***Terms and Definitions***

**Accessible:** Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

**Acquisition Procedures:** Used to obtain resources to support operational requirements.

**Agency:** A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

**Agency Administrator/Executive:** The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

**Agency Dispatch:** The agency or jurisdictional facility from which resources are sent to incidents.

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency or private organization 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.

**All-Hazards:** Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

**Allocated Resources:** Resources dispatched to an incident.

**Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

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

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

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

**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 Supporting Agency.

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

**Badging:** Based on credentialing and resource ordering, provides incident-specific credentials and can be used to limit access to various incident sites.

**Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief 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.

**Cache:** A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Certifying Personnel:** Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

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

**Check-In:** Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

**Chief:** The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (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:** Consists 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:** Offers an overview of an incident thereby providing incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

**Common Terminology:** Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

**Communications:** Process of transmission of information through verbal, written, or symbolic means.

**Communications/Dispatch Center:** Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multiagency coordination system (MACS) for an incident until other elements of MACS are formally established.

**Complex:** Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

**Continuity of Government (COG):** Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the predelegation of emergency authority, and active command and control during response and recovery operations.

**Continuity of Operations (COOP) Plans:** Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations, as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

**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.

**Corrective Actions:** Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

**Credentialing:** Providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

**Demobilization:** The orderly, safe, and efficient return of an incident resource to its original location and status.

**Department Operations Center (DOC):** An emergency operations center (EOC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

**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 generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

**DHS:** Department of Homeland Security

**Director:** The Incident Command System title for individuals responsible for supervision of a Branch.

**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 Incident Command System organization between the Branch and resources in the Operations Section.

**Emergency:** Any incident, whether natural or manmade, 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 Management Assistance Compact (EMAC):** A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

**Emergency Management/Response Personnel:** Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) 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, tribal, city, county), or some combination thereof.

**Emergency Operations Plan:** The ongoing 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.

**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:** See Planned Event.

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

**FEMA:** Federal Emergency Management Agency

**Field Operations Guide:** Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

**Finance/Administration Section:** The Section responsible for all administrative and financial considerations surrounding an incident.

**Function:** Refers to the five major activities in the Incident Command System: 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/Investigations, 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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

**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.

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

**HSPD-5:** Homeland Security Presidential Directive 5, "Management of Domestic Incidents"

**HSPD-7:** Homeland Security Presidential Directive 7, "Critical Infrastructure, Identification, Prioritization, and Protection"

**HSPD-8:** Homeland Security Presidential Directive 8, "National Preparedness"

**Identification and Authentication:** For security purposes, process required for individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports).

**Incident:** An occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, 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:** Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

**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 Command Post (ICP):** The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

**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 Management:** The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

**Incident Management Team (IMT):** An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

**Incident Objectives:** Statements of guidance and direction needed to select 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.

**Information Management:** The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

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

**Initial Response:** Resources initially committed to an incident.

**Intelligence/Investigations:** Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

**Interoperability:** The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

**Job Aid:** Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

**Joint Field Office (JFO):** A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

**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. Public information officials from all participating agencies should co-locate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete 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 Incident Commander (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., Federal, State, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

**Key Resources:** Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

**Letter of Expectation:** See Delegation of Authority.

**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 or organizations.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, 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.

**Management by Objectives:** A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

**Managers:** Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

**Metrics:** Measurable standards that are useful in describing a resource's capability.

**Mitigation:** Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

**Mobilization Guide:** Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

**Multiagency Coordination (MAC) Group:** Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination System(s) (MACS):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centers and MAC Groups. These systems assist agencies and organizations responding to an incident.

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

**Mutual Aid and Assistance Agreement:** Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

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

**National Incident Management System (NIMS):** Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

**National Infrastructure Protection Plan (NIPP):** Provides a coordinated approach to critical infrastructure and key resources protection roles and responsibilities for Federal, State, tribal, local, and private-sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources that will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster.

**National Integration Center (NIC) Incident Management Systems Integration Division:**

Established by the Secretary of Homeland Security to provide strategic direction for and oversight of NIMS by supporting both routine maintenance and the continuous refinement of the system and its components over the long term. The Center oversees all aspects of NIMS including the development of compliance criteria and implementation activities at Federal, State, and local levels. It provides guidance and support to jurisdictions and incident management and responder organizations as they adopt the system.

**National Planning Scenarios:** Planning tools that represent a minimum number of credible scenarios depicting the range of potential terrorist attacks and natural disasters and related impacts facing our Nation. They form a basis for coordinated Federal planning, training, and exercises.

**National Preparedness Guidelines:** Guidance that establishes a vision for national preparedness and provides a systematic approach for prioritizing preparedness efforts across the Nation. These Guidelines focus policy, planning, and investments at all levels of government and the private sector. The Guidelines replace the Interim National Preparedness Goal and integrate recent lessons learned.

**National Preparedness Vision:** Provides a concise statement of the core preparedness goal for the Nation.

**National Response Framework (NRF):** Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

**NFPA:** National Fire Protection Association

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it 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.

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

**Operations Section:** The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

**Organization:** Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

**Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.

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

**Plain Language:** Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

**Planned Event:** A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

**Planning Meeting:** A meeting held as needed before 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:** The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Pre-Positioned Resources:** Resources moved to an area near the expected incident site in response to anticipated resource needs.

**Preparedness:** Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

**Preparedness Organizations:** The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

**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. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**Protocols:** Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Public Information:** Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

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

**Publications Management:** Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

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

**Recovery Plan:** A plan developed to restore the affected area or community.

**Reimbursement:** Mechanism used to recoup funds expended for incident-specific activities.

**Resource Management:** Efficient emergency management and incident response 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 NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

**Resource Tracking:** A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

**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 emergency operations center.

**Response:** Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

**Retrograde:** To return resources back to their original location.

**Safety Officer:** A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

**Single Resource:** Individual personnel, supplies, and equipment items, and the operators associated with them.

**Situation Report:** Document that often contains confirmed or verified information regarding the specific details relating to an incident.

**Span of Control:** The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

**Special Needs Population:** A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

**Staging Area:** Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

**Standard Operating Guidelines:** A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

**Standard Operating Procedure (SOP):** Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

**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).

**Status Report:** Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

**Strategy:** The general plan or direction selected to accomplish incident objectives.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

**Substate Region:** A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

**Supervisor:** The Incident Command System title for an individual responsible for a Division or Group.

**Supporting Agency:** An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

**Supporting Technology:** Any technology that may be used to support NIMS. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications.

**System:** An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

**Tactics:** Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

**Target Capabilities List:** Defines specific capabilities that all levels of government should possess in order to respond effectively to incidents.

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

**Technical Assistance:** Support provided to State, tribal, and local 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 or hazardous material assessments).

**Technical Specialist:** Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

**Technology Standards:** Standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

**Technology Support:** Facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

**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; 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 or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107 296, 116 Stat. 2135 (2002).

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

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

**Tracking and Reporting Resources:** A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

**Tribal:** Referring to 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:** An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

**Typing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

**Unified Approach:** A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

**Unified Area Command:** Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

**Unified Command (UC):** An Incident Command System application used when more than one agency has 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 Incident Action Plan.

**Universal Task List:** A menu of unique tasks that link strategies to prevention, protection, response, and recovery tasks for the major events represented by the National Planning Scenarios. It provides a common vocabulary of critical tasks that support development of essential capabilities among organizations at all levels. The List was used to assist in creating the Target Capabilities List.

**Unit:** The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

**Unit Leader:** The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are preestablished within ICS (e.g. Base Camp Manager), but many others will be assigned as Technical Specialists.

**Unity of Command:** Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

**Vital Records:** The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

**Volunteer:** For the purposes of NIMS, 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 16 U.S.C. 742f(c) and 29 CFR 553.101.

***NIMS ICS-100***

**HSPD-5** identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS).

**HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop national preparedness guidelines.

Following is a synopsis of each **major component of NIMS**.

**Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

**Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.

**Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.

**Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.

**Ongoing Management and Maintenance.** DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

Additional information: [www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims)

**ICS:**

* Meets the needs of incidents of any kind or size.
* Allows personnel from a variety of agencies to meld rapidly into a common management structure.
* Provides logistical and administrative support to operational staff.
* Is cost effective by avoiding duplication of efforts.

**Basic features of ICS include:**

* **Standardization**
* Common Terminology
* **Command**
* Establishment and transfer of command
* Chain of command and unity of command
* Unified Command
* **Planning/Organization Structure**
* Management by objectives
* Incident Action Plan (IAP)
* Modular organization
* Manageable span of control
* **Facilities and Resources**
* Comprehensive resource management
* Incident locations and facilities
* **Communications/Information Management**
* Integrated communications
* Information and intelligence management
* **Professionalism**
* Accountability
* Dispatch/Deployment

The process of moving responsibility for incident command from one Incident Commander to another is called **transfer of command**. Transfer of command must include a transfer of command briefing – which may be oral, written, or a combination of both. A transfer of command occurs when:

* A more qualified person assumes command.
* The incident situation changes over time, resulting in a legal requirement to change command.
* There is normal turnover of personnel on extended incidents.
* The incident response is concluded and responsibility is transferred to the home agency.

**Unity of command**, another key ICS feature, personnel:

* Report to only one supervisor.
* Maintain formal communication relationships only with that supervisor.
* Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident.

**Unified Command:**

* Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
* Allows Incident Commanders to make joint decisions by establishing a single command structure.
* Maintains unity of command. Each employee only reports to one supervisor.
* ICS is managed by objectives. Objectives are communicated throughout the entire ICS organization through the incident planning process.

Steps for establishing **incident objectives** include:

* Step 1: Understand agency policy and direction.
* Step 2: Assess incident situation.
* Step 3: Establish incident objectives.
* Step 4: Select appropriate strategy or strategies to achieve objectives.
* Step 5: Perform tactical direction.
* Step 6: Provide necessary follow-up.

**First Priority:** Life Safety

**Second Priority:** Incident Stabilization

**Third Priority:** Property Preservation

Every incident must have an **IAP** that:

* Specifies the incident objectives.
* States the activities to be completed.
* Covers a specified timeframe, called an operational period.
* May be oral or written—except for hazardous materials incidents, which require a written IAP.

**Every IAP** must answer the following four questions:

* What do we want to do?
* Who is responsible for doing it?
* How do we communicate with each other?
* What is the procedure if someone is injured?

An important ICS feature is **modular organization**, which means that the Incident Command System:

* Develops in a top-down, modular fashion.
* Is based on the size and complexity of the incident.
* Is based on the hazard environment created by the incident.
* When needed, separate functional elements can be established, each of which may be further subdivided to enhance internal organizational management and external coordination.
* Incident objectives determine the organizational size.
* Only functions/positions that are necessary will be filled.
* Each element must have a person in charge.

**Span of control** considerations are influenced by the:

* Type of incident.
* Nature of the task. Hazards and safety factors.
* Distances between personnel and resources.

**ICS span of control** for any supervisor:

* Is between 3 and 7 subordinates.
* Optimally does not exceed 5 subordinates.
* Note that the ICS modular organization can be expanded or contracted to maintain an optimal span of control.

**Resource management** includes processes for:

* Categorizing resources.
* Ordering resources.
* Dispatching resources.
* Tracking resources.
* Recovering resources.

In ICS, resources are defined as **personnel, teams, equipment, supplies, and facilities**. Resource management also includes processes for reimbursement for resources.

**Tactical Resources:** Personnel and major items of equipment used in the operation.

**Support Resources:** All other resources required to support the incident (e.g., food, communications equipment, or supplies).

ICS classifies **tactical resources** into one of three categories. These categories include:

* **Assigned -** Currently working on an assignment under the direction of a supervisor
* **Available -** Ready for immediate assignment and has been issued all required equipment
* **Out-of-Service -** Not available or ready to be assigned (e.g., maintenance issues, rest periods)

The Incident Commander establishes **facilities** based on the requirements and complexity of the incident. Facilities may include:

* **Incident Command Post (ICP):** The field location at which the primary tactical-level, onscene 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.
* **Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.
* **Staging Area:** Location established where resources can be placed while awaiting a tactical assignment.
* **Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Incident communications** are facilitated through:

* The development and use of a common communications plan.
* The interoperability of communication equipment, procedures, and systems.
* Emphasize the importance of developing an integrated voice and data communications system (equipment, systems, and protocols) before an incident.

Effective ICS communications include the following three elements:

* **Modes:** The "hardware" systems that transfer information.
* **Planning:** Planning for the use of all available communications resources.
* **Networks:** The procedures and processes for transferring information internally and externally.

Types of communications resources that are available during an incident.

* **Radio Systems and Frequencies,** which include stationary and mobile radios, dispatch consoles, handheld radios, pagers, repeater systems, satellites, dishes, infrared systems, low and high band frequencies, and all the supporting equipment needed to maintain a system.
* **Telephone Systems**, which include digital and analog hardwired systems, wireless cellular and satellite systems, and telephone line-dependent adjuncts such as computers and fax machines.
* **Computers** have great value in ensuring a common operating picture is created, as well as the secure transfer of complex information, pictures, and data. Mass amounts of data can be stored and transferred. Reports, documents, spreadsheets, and forms can be quickly assembled and shared. Messaging can be done quickly and can be shared with other computers, cell phones, and other personal handheld devices. Video and online meetings are also possible. Resource tracking, ordering, and dispatching have been greatly improved through the use of computers. Geospatial analysis and site maps make intelligence gathering, planning, and creating a common operating picture much easier.
* **Message Runners, Coding, and Signaling.** While often forgotten forms of communications, these remain viable options for communications when other systems fail.

**Accountability**

* **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
* **Resource Tracking.** Supervisors must record and report resource status changes as they occur.

The Incident Commander performs all major ICS command and staff responsibilities unless these functions are delegated and assigned. As illustrated on the chart in the visual, ICS organization may be expanded to include:

* **Command Staff**: Public Information Officer, Liaison Officer, Safety Officer
* **General Staff**: Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief

The **Incident Commander** is specifically responsible for:

* Ensuring incident safety.
* Providing information services to internal and external stakeholders.
* Establishing and maintaining liaison with other agencies participating in the incident.
* Provide information, liaison, and safety services for the entire organization.

The **Command Staff** includes the following positions:

* Public Information Officer
* Liaison Officer
* Safety Officer

**The PIO**:

* Advises the Incident Commander on information dissemination and media relations.
* Obtains information from and provides information to the Planning Section.
* Obtains information from and provides information to the community and media.

The Incident Commander approves all information that the PIO releases.

The **Safety Officer** monitors safety conditions. The Safety Officer:

* Advises the Incident Commander on issues regarding incident safety.
* Works with the Operations Section to ensure the safety of field personnel.
* Ensures safety of all incident personnel.

The **Liaison Officer** serves as the primary contact for supporting agencies assisting at an incident. The Liaison Officer:

* Assists the Incident Commander by serving as a point of contact for agency representatives who are helping

to support the operation.

* Provides briefings to and answers questions from supporting agencies.

The **General Staff** includes the:

* Operations Section.
* Planning Section.
* Logistics Section.
* Finance/Administration Section.

**The Operations Section:**

* Is typically one of the first organizations to be assigned to the incident.
* Develops from the bottom up. Has the most incident resources.
* May have **Staging Areas** and special organizations.
* The Operations Section may need to add **Branches**.
* If the incident expands further, the Operations Section may divide the Branches into **Divisions or Groups**.
* For even larger incidents, the Groups may need to be divided into **Units or Single Resources**.
* **Divisions** are used to divide an incident geographically.
* **Groups** are used to describe functional areas of operation.
* **Branches** are used when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional.

**Groups:**

* Are established based on the needs of an incident.
* Are labeled according to the job that they are assigned (e.g., Health and Safety Group, Public Works Group).
* Are managed by a Supervisor.
* Work wherever their assigned task is needed and are not limited geographically.

**Single Resources** may be:

* Individuals.
* A piece of equipment and its personnel complement.
* A crew or team of individuals with an identified supervisor

**Strike Team:** A specified combination of the same kind and type of resources with common communications and a Leader.

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used on an incident.

**Task Force:** A combination of single resources assembled for a particular tactical need with common communications and a Leader.

**The Planning Section:**

* Maintains resource status.
* Maintains and displays situation status.
* Prepares the Incident Action Plan.
* Develops alternative strategies.
* Provides documentation services.
* Prepares the Demobilization Plan.
* Provides a primary location for Technical Specialists assigned to an incident.
* Resources Unit
* Situation Unit
* Demobilization Unit
* Documentation Unit
* **The Resources Unit:** Conducts all check-in activities and maintains the status of all incident
* **The Situation Unit:** Collects and analyzes information on the current situation. Prepares situation displays and situation summaries. Develops maps and projections.
* **The Documentation Unit:** Provides duplication services, including the written Incident Action Plan. Maintains and archives all incident-related documentation.
* **Demobilization Unit** assists in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.

The **Logistics Section** is responsible for:

* Communications.
* Medical support to incident personnel.
* Food for incident personnel.
* Supplies.
* Facilities.
* Ground support.

The Logistics Section can include two Branches and six Units:

* **Service Branch**: Communications Unit, Medical Unit, Food Unit
* **Support Branch**: Supply Unit, Facilities Unit, Ground Unit

**The Communications Unit:**

* Prepares and supports the Incident Communication Plan (ICS Form 205).
* Distributes and maintains communications equipment.
* Supervises the Incident Communications Center.
* Establishes adequate communications over the incident.

**The Medical Unit:**

* Develops the Medical Plan (ICS Form 206).
* Provides first aid and light medical treatment.
* Prepares procedures for a major medical emergency.

**The Food Unit:**

* Supplies the food and potable water.
* Obtains equipment and supplies to operate food service facilities.

**The Supply Unit:**

* Assists in determining the type and amount of supplies needed to support the incident.
* Orders, receives, stores, and distributes supplies.
* Services nonexpendable equipment.
* Places all resource orders.
* Maintains inventory of supplies and equipment.

**The Facilities Unit:**

* Sets up and maintains facilities.
* Provides managers for Base and Camps.
* Provides facility security and maintenance services (sanitation, lighting, cleanup).

**The Ground Support Unit:**

* Prepares the Transportation Plan.
* Arranges for, activates, and documents the fueling and maintenance of ground resources.
* Arranges for transportation of personnel, supplies, food, and equipment.

The **Finance/Administration Section** is responsible for:

* Contract negotiation and monitoring.
* Timekeeping.
* Cost analysis.
* Compensation for injury or damage to property.
* Time Unit
* Procurement Unit
* Compensation/Claims Unit Cost Unit

The **Procurement Unit** is responsible for administering all financial matters pertaining to:

* Vendor contracts.
* Leases.
* Fiscal agreements.

The **Compensation/Claims Unit** is responsible for management and direction of administrative matters pertaining to:

* Compensation for injury.
* Claims-related activities kept for the incident.

The **Cost Unit**:

* Collects all cost data.
* Performs cost effectiveness analyses.
* Provides cost estimates.
* Makes cost savings recommendations.

**Incident Command Post (ICP)**:

* Is the location from which the Incident Commander oversees all incident operations.
* May change locations during the event.
* May be located in a vehicle, trailer, tent, or within a building.
* Should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

**Staging Areas**:

* Are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments.
* There may be more than one Staging Area at an incident.
* Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone.
* May be collocated with the ICP, Bases, Camps, Helibases, or Helispots.
* **Resources in the Staging Area are always in available status. Therefore, resources that are resting or sleeping would NOT be in the Staging Area.**

**The Base**:

* Is the location from which primary logistics and administrative functions are coordinated and administered.
* There is only one Base per incident, and it is designated by the incident name.
* May be collocated with the Incident Command Post.
* Is established and managed by the Logistics Section.
* **Resources in the Base are always out of service.**

**Camps**:

* Are where resources may be kept to support incident operations if a Base is not accessible to all resources.
* Multiple Camps may be used, but not all incidents will have Camps.
* Are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services.
* Are designated by geographic location or number.
* Not all incidents have camps.
* A hotel or feeding area can be a camp. A camp does not have to be a location with tents.
* A Helibase is the location from which helicopter-centered air operations are conducted.
* Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.
* Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.

A **deployment briefing** will most likely include the following:

* Descriptive location and response area
* Incident check-in location
* Specific assignment (e.g., position, team designation, etc.)
* Reporting time
* Communications instructions (e.g., incident frequencies)
* Special support requirements (e.g., facilities, equipment transportation and off-loading, etc.)
* Travel arrangements (if needed) including authorization for air, rental car, lodging, meals, and incidental expenses

**Checklist: Preparing for a Lengthy Deployment Outside Your Jurisdiction**

* Assemble a travel kit containing any special technical information (e.g., maps, manuals, contact lists, and reference materials).
* Prepare personal items needed for your estimated length of stay, including medications, cash, credit cards, etc.
* Ensure that family members know your destination and how to contact you.
* Determine appropriate travel authorizations.
* Familiarize yourself with travel and transportation arrangements.
* Determine your return mode of transportation.
* Determine payroll procedures.
* Take your passport, if you are going on a foreign assignment.
* Review who you will report to and what your position will be.
* Establish a clear understanding of your decision-making authority.
* Determine communications procedures for contacting your headquarters or home office.
* Identify purchasing authority and procedures.
* Identify procedures for obtaining food and lodging.

**Check in at the incident**. Checking in helps to:

* Ensure personnel accountability.
* Track resources.
* Prepare personnel for assignments and reassignments.
* Locate personnel in case of an emergency.
* Establish personnel time records and payroll documentation.
* Plan for releasing personnel.
* Organize the demobilization process.
* Check in **only once** at an authorized location. Check-