Commonwealth of Pennsylvania National Incident Management Implementation Strategy

2022-2027

PEMA

pennsylvania
EMERGENCY MANAGEMENT AGENCY

Record of Changes & Review

Change No.	Date Entered	Posted By
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7	August 7, 2019	Kirsten Cohick
8	July 1, 2022	Michael Goss

Recommended changes to this document should be addressed to:

NIMS Coordinator
Pennsylvania Emergency Management Agency
Bureau of Planning, Training, and Exercise

TABLE OF CONTENTS

Privacy Statement

Any disclosure of information in this document must be coordinated with the 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.

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David R. Padfield
Director, PA Emergency Management Agency

1.   NIMS Overview

1.1   Purpose of NIMS

The National Incident Management System (NIMS) is a comprehensive system that "guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents."[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. In October 2017, the Department of Homeland Security (DHS) updated the core *NIMS* document for the third time to reflect input from stakeholders across the nation. The *Post-Katrina Emergency Management Reform Act of 2006* stipulated that there be a National Training Program, of which NIMS is a crucial component. The *NIMS Training Program*[2] was developed to meet this requirement and was most recently revised during Summer 2020.

Additionally, NIMS aligns with *Presidential Policy Directive (PPD)-8: National Preparedness* and works in conjunction with the *National Response Framework* (NRF). 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, coordination, 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 found in Appendix A.[4] A partial list of Federal Preparedness Funds and Assistance is located in Appendix H. 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

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[1] Department of Homeland Security.   (2017, October).   *National incident management system*.   Retrieved from https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

[2] Department of Homeland Security. (2020, Summer). *National incident management system training program*. Retrieved from https://www.fema.gov/sites/default/files/documents/fema_nims_training-program-may-2020_0.pdf

[3] *Governor's Proclamation Implementing the National Incident Management System (2004, December).* Retrieved from *https://www.pema.pa.gov/Preparedness/NIMS/Documents/NIMS-Governor-Proclamation.pdf*

[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). See also the specific grant program Notice of Funding Opportunities.

steps for NIMS implementation as outlined in the 2018 Implementation Objectives for Local, State, Tribal, and Territorial Jurisdictions. 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 based on performance metrics, Pennsylvania must have one implementation strategy that covers all applicable entities within the Commonwealth: the state, state agencies, eight regional task forces (RTFs), 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.

1.2 Applicable Legal and Non-Legal Authorities

There are several key legal and non-legal authorities that currently govern or have impacted NIMS, and its role in the Commonwealth of Pennsylvania. Listed below are those 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]

National Response Framework[12]

Post-Katrina Emergency Management Reform Act[13]

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

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[5] Governor's Proclamation Implementing the National Incident Management System (2004, December). Retrieved from https://www.pema.pa.gov/Preparedness/NIMS/Documents/NIMS-Governor-Proclamation.pdf

[6] Hazardous Material Emergency Planning and Response Act of 1990, Pennsylvania P.L. 639, No. 165 (1990). Retrieved from https://www.legis.state.pa.us/cfdocs/legis/li/uconsCheck.cfm?yr=1990&sessInd=0&act=165

[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. (2017, October). *National incident management system*. Retrieved from https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

[10] Department of Homeland Security. (2020, Summer). *National incident management system training program*. Retrieved from https://www.fema.gov/sites/default/files/documents/fema_nims_training-program-may-2020_0.pdf

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

[12] Department of Homeland Security. (2019, October). *National response framework*. Retrieved from https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.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 / PPD-8: National Preparedness*. Retrieved from https://www.dhs.gov/presidential-policy-directive-8-national-preparedness

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

1.3   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 Commonwealth Emergency Operations Plan (CEOP).

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 eight 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.

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[15] Counterterrorism Planning, Preparedness and Response Act of 2002, Pennsylvania P.L. 1967, No. 227 (2002). Retrieved from https://www.legis.state.pa.us/cfdocs/legis/LI/uconsCheck.cfm?txtType=HTM&yr=2002&sessInd=0&smthLwInd=0&act=227&chpt=2

[16] Radiation Protection Act of July 10, 1984, Pennsylvania P.L. 688, No. 147 (1984). Retrieved from https://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 https://www.legis.state.pa.us/cfdocs/legis/LI/consCheck.cfm?txtType=HTM&ttl=35

Figure 1:   Organizational Structure of Pennsylvania's NIMS Reporting

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                              ┌──────────────┐
                              │     PEMA     │
                              └──────┬───────┘
                   ┌──────────────┐  │
                   │    State     │  │
                   │   Agencies   │  │
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   │    PEMA     │           │ PEMA Central │            │    PEMA     │
   │ Eastern Area│           │     Area     │            │ Western Area│
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│Regional  ││Counties  │ │Regional  ││Counties  │  │Regional  ││Counties  │
│Task      ││(20)      │ │Task      ││(23)      │  │Task      ││(24)      │
│Forces (2)││          │ │Forces (3)││          │  │Forces (3)││          │
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              │Municipalities│         │Municipalities│         │Municipalities│
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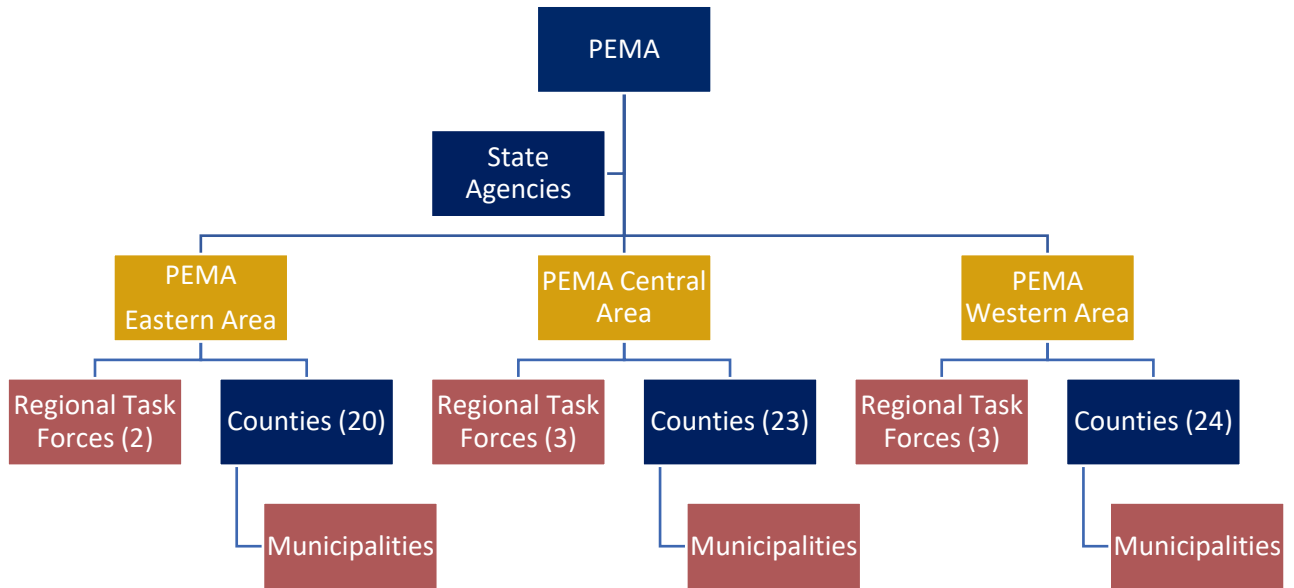
While all entities listed above are required to implement the NIMS to qualify for federal preparedness grants, only those in blue are required to annually report the status of their compliance with the NIMS to PEMA as grant recipients

