Hazards Facilities Unit Leader (FACL): The course will help students establish the essential core competencies required for performing the duties of the FACL in an all-hazards incident. The course walks students through general information, including an overview of the logistics section and information on incident mobilization, initial situation awareness, and unit management. It also provides detailed instruction in setting up and maintaining incident facilities, including facilities infrastructure, services, layout, and security. Each unit contains a discussion-based exercise and there is a capstone tabletop exercise at the end of the course to give students hands-on practice functioning as a FACL.

E/L 973 All-Hazards Finance/Administration Section Chief: This course is designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective finance/administration section chief on an AHIMT. These responsibilities fall into two categories: (1) managing the finance/administration section personnel; and (2) managing the finances and administrative responsibilities during an incident. Exercises, simulations, discussions, and a final exam enable students to process and apply their new knowledge.

E/L 975 All-Hazards Finance/Administration Unit Leader: The finance/administration unit leader course will help students establish the essential core competencies required for performing the duties of the finance/administration unit leader in an all-hazards incident. The course is designed to enable students to perform as any of the four finance/administration unit leaders (time unit leader, procurement unit leader, compensation and claims unit leader, cost unit leader). Students will learn information that is applicable across all four positions, such as unit set-up and management, information gathering, and interactions. Complex experiential exercises and discussions will afford students the opportunity to each act as unit leaders while connecting all information learned back to real-world application.

G-191 Incident Command System/Emergency Operations Center Interface: This course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate the interface. This course works best when delivered to ICS and EOC personnel from the same community. The course provides an opportunity for participants to begin developing an ICS/EOC interface for their community.

Appendix F: ICS Equivalency Chart (2014 version)

Course Title	Training Provider	ICS Equivalency Level	Comments
ICS-100			
Q-462: Intro to ICS for Operational First Responders	NFA	ICS-100	2007 version or later
F-806/W-806: NIMS ICS for Fire Service	NFA	ICS-100	2007 version or later
F-160/W-160: NIMS ICS for EMS	NFA	ICS-100	2007 version or later
F-376/W-376: ICS & Resource Management for the Fire Service	NFA	ICS-100	2014
I-100: ICS Orientation	NWCG	ICS-100	
I-402: ICS for Executives	NWCG	ICS-100	
G-402: ICS for Elected and Appointed Officials	EMI	ICS-100	November 2014
IS-100: Intro to ICS	EMI	ICS-100	
IS-100: Intro to ICS for Federal Workers	EMI	ICS-100	
IS-100: Intro to ICS for Law Enforcement	EMI	ICS-100	
IS-100: Intro to ICS for Public Works Personnel	EMI	ICS-100	
IS-100.a: Introduction to ICS	EMI	ICS-100	
IS-100.HC: Introduction to ICS for Healthcare/ Hospitals	EMI	ICS-100	
IS-100.LEa: Introduction to ICS for Law Enforcement	EMI	ICS-100	
IS-100.PWa: Introduction to ICS for Public Works	EMI	ICS-100	
IS-100.SCa: Introduction to ICS for Schools	EMI	ICS-100	

Course Title	Training Provider	ICS Equivalency Level	Comments
ICS-100, continued			
ICS for Corrections	NIC	ICS-100	
The National Incident Management System - A Workbook for State Department of Transportation Frontline Workers	US DOT	ICS-100	
G-191: ICS/EOC Interface	EMI	ICS-100	

Course Title	Training Provider	ICS Equivalency Level	Comments
ICS-200			
Q-463: Basic ICS for Operational First Responders	NFA	ICS-200	2007 version or later
F-806/W-806: NIMS ICS for Fire Service	NFA	ICS-100	2007 version or later
F-160/ W-160: NIMS ICS for EMS	NFA	ICS-100	2007 version or later
F-376/W-376: ICS & Resource Management for the Fire Service	NFA	ICS-100	2014
IS-200: Basic ICS for Federal Disaster Workers	EMI	ICS-200	
IS-200: ICS for Single Resources and Initial Action Incidents	EMI	ICS-200	
IS-200.HC: Applying ICS to Healthcare Organizations	EMI	ICS-200	

Course Title	Training Provider	ICS Equivalency Level	Comments
ICS-300			
H-465: Intermediate ICS for Expanding Incidents for Operational First Responders	NFA	ICS-300	
R-152/N-152: EMS Special Operations	NFA	ICS-300	2007 version or later
R-243/O-242/N-243: Hazardous Materials Incident Management	NFA	ICS-300	2007 version or later
R-337/N-337/O-337: Command & General Staff Functions for Local Incident Management Teams	NFA	ICS-300	2007 version or later
R-306: Executive Analysis of Fire Service Operations in Emergency Management	NFA	ICS-300	2007 version or later
R-308: Command & Control of FD Operations in Natural and Manmade Disasters	NFA	ICS-300	2007 version or later
I-300: Intermediate ICS	NWCG	ICS-300	
MGT313: Incident Management/Unified Command, 24 hours	TEEX	ICS-300	
IMS300: ICS 300 Intermediate Incident Command System for Expanding Incidents	TEEX	ICS-300	

Course Title	Training Provider	ICS Equivalency Level	Comments
ICS-400			
H-467: Advanced ICS for Complex Incidents, Command & General Staff, and MACS	NFA	ICS-400	
R-337/N-337/O-337: Command & General Staff for Local Incident Management Teams	NFA	ICS-400	
R-306: Executive Analysis of Fire Service Operations in Emergency Management	NFA	ICS-400	2007 version or later
R-308: Command & Control of FD Operations in Natural and Manmade Disasters	NFA	ICS-400	2007 version or later
I-400: Advanced ICS	NWCG	ICS-400	
I-400/G-400: Advanced ICS Command and General Staff, Complex Incidents	NWCG	ICS-400	
MGT344: Advanced Incident Management/ Unified Command	TEEX	ICS-400	
S-400: IC	NWCG	ICS-400	
S-420: Command and General Staff	NWCG	ICS-400	
S-520: Advanced Incident Management	NWCG	ICS-400	
S-620: Area Command	NWCG	ICS-400	
MGT314: Enhanced All-Hazards Incident Management/Incident Command	TEEX	ICS-400	
IMS400: ICS 400 Advanced Incident Command System for Command and General Staff, Complex Incidents and MACS	TEEX	ICS-400	

Course Title	Training Provider	ICS Equivalency Level	Comments
ICS-100-400 Train-the-Trainer			
E449: Incident Command System (ICS) Curricula Train-the-Trainer (TTT)	EMI	100-400	
MGT-906: Incident Command System Curricula Train-the-Trainer (TTT)	CDP	100-400	
MGT-906: Incident Command System Curricula Train-the-Trainer (TTT)	TEEX	100-400	

Course Title	Training Provider	ICS Equivalency Level	Comments
Grandfathered Courses			
IS-195: Introduction to the Incident Command System	EMI	ICS-100	Certificates dated December 2005 or prior will be accepted
04/322: Incident Command System	MPOETC	ICS-100	Certificates dated December 2005 or prior will be accepted
Incident Command System	PSP	ICS-100	Certificates dated December 2005 or prior will be accepted
G-194: Incident Command System for Elected Officials	EMI	ICS-100	Certificates dated December 2005 or prior will be accepted
F-163/W-163: NIMS - Incident Command System for Emergency Medical Service	NFA	ICS-100 & ICS-200	Certificated dated December 2013 or prior will be accepted
F-321/W-321: Incident Command for Highrise Operations	NFA	ICS-200	Certificates dated December 2013 or prior will be accepted
F-322/W-322: Incident Command System for Structural Collapse Incidents	NFA	ICS-200	Certificates dated December 2013 or prior will be accepted
Incident Command System	NFA/SFA	ICS-200	Certificates dated December 2006 or prior will be accepted
Hazardous Materials Incident Management-IAFF (HMIM)	SFA	ICS-200	
Incident Command System for Emergency Medical Services (ICSEMS)	NFA/SFA	ICS-200	Certificates dated December 2006 or prior will be accepted
R-304: Command and Control of Fire Department Operations at Multi-Alarm Incidents	NFA	ICS-200	Certificates dated December 2013 or prior will be accepted
R-314: Command and Control of Fire Department Operations at Target Hazards	NFA	ICS-200	Certificates dated December 2013 or prior will be accepted

Course Title	Training Provider	ICS Equivalency Level	Comments
Grandfathered Courses			
G-195: Intermediate Incident Command System	EMI	ICS-200	Certificates dated December 2005 or prior will be accepted
N-831: Command and Control of Incident Operations	NFA	ICS-200	Certificates dated December 2013 or prior will be accepted
O-229/R-229: HazMat Operating Site Practices	NFA	ICS-200	Certificates dated December 2013 or prior will be accepted
F-315/W-315: Introduction to Unified Command for Multi-Agency and Catastrophic Incidents	NFA	ICS-200	Certificates dated December 2013 or prior will be accepted
O-465: ICS-300 Intermediate ICS for Expanding Incidents for Operational First Responders	NFA	ICS-300	Certificates dated May 2006 or prior will be accepted
O-467: ICS 400 Advanced ICS for Command and General Staff, Complex Incidents for Operational First Responders	NFA	ICS-400	Certificates dated May 2006 or prior will be accepted
R-317: Command and General Staff Functions in the Incident Command System	NFA	ICS-400	Certificates dated December 2013 or prior will be accepted
Provider Key:			
PSP - Pennsylvania State Police	SFA - State Fire Academy		O - Off-campus
CDP - Center for Domestic Preparedness	IS- Self Study		F - Direct Delivery
NWCG - National Wildfire Coordinating Group	E - Resident		N - Regional Delivery
EMI - Emergency Management Institute	NFA - National Fire Academy		Q - Self Study
G - State Delivered	W - State Weekend Delivery		R - Resident
MPOETC - Municipal Police Officers' Education and Training Commission			

Appendix G: Incident Complexity Chart

NIMS Incident Complexity Chart	
Type 1	<ul style="list-style-type: none"> • This type of incident is the most complex, requiring national resources for safe and effective management and operation. • All command and general staff positions are filled. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • A written incident action plan (IAP) is required for each operational period. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the Local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2	<ul style="list-style-type: none"> • This type of incident extends beyond the capabilities for Local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. • A written IAP is required for each operational period. • Many of the functional units are needed and staffed. • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
Type 3	<ul style="list-style-type: none"> • When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. • The incident may extend into multiple operational periods. • A written IAP may be required for each operational period.
Type 4	<ul style="list-style-type: none"> • Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a task force or strike team. • The incident is usually limited to one operational period in the control phase. • The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational briefing will be completed for all incoming resources. • The role of the agency administrator includes operational plans including objectives and priorities.
Type 5	<ul style="list-style-type: none"> • The incident can be handled with one or two single resources with up to six personnel. • Command and general staff positions (other than the incident commander) are not activated. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after the resources arrive on scene. • Examples include a vehicle fire, an injured person, or a police traffic stop.

Appendix H: List of Federal Preparedness Funds and Assistance

Federal Preparedness Grant Programs

The following Preliminary Grant Programs have been identified by the U.S Department of Homeland Security (list may not be all inclusive):

Environmental Protection Agency (EPA)

1. Security Enhancement and Emergency Preparedness Planning at Water Utilities
2. EPA Grant and Contract vehicle to move funding from DHS to localities for the regular retrieval of BIO Watch sampling filters and delivery for analysis.

Nuclear Regulatory Commission (NRC)

1. NRC provides pharmaceutical intervention to states with populations within the 10-mile emergency planning zone of commercial nuclear power plants.

Department of Justice (DOJ)

1. State Domestic Preparedness Equipment Support Program
2. Anti-terrorism and Emergency Assistance Program
3. Domestic Anti-terrorism Technology Development Program
4. COPS Interoperable Communications Technology Program

Department of Agriculture

1. State Fire Assistance
2. Volunteer Fire Assistance
3. First Responder Initiative

Department of Energy

1. Office of River Protection Grant

Department of Homeland Security (DHS)

1. State Homeland Security Grant Program (SHSGP)
2. Assistance to Firefighters Grant Program
3. Interoperable Communications Equipment Grant
4. SARA Title III Training Program
5. Urban Search and Rescue
6. State and Local Emergency Operation Centers (EOCs)
7. Chemical Stockpile Emergency Preparedness Program
8. Emergency Management Performance Grants (EMPG)
9. Community Emergency Response Teams (CERT)
10. State and Local Emergency Operations Planning Grants

11. Citizen Corps (CCP)
12. Metropolitan Medical Response System (MMRS)
13. National Fire Academy Training Grants
14. First Responders Grants

Department of Health and Human Services (HHS)

1. Public Health and Social Services Emergency Fund
2. State Rural Hospital Flexibility Program
3. EMS for Children
4. Superfund Hazardous Substances Basic Research and Education
5. Metropolitan Medical Response System (MMRS)
6. Immunization Research, Demonstration, Public Information and Education
7. Surveillance of Hazardous Substance Emergency Events
8. Human Health Studies, Applied Research and Development
9. Bioterrorism Preparedness Programs

Department of Education

1. School Emergency Response and Crisis Management Plan Discretionary Grant Program

Department of the Interior (DOI)

1. Rural Fire Assistance Program

Department of Transportation

1. Hazardous Materials Emergency Preparedness Training and Planning Grants
2. Airport Improvement Program
3. Satellite-based Mobile Communications Tracking System for Hazardous Materials
4. Un-tethered Trailer Tracking and Security Project
5. Operation Respond
6. Port Security Grant Program
7. Maritime Transportation Security Act (MTSA) Training
8. Ready Reserve Force
9. Priority Use and Allocation of Shipping Service, Containers and Chassis: Port Facilities, Services for National Security and National Defense Related Operations.

Appendix I: Sample Municipal Resolution Adopting NIMS

RESOLUTION NO.

IMPLEMENTING THE NATIONAL INCIDENT MANAGEMENT SYSTEM

WHEREAS, In Homeland Security Directive (HSPD)-5, the President directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which would provide a consistent nationwide approach for Federal, State, Local and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity; and

WHEREAS, the NIMS provides for interoperability and compatibility among Federal, State and local capabilities and includes a core set of concepts, principles, terminology and technologies covering the incident command system, unified command, training, management of resources and reporting; and

WHEREAS, In a Proclamation dated December 20, 2004, the Governor of Pennsylvania mandates that the National Incident Management System will be utilized for all incident management in the Commonwealth and to be effective immediately; and

WHEREAS, Failure to adopt NIMS as the requisite emergency management system may preclude reimbursement to the political subdivision for costs expended during and after a declared emergency or disaster and for training and preparation for such disasters or emergencies; and

NOW THEREFORE, Be it resolved that our municipality hereby adopts the National Incident Management System (NIMS) and recommends all public safety agencies, emergency responders, hazardous materials users and transporters, hospitals and school districts situated within the municipality do the same.

Duly adopted at a meeting held on the _____ day of _____, _____.

(Municipality)

(Chief Elected Official)

ATTEST:

Secretary

(Elected Official)

(Elected Official)