1.4   Situation and Assumptions

1.4.1. Situation

HSPD-5 mandates the implementation of the NIMS. The NIMS Implementation Objectives outline the necessary steps to achieve implementation of NIMS. The DHS *NIMS Training Program* outlines the approach to achieve effective training under NIMS.

1.4.2. 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 technological advances, all precepts of the NIMS may not be fully implemented at one time. NIMS implementation is an on-going process that 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 may potentially jeopardize the jurisdiction's ability to receive federal preparedness funding offered by federal agencies in the future; and, in some cases, impacts current eligibility. Therefore, it is imperative that all stakeholders ensure that they are always working towards NIMS compliance. Appendix G of this document contains a partial listing of federal preparedness funding that is contingent upon NIMS compliance.

2.   Concept of Implementation

In 2022 and beyond, state, county, 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. In 2018, FEMA released an updated set of 14 Implementation Objectives to correspond with the 2017 doctrine update. These objectives can be found in Appendix A of this document. The Commonwealth of Pennsylvania and its entities have been working towards achieving these NIMS objectives and will continue to do so moving forward.

Pennsylvania and its entities will utilize the current method of reporting that FEMA and DHS require for that FFY, or in the absence of a method provided by FEMA, will utilize the best methodology to collect the information.

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

- General
- Resource Management
- Command and Coordination
- Communications and Information Management

Implementation Objectives as outlined by FEMA/DHS are in Appendix A and will be implemented as outlined in sub-sections 2.1 – 2.4.

2.1   General

2.1.1. Adopt the National Incident Management System (NIMS) throughout the jurisdiction or organization to prevent, protect against, mitigate, respond to, and recover from incidents.[18]

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

Counties and local jurisdictions within the Commonwealth of Pennsylvania should continue to formally adopt the NIMS through executive orders, ordinances, proclamations, or other legal means 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 using the Implementation Objectives. Counties will also continue to submit their annual compliance submission to PEMA. Effective in 2021, local jurisdictions are no longer required to complete the annual compliance submission.

2.1.2. Designate and maintain a single point of contact within government to serve as principal coordinator for the implementation of NIMS.

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 agencies should designate and maintain a single POC to serve as the principal coordinator for NIMS implementation within their department or agency.

Counties and local jurisdictions should designate and maintain a single POC within the jurisdiction to serve as the jurisdiction's principal coordinator for NIMS implementation.

2.1.3. Ensure that incident personnel receive pertinent NIMS training in alignment with the NIMS Training Program.

PEMA will provide official training guidance that specifies: A) Which training courses appropriate personnel must take (to include field responders, EOC personnel, elected officials, etc.); B) any allowable substitutions or equivalencies; and C) a Training and Exercise Plan that identifies course offerings annually. See Appendices C and D of this document for more information.

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[18] Regional Task Forces do not have to adopt NIMS.

2.2   Resource Management

2.2.1. Identify and inventory deployable incident resources consistent with national NIMS resource typing definitions and job titles/position qualifications, available through the Resource Typing Library Tool (available on FEMA's website).

Resources will be typed in compliance with NIMS Tier 1 National Resource Typing Definitions where available. PEMA will utilize the job titles and position qualifications found in the National Qualification System (NQS) for its staff and field response personnel and encourages sub-jurisdictions to do the same.

2.2.2. Adopt NIMS terminology for the qualification, certification, and credentialing of incident personnel.

PEMA will utilize the NQS job titles and Position Task Books (PTBs) for its staff, field response personnel and county emergency management personnel. All other jurisdictions are encouraged to do the same. To assist jurisdictions in the utilization of the NQS, PEMA will develop and maintain the PEMA Qualification System (PQS) for PEMA personnel and agency representatives and the Commonwealth Qualification System (CQS) for counties, special teams, and other local jurisdictions.

2.2.3. Use the NIMS Resource Management Process during incidents (identify requirements, order and acquire, mobilize, track and report, demobilize, reimburse and restock).

State agencies, counties, and local jurisdictions who identify, but are unable to source the capabilities needed to respond to an event, may request state-level assistance using the online Mission Request Form. This form can be submitted to PEMA through the Commonwealth's Crisis Management Software (WebEOC). Verbal requests for life-saving resources may also be made with official paperwork to follow as soon as possible. Once the request is received and reviewed for completeness, it will be processed through the system and assigned to the appropriate resource provider to fill. The resource will be tracked from mobilization to demobilization.   All pertinent information related to the resource request is also logged for transparency and visibility for state agencies and counties.

2.2.4. At the jurisdictional level, develop, maintain, and implement mutual aid agreements (to include agreements with the private sector and nongovernmental organizations).

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 the on-going Pennsylvania Business EOC (PABEOC) initiative occurring at the state level that incorporates the private sector with state response and resource coordination and recovery operations.

2.3   Command and Coordination

2.3.1. Apply ICS as the standard approach to the on-scene command, control, and coordination of incidents.

This objective is on-going, and each jurisdiction at the state, county, and local levels shall continue to evaluate their plans, policies, and procedures to ensure they reflect this, and document the usage via Incident Action Plans (IAPs), After Action Reviews (AARs), and other exercise or real-world incident documentation.

2.3.2. Implement Joint Information Systems (JIS) for the dissemination of incident information to the public, incident personnel, traditional and social media, and other stakeholders.

State and local Emergency Operations Plans (EOPs) currently address the way information is distributed to the public through the Public Information Officer (PIO). The integration of a JIS and Joint Information Center (JIC) should be included in 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. Jurisdictions should ensure they have a social media procedure in place as well.

2.3.3. Use Multiagency Coordination (MAC) Groups/Policy Groups during incidents to enable decision making among elected and appointed officials and support resource prioritization and allocation.

By design, the Commonwealth Response Coordination Center (CRCC) functions as a MAC Group, allowing for coordinated decision-making and resource allocation amongst state agencies (appointed officials or designees) and partners. County and local EOCs should bring in the necessary elected and appointed officials to allow for coordinated decision-making and resource allocation.

2.3.4. Organize and manage EOCs and EOC teams consistent with pertinent NIMS guidance.

Each jurisdiction shall organize and manage their EOC consistent with one of the options outlined in the NIMS guidance. All plans, policies, and procedures should reflect this.

2.4 Communications and Information Management

2.4.1. Apply plain language and clear text communications standards.

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

2.4.2. Enable interoperable and secure communications within and across jurisdictions and organizations.

For Emergency Management all over the country, interoperability is paramount. They understand that there is likely to come a time where they will need the assistance of resources from other jurisdictions and will need to effectively communicate with those entities.

P25 radio systems produce a high degree of interoperability which allows emergency responders to easily and immediately communicate with the other responders even if they are from another jurisdiction and use two-way radios from another manufacturer. While in the past they may have feared or doubted that they could successfully join in the emergency response, now those joining in the effort can easily become involved with no interruption or miscommunication. Pennsylvania is continuing to implement its transition to the P25 system to allow interoperable and secure communications between Commonwealth responders, as well as between Commonwealth and county responders, Commonwealth and federal partners, and inter-county communications.

2.4.3. Develop, maintain, and implement procedures for data collection, analysis, and dissemination to meet organizational needs for situational awareness.

Systems, tools, and processes used in communications, intelligence, information management and sharing, such as (but not limited to): Crisis management software platforms (e.g., WebEOC and others), will be continually assessed to promote interoperability, and will include the status of resources and incidents throughout the Commonwealth.

PEMA will develop situational awareness Standard Operations Guidelines (SOGs) for internal use and encourages sub-jurisdictions to do the same to assist them in meeting organizational needs for situational awareness.

3.   Responsibilities

Following FEMA's 2018 Implementation Objectives 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 within their respective regions; each state agency has a NIMS point of contact that will track their respective agency; and the Pennsylvania NIMS Coordinator will, in coordination with other state agencies and the PEMA Area Offices, track the RTF and Pennsylvania's progress toward NIMS compliance.

It is important to define roles, expectations, and objectives. The following sections outline responsibilities of affected entities in adhering to timelines and ensuring compliance. These are 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 the NIMS components, including the tenets of the National Mutual Aid and Resource Management Initiative and NRF organizational elements.

- Provide guidance to all Commonwealth agencies and departments, RTFs, counties, and local jurisdictions in their implementation of the 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, implement, and maintain the PQS for employees of PEMA and other state partners and the CQS for counties and other local jurisdictions. PEMA will use the NQS, developed by FEMA, as a guide. See Appendix F for the NQS objectives and identified phases for implementation of the NQS.

- Develop a timeline to complete each fiscal year's NIMS compliance requirements, which are reported with the Commonwealth's Stakeholder Preparedness Review (SPR) and included broadly in the National Preparedness Report.

- Ensure the annual Homeland Security Grant Program (HSGP) and Urban Areas Security Initiative (UASI) Investment Justifications are in alignment with NIMS Implementation Objectives and the annual SPR submission, where applicable.

- PEMA's Compliance Division will verify with the PA NIMS Coordinator that the annual NIMS Compliance submission has been submitted by sub-applicants to ensure compliance with the federal preparedness funding requirements for the HSGP and Emergency Management Performance Grant (EMPG). Non-compliance will be documented accordingly.

- The PEMA Area Offices are responsible for assisting with implementing NIMS Implementation Objectives at the county, if requested.

- The Area Offices will assist in collecting assessment data, provide technical assistance and outreach to local jurisdictions, schools, NGOs, and private businesses within the Commonwealth (as may be required), with the assistance of the Pennsylvania NIMS Coordinator.

- The Area Offices will ensure that submission of compliance data for all counties 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. This includes identifying a training plan to ensure appropriate staff meet NIMS training requirements where applicable (i.e.: AREPs, response personnel, etc.).

- State agency representatives are responsible to follow the PQS to ensure that staff are qualified and certified to serve in their designated emergency roles in the Commonwealth Response Coordination Center (CRCC). PTBs will be issued to the agency representatives by PEMA.

- The state department and agencies will submit assessment data to the Pennsylvania NIMS Coordinator as required by October 15th of each year, or the next business day if the 15th falls on a weekend.

3.3   Task Forces

- As federal preparedness grants sub-recipients, the task forces are responsible for ensuring that NIMS Implementation Objectives which are applicable at the RTF level (e.g., resource management, training, exercises, etc.) are met.

- Task forces are responsible to ensure that each county within their purview is working towards NIMS compliance prior to receiving federal preparedness assistance through training, exercise delivery or participation, or equipment purchases or maintenance via the HSGP grant.

3.4   Counties

- Counties will complete the current FY NIMS Compliance Metrics as required in order to maintain their eligibility for federal preparedness funding, such as the HSGP and EMPG, and applicable state funding, such as certain hazardous materials grants.

- Counties will be responsible to follow the CQS to ensure that staff are qualified and certified to serve in their designated emergency roles.

- Counties will inform RTF leadership of the submission of their NIMS Compliance Report.

- Counties will inform elected officials who have oversight of emergency management of which classes they need to take to achieve training compliance under NIMS.

- Counties will provide technical assistance and outreach to local jurisdictions, schools, NGOs, and private businesses within their political borders.

3.5 *Local Jurisdictions*

- Local jurisdictions will inform elected officials who have oversight of emergency management of which classes they need to take to complete training compliance under NIMS.

- Local jurisdictions will provide technical assistance and outreach to departments within their respective municipalities, schools, NGOs, and private businesses within their political borders.

Compliance Reporting Quick Reference		
Reporting Entity	**Report Date**	**Report To**
PEMA Area Offices	October 15th, annually*	PA NIMS Coordinator
State Agencies	October 15th, annually*	PA NIMS Coordinator
Task Forces	n/a	n/a
Counties	October 15th, annually*	PA NIMS Coordinator & RTF Leadership
Local Jurisdictions	n/a	n/a

* 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 the NIMS, as outlined in the DHS *NIMS Training Program* and in Annex D of this strategy.

4.1 Communications

PEMA Headquarters will coordinate and disseminate information, guidance and/or technical assistance to stakeholders as appropriate. This information will be disseminated via email and will be placed on PEMA's website for public reference.

4.2 Administration

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.

- Counties will be responsible for completing the current compliance reporting method for that fiscal year and submitting it to PEMA via the process outlined in Sections 3.4. The Area Offices will turn in any of those submissions that they may receive from their respective counties to the Pennsylvania NIMS Coordinator to roll up to FEMA, as outlined in Section 3.1.

- 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 to the Area Office NIMS POCs, and state agency NIMS POCs, and will provide technical assistance and outreach as requested.

- PEMA Area Offices will distribute the current compliance reporting method to their respective counties and provide technical assistance and guidance to those requiring or requesting it.

5. Plan Maintenance and Distribution

5.1 Maintenance

5.1.1. Pennsylvania Emergency Management Agency

The Pennsylvania NIMS Coordinator, in coordination with appropriate stakeholders, will prepare and maintain the *NIMS Implementation Strategy* and manage the Commonwealth's NIMS reporting structure. The Pennsylvania NIMS Coordinator 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 Coordinator 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, RTFs, schools, and NGOs 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, training plans, and/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 the NIMS.

5.1.3. Counties and Local Jurisdictions

All counties and local jurisdictions shall develop supporting plans, training plans, and/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.

5.2 Distribution

- Governor's Office
- Federal Emergency Management Agency - Region III
- Pennsylvania Emergency Management Agency Bureaus and Area Offices
- Pennsylvania Emergency Management Agency website

6.   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: National Qualifications System (NQS)
Appendix G: List of Federal Preparedness Funds and Assistance
Appendix H: 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 the most current NIMS Implementation Objectives supersede previous Implementation Objectives.**

In May 2018, FEMA released updated Implementation Objectives that align with the *NIMS Third Edition*. 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 2018 and beyond.

Implementation objectives will be updated as they are published by the NIC.

	NIMS Implementation Objectives	Example Indicators
General *Vision: Policies and processes are in place to support NIMS implementation*	1. Adopt the National Incident Management System (NIMS) throughout the jurisdiction or organization to prevent, protect against, mitigate, respond to, and recover from incidents.	A current and valid legal authority indicating that NIMS is the system of choice for the jurisdiction or organization.
	2. Designate and maintain a point of contact (POC) to serve as the principal coordinator for the implementation of NIMS.	Stakeholder notification including contact information for a current NIMS point of contact responsible for the overall coordination and development of NIMS-related activities and documents for the jurisdiction.
	3. Ensure that incident personnel receive pertinent NIMS training in alignment with the NIMS Training Program.	Official training guidance that specifies: • Which training courses incident personnel must take; • How long they have to complete the training after they join the jurisdiction or organization; and • Frequency of refresher training.
Resource Management *Vision: Consistent, interoperable identification, management, and sharing of incident resources*	4. Identify and inventory deployable incident resources consistent with national NIMS resource typing definitions and job titles/position qualifications, available through the Resource Typing Library Tool. (NIMS pages 6-7, http://www.fema.gov/resource-management-mutual-aid).	Up-to-date resource inventory (such as the Incident Resource Inventory System) that uses NIMS resource-typing definitions for all shareable or deployable resources.
	5. Adopt NIMS terminology for the qualification, certification, and credentialing of incident personnel. (NIMS page 8) *Developing or participating in a qualification, certification, and credentialing program that aligns with the National Qualification System (NQS) is recommended, but not required.*	Official guidance document specifying how incident personnel are qualified, certified, and credentialed consistent with NIMS terminology.
	6. Use the NIMS Resource Management Process during incidents (identify requirements, order and acquire, mobilize, track and report, demobilize, reimburse and restock). (NIMS page 12)	Current standard operating procedures align with the NIMS Resource Management Process. Exercise or real-world incident documentation indicating the appropriate use of NIMS Resource Management process and NIMS resource typing definitions.
	7. At the jurisdictional level, develop, maintain, and implement mutual aid agreements (to include agreements with the private sector and nongovernmental organizations).	Mutual aid agreements are up-to-date and in effect, covering neighboring jurisdictions, the private sector, and nongovernmental organizations.

	NIMS Implementation Objectives	Example Indicators
Command and Coordination *Vision: Integrated decision making and unity of effort among all incident personnel*	8. Apply ICS as the standard approach to the on-scene command, control, and coordination of incidents.	Exercise or real-world incident documentation or after-action reports indicating consistent use of NIMS principles, procedures, and structures including the Incident Command System (ICS), Multiagency Coordination (MAC) Groups, and Joint Information Systems (JIS). Standard operating procedures and emergency operations plans that reflect NIMS guidance such as the NIMS Management Characteristics, ICS, MAC Groups, and JIS.
	9. Implement JIS for the dissemination of incident information to the public, incident personnel, traditional and social media, and other stakeholders.	
	10. Use MAC Groups/Policy Groups during incidents to enable decision making among elected and appointed officials and support resource prioritization and allocation.	
	11. Organize and manage EOCs and EOC teams consistent with pertinent NIMS guidance.	Emergency Operations Plans (EOP), Standard Operating Procedures (SOP), organizational charts, or training program materials reflecting NIMS EOC guidance.
Communications and Information Management *Vision: Information gets to who it needs to, when it needs to, and in a means they can understand.*	12. Apply plain language and clear text communications standards.	SOPs, standard operating guidelines, and training program materials direct the use of plain language and clear text for incident communications.
	13. Enable interoperable and secure communications within and across jurisdictions and organizations.	Exercise and/or real-world incident documentation and/or after action reports indicate that: • Communications and information systems are reliable and scalable and can function in any type of incident; • Communications systems are resilient and redundant; • Incident data, networks, and systems are appropriately protected and secure; • Appropriate communication guidance is incorporated into EOPs or supporting plans or annexes; and • Incident communications personnel have experience establishing and supporting interoperable communications.
	14. Develop, maintain, and implement procedures for data collection, analysis, and dissemination to meet organizational needs for situational awareness.	Exercise or real-world incident documentation indicate that incident personnel are collecting, analyzing, and disseminating situational awareness effectively and consistently with NIMS guidance. Data collection plans and SOPs align with NIMS guidance on information management and NIMS command and coordination structures.

Appendix B: NIMS Definitions and Acronyms

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 (EOC) 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.

Crisis Management System (CMS): A web-based platform supporting emergency management processes and functions by providing a real-time common operating picture. The system

provides multitiered situational awareness of incident support and management activities, including, but not limited to, significant event tracking, resource request processing, resource tracking, and incident action plan development.

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.

Integrated Preparedness Plan (IPP): A plan for combining efforts across all elements (planning, organization, equipment, training, and exercise) of the preparedness cycle to make sure jurisdictions/organizations have the capabilities to handle threats and hazards.

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

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

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public

affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

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

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

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

Local 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 Multiagency Coordination System. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

Multiagency 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, 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.

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 place 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. 213 5 (2002).

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

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

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

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

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

ACRONYMS

AAR	After Action Report
AHIMT	All-Hazards Incident Management Team
AHJ	Authorities Having Jurisdiction
ALS	Advanced Life Support
AREP	Agency Representative
CAP	Corrective Action Plan
CMS	Crisis Management System
CQS	Commonwealth Qualification System
CEOP	Commonwealth Emergency Operations Plan
CIKR	Critical Infrastructure/Key Resources
COOP	Continuity of Operating Procedures
CRCC	Commonwealth Response Coordination Center
CWWC	Commonwealth Watch and Warning 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

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
IPAWS/WEA	Integrated Public Alert and Warning System/Wireless Emergency Alerts
IPP	Integrated Preparedness Plan
JIS	Joint Information System
JIC	Joint Information Center
LNO	Liaison Officer
MAC	Multiagency Coordination
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
NQS	National Qualification System
NRF	National Response Framework
NPG	National Preparedness Goal
NWCG	National Wildfire Coordination Group
PEMA	Pennsylvania Emergency Management Agency
PIO	Public Information Officer
POC	Point of Contact
PPD-8	Presidential Policy Directive 8
PQS	PEMA Qualification System
PTB	Position Task Book
PVO	Private Voluntary Organizations
R&D	Research and Development
RTF	Regional Task Force
SDO	Standards Development Organizations
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 - PEMA Staff

Minimum NIMS Training Requirements for PEMA Staff and Agency Representatives Based on Duties and Assignments

This represents a minimum standard for PEMA staff and all Agency Representatives additional training may be required through the completion of the PTB or through an individual training plan. 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.**

For Incident Management Team (IMT) members please refer to the IMT Administrator for further information on training requirements. *The IMT may require additional coursework above these minimum requirements.*

1. **Baseline for PEMA Personnel:**
   a. IS 100 – Introduction to ICS (online)
   b. IS 700 – Introduction to NIMS (online)
   c. IS 800 – National Response Framework (online)
   d. IS 2200 – Basic EOC Functions (online)

2. **EMPG Funded Personnel**
   a. IS 100 – Introduction to ICS (online)
   b. IS 200 – Basic ICS for Initial Response (online)
   c. IS 700 – Introduction to NIMS (online)
   d. IS 800 – National Response Framework (online)
   e. FEMA Professional Development Series **OR** FEMA Basic Academy

3. **All Emergency Management Watch (CWWC) personnel:**
   a. IS 100 – Introduction to ICS (online)
   b. IS 700 – Introduction to NIMS (online)
   c. IS 800 – National Response Framework (online)
   d. IS 2200 – Basic EOC Functions (online)
   e. IS 247 – IPAWS for Alerting Originators
   f. IS 251 – IPAWS for Alerting Administrators

4. **All Emergency Management Watch (CWWC) Supervisors:**
   a. IS 100 – Introduction to ICS (online)
   b. IS 700 – Introduction to NIMS (online)
   c. IS 800 – National Response Framework (online)
   d. IS 2200 – Basic EOC Functions (online)
   e. G 2300 – Intermediate EOC Functions (forthcoming virtual or classroom) **OR** ICS 300 – Intermediate ICS for Expanding Incidents
   f. IS 247 – IPAWS for Alerting Originators
   g. IS 251 – IPAWS for Alerting Administrators

5. **All CRCC Personnel will take at a minimum (including AREPs):**
   a. IS 100 – Introduction to ICS (online)
   b. IS 700 – Introduction to NIMS (online)
   c. IS 800 – National Response Framework (online)
   d. IS 2200 – Basic EOC Functions (online)

6. **All CRCC Personnel Who Hold Roles at the Deputy Section Chief or Higher Levels, Including Incident Support Manager and Senior State Official:**
   a. IS 100 – Introduction to ICS (online)
   b. IS 700 – Introduction to NIMS (online)
   c. IS 800 – National Response Framework (online)
   d. IS 2200 – Basic EOC Functions (online)
   e. G 2300 – Intermediate EOC Functions (forthcoming virtual or classroom) **OR** ICS 300 – Intermediate ICS for Expanding Incidents
   f. Position Specific as necessary (determined by their CRCC positions)

7. **Area Office Staff/PEMA staff performing Liaison functions:**

   a. IS 100 – Introduction to ICS (online)
   b. IS 700 – Introduction to NIMS (online)
   c. IS 800 – National Response Framework (online)
   d. IS 2200 – Basic EOC Functions (online)
   e. G 557 - Rapids Needs Assessment course (classroom)
   f. ICS 300 – Intermediate ICS for Expanding Incidents

8. **Personnel Staffing the Joint Information Center (JIC):**

   a. IS 29 **OR** IS 702 **OR** G 289 – PIO Awareness
   b. IS 100 – Introduction to ICS (online)
   c. IS 700 – Introduction to NIMS (online)
   d. IS 800 – National Response Framework (online)
   e. IS 2200 – Basic EOC Functions (online)
   f. G 290 – Basic Public Information Officer (classroom) **OR** L 105 – Public Information Basics

9. **Personnel Running the Joint Information Center (JIC):**
   a. IS 29 **OR** IS 702 **OR** G 289 – PIO Awareness
   b. IS 100 – Introduction to ICS (online)
   c. IS 700 – Introduction to NIMS (online)
   d. IS 800 – National Response Framework (online)
   e. IS 2200 – Basic EOC Functions (online)
   f. G 290 – Basic Public Information Officer (classroom) **OR** L 105 – Public Information Basics
   g. G 2300 – Intermediate EOC Functions (forthcoming virtual or classroom) **OR** ICS 300 – Intermediate ICS for Expanding Incidents
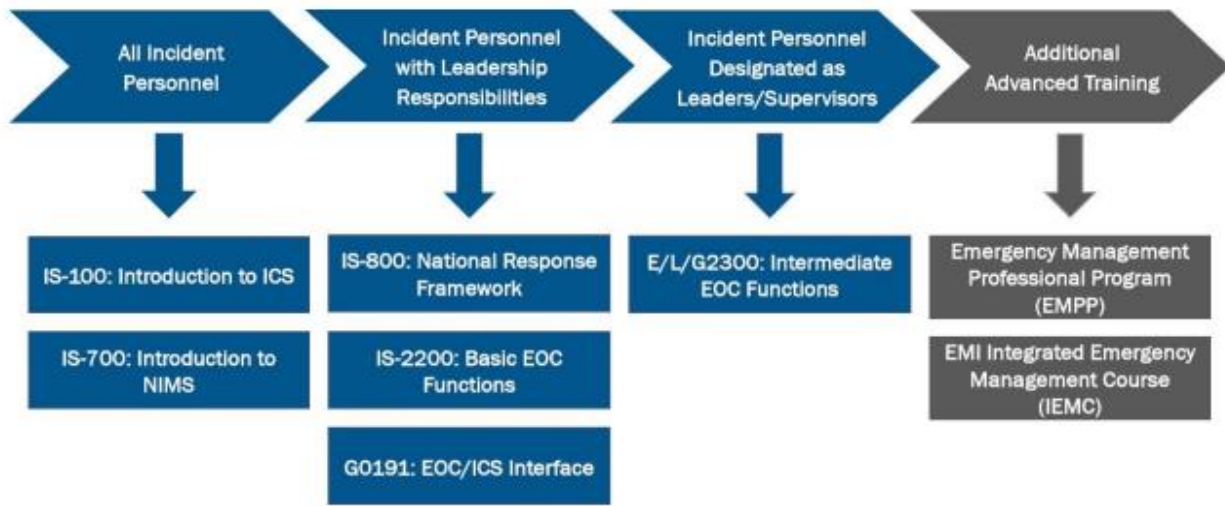
10. Executive Level Staff

Training requirements for Executive Level staff will be based on the functions they are expected to perform in the CRCC in accordance with their senior level job responsibilities.

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

TRAINING METRICS TEMPLATE

**Minimum Training Requirements for EOC Personnel
OF (Name of Agency, County, Municipality, Organization)[19]**

This represents a minimum standard for all EOC personnel. At the recommendation of the Incident Commander or EOC Manager, 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. Please note that preparedness grants may require additional coursework for recipients and sub-recipients. Consult the Notice of Funding Opportunity for the specific grant for more information.

All Incident Personnel	Incident Personnel with Leadership Responsibilities	Incident Personnel Designated as Leaders/Supervisors	Additional Advanced Training
IS-100: Introduction to ICS	IS-800: National Response Framework	E/L/G2300: Intermediate EOC Functions	Emergency Management Professional Program (EMPP)
IS-700: Introduction to NIMS	IS-2200: Basic EOC Functions		EMI Integrated Emergency Management Course (IEMC)
	G0191: EOC/ICS Interface		

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[19] As outlined in the U.S. Department of Homeland Security's *National Incident Management Training Program* (Summer, 2020), page 15.

TRAINING METRICS TEMPLATE

Minimum Training Requirements for MAC (Policy) Groups
OF (Name of Agency, County, Municipality, Organization)[20]

This represents a minimum standard for **MAC (Policy) Groups** who have oversight over emergency management**.** Additional training can be taken at their discretion and based on their involvement in an incident.
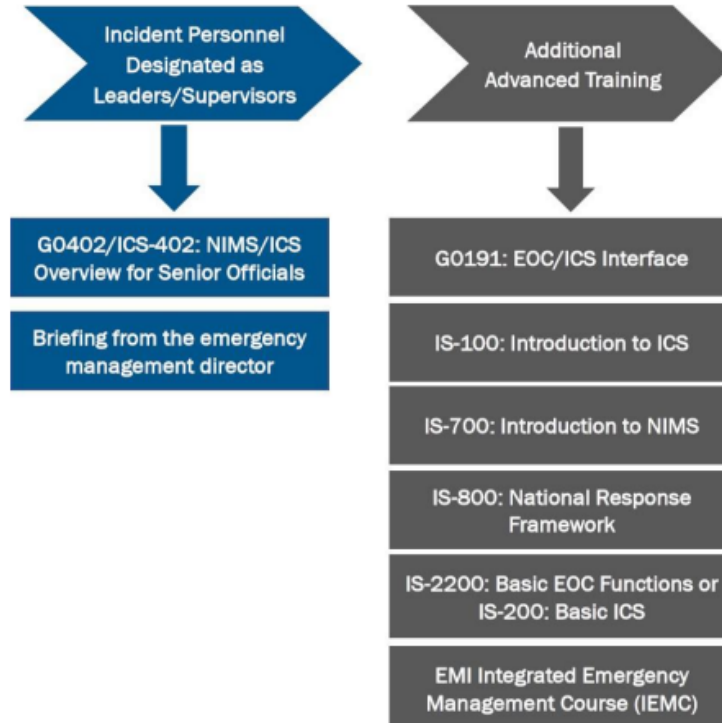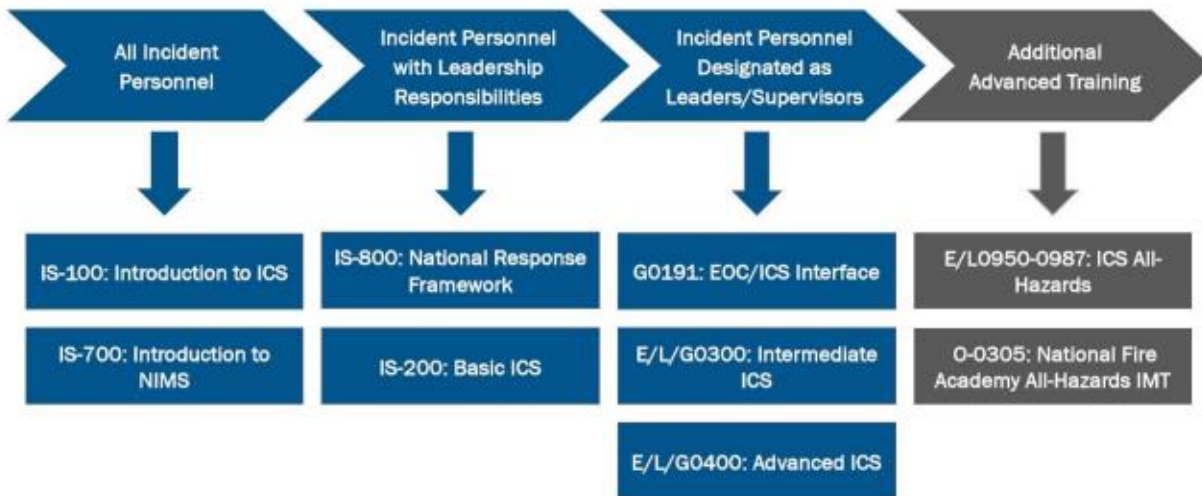

NOTE: IS-100: An Introduction to ICS and IS-700: An Introduction to NIMS may be taken in place of G402: NIMS/ICS Overview for Senior Officials

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[20] As outlined in the U.S. Department of Homeland Security's *National Incident Management Training Program* (Summer, 2020), page 15.

TRAINING METRICS TEMPLATE

Minimum Training Requirements for ICS Field Operations
OF (Name of Agency, County, Municipality, Organization)[21]

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 Incident Personnel	Incident Personnel with Leadership Responsibilities	Incident Personnel Designated as Leaders/Supervisors	Additional Advanced Training
IS-100: Introduction to ICS	IS-800: National Response Framework	G0191: EOC/ICS Interface	E/L0950-0987: ICS All-Hazards
IS-700: Introduction to NIMS	IS-200: Basic ICS	E/L/G0300: Intermediate ICS	O-0305: National Fire Academy All-Hazards IMT
		E/L/G0400: Advanced ICS	

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[21] As outlined in the U.S. Department of Homeland Security's *National Incident Management Training Program* (Summer, 2020), page 13.

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 Managers

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

School safety is a whole community effort. Schools should use the guidance below, as outlined by the U.S. Department of Education Readiness in Emergency Management for Schools Technical Assistance (REMS TA) Center:

Executive Leaders	Command Staff	Incident Managers	General Personnel
Executive Leaders must be familiar with the comprehensive systems supporting emergency management, even though they may not have a designated role in ICS. They are responsible for making financial, administrative, and managerial decisions supporting the school or IHE emergency management program and will likely have high-level responsibilities before and after an incident, as opposed to command responsibilities in the field during an actual event.	Command Staff are personnel assigned to lead any key campus emergency management effort; they have a specific role within the ICS.	Personnel with a leadership role in command (ie: the Incident Commander or IC) during an incident	General Personnel are those with any non-command or incident management role in emergency preparedness, incident management, or response.
	IS-100: Intro to ICS for Schools	IS-100: Intro to ICS for Schools	IS-100: Intro to ICS for Schools
		IS-700: NIMS, an Introduction	
G-402: Incident Command System Overview for Executives and Senior Officials	IS-700: NIMS, an Introduction	IS-200: ICS for Single Resources and Initial Action Incidents	IS-700: NIMS, an Introduction
Recommended: IS-700	IS-200: ICS for Single Resources and Initial Action Incidents	IS-800: National Response Framework: An Introduction	**Recommended:** IS-200: ICS for Single Resources and Initial Action Incidents
	IS-800: National Response Framework: An Introduction	ICS-300: Intermediate ICS	
	ICS-300: Intermediate ICS	ICS-400: Advanced Incident Command	
	G-364: Multi-Hazard Planning for Schools	G-364: Multi-Hazard Planning for Schools	

Executive Leaders may include (but are not limited to):
- Superintendent
- Institution President
- Provost
- Principals
- School Boards

Command Staff may include (but are not limited to):
- Emergency Management (ICS) Team Members
- School Resource Officers (SROs)
- Facilities Managers
- PIOs
- Safety/Liaison Officers
- Personnel in Operations, Logistics, Planning, or Finance/Admin Sections

Incident Managers may include (but are not limited to):
- Director of School/Campus Safety
- School/Campus Chief of Police
- School Security Chief
- Other personnel designated as Incident Commanders/Managers

General Personnel may include (but are not limited to):
- Nurses and Health Officials
- Counselors/ School Psychologists or Behavioral Assessment Team members
- Information Technology
- Bus Drivers
- Educators/Faculty
- Coaches/Staff
- Housing/Food prep staff
- Campus CERT members
- Resource staff and support personnel
- Administrators not involved in emergency management
- Facilities personnel (other than the head of Facilities)

Appendix E: NIMS Core Curriculum

NIMS CORE CURRICULUM[22]

Course ID	Course Title
O-0305	Type 3 All-Hazards Incident Management Team (AHIMT)
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 Resources and Demobilization Unit Leaders
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
E/L-984	All-Hazards Task Force/Strike Team Leader
E/L-986	All-Hazards Air Support Group Supervisor
E/L-987	All-Hazards Introduction to Air Operations
ICS-100	Introduction to the Incident Command System (ICS)
ICS-200	Basic ICS for Initial Response
ICS-300	Intermediate ICS for Expanding Incidents
ICS-400	Advanced ICS
IS-700	An Introduction to the National Incident Management System (NIMS)
IS-703	NIMS Resource Management
IS-706	NIMS Intrastate Mutual Aid, An Introduction
IS-800	National Response Framework, an Introduction
IS-2200	Basic EOC Functions
G-191	ICS/Emergency Operations (ICS/EOC) Interface
G-402	ICS Overview for Executives/Senior Officials
G-2300	Intermediate EOC Functions
K-2302	EOC Leaders Skillset
K-2304	EOC Planning Skillset
K-2306	EOC Resource Skillset
K-2308	EOC Operations and Situational Awareness Skillset

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[22] Please refer to Appendix A in the *NIMS Training Program* (Summer, 2020) for a listing of Federal training web resources. Please refer to the PEMA training calendar on the PEMA website or the EMI Training Calendar for classroom-based courses.

COURSE DESCRIPTIONS

Current course descriptions can be found online at:
https://www.firstrespondertraining.gov/frts/npccatalog?catalog=EMI

Appendix F: National Qualification System (NQS)

NQS Implementation

Beginning in fiscal year 2022, the U.S. DHS requires the recipients of EMPG funding to implement a qualification and certification system that aligns with the NQS Implementation Objectives. The objectives of implementing the NQS include[23]:

1. Foundational guidelines for jurisdictions on the qualification of personnel resources within the NIMS;
2. A common language and standardized approach for qualifying, certifying, and credentialing incident management and support personnel; and
3. Tools for jurisdictions and organizations to share resources seamlessly

In order to assist jurisdictions in the implementation of the NQS, the DHS has developed a four-year implementation plan. Following this schedule will allow jurisdictions to implement all the objectives of the NQS in a phased approach.

NQS Implementation Phase Objectives	
Phase 0: NQS Implementation Objectives for FY22	**Example Indicators**
• Only the 50 States, the District of Columbia and Puerto Rico shall work toward implementation of NQS by developing an Implementation Plan, using the FEMA-provided two-page template. • The Implementation Plan will identify a jurisdiction's timeline for implementing NQS by FY25. • All other jurisdictions are encouraged to begin working toward identifying, **at a minimum, frequently deployed positions** and implementation but will not be required until FY23.	• Completion of a jurisdiction implementation plan. • Identification of implementation challenges.
Phase 1: NQS Implementation Objectives for FY23	**Example Indicators**

• All jurisdictions shall work toward implementation of NQS by developing an Implementation Plan, using the FEMA-provided two-page template.
• Jurisdictions that began implementation in FY22 shall have designed and adopted organizational qualification system procedures, a certification program and credentialing standards for incident workforce personnel in alignment with the NIMS Guideline for the National Qualification System.
	• Completion of a jurisdiction implementation plan.
	• Identification of implementation challenges.
	• Qualification policies and procedures approved by the jurisdiction. Procedures may include:
	  o Establishment of a Qualification Review Board, or equivalent review processes for incident workforce personnel qualifications.
	  o Individual and team coach and evaluation processes for incident workforce personnel qualifications.

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[23] Department of Homeland Security. (2022, April). *National incident management system training program.* Retrieved from https://www.fema.gov/sites/default/files/documents/fema_nims-nqs-implementation-objectives_fact-sheet.pdf

Phase 2: NQS Implementation Objectives for FY24	Example Indicators
• All jurisdictions shall have designed and approved organizational qualification system procedures, certification program and credentialing standards for incident workforce personnel in alignment with the NIMS Guideline for the National Qualification System. • Jurisdictions that began implementation in FY22shall have issued PTBs to incident workforce personnel, as designated by the jurisdiction, and ensure incident workforce personnel show progress in working towards task endorsements and minimum training requirements. • In FY24, all jurisdictions partially satisfy the requirement by ensuring incident workforce personnel, which they designate, meet the minimum training requirements from the Job Title/Position Qualification • Jurisdictions that began implementation in FY22 shall have issued PTBs to incident workforce personnel, which they designate, and ensure incident workforce personnel show progress in working towards task endorsements and minimum training requirements. • Jurisdictions shall use a resource management or qualification tool system to track the qualification, certification and credentialing of incident workforce personnel.	• Qualification policies and procedures approved by the jurisdiction. • Minimum criteria that trainees must meet to be qualified in a specific position is outlined in the NQS Job Title/Position Qualification. • PTB issuance and completion data. • Adoption of a resource management system such as OneResponder, which is a web-based application hosted in a cloud environment. It allows AHJs to management qualifications of personnel.
Phase 3: NQS Implementation Objectives for FY25	Example Indicators
• All jurisdictions shall have issued PTBs to incident workforce personnel, which they designate, and ensure incident workforce personnel show progress in working towards task endorsements and minimum training requirements.	• PTB issuance and completion data.

Appendix G: List of Federal Preparedness Funds and Assistance

Federal Preparedness Grant Programs[24]

Listed below are the Federal Preparedness Grants provided through the U.S. Department of Homeland Security. This list may not be all inclusive and some grants may no longer exist depending on Congressional funding. Preparedness grants provided through other departments and agencies may also require recipients to comply with the NIMS, and applicants should check the grant requirements to identify if NIMS compliance is a requirement of that particular grant. *Due to grant requirements being subject to change, stakeholders should always consult the grants website of the agency they are looking at applying for funds with to determine the most up-to-date grant availability information.*

1. Assistance to Firefighters Grant Program (AFGP)
2. Emergency Management Baseline Assessment Grant Program (EMBAG)
3. Emergency Management Performance Grants (EMPG)
4. Emergency Operations Center (EOC) Grant Program
5. HSGP: State Homeland Security Program (SHSP)
6. HSGP: Urban Area Security Initiative (UASI)
7. HSGP: Operation Stonegarden (OPSG)
8. Intercity Bus Security Grant Program (IBSG)
9. Intercity Passenger Rail (IPR)
10. Nonprofit Security Grant Program (NSGP)
11. Port Security Grant Program (PSGP)
12. Presidential Residence Protection Assistance (PRPA)
13. Regional Catastrophic Preparedness Grant Program (RCPGP)
14. Transit Security Grant Program (TSGP)

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[24] Department of Homeland Security. (2022, August 2). *Preparedness Grants*. Retrieved from https://www.fema.gov/grants/preparedness

Appendix H: 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)

_____
ATTEST: (Chief Elected Official)

_____
(Elected Official)

_____
            Secretary

_____
(Elected Official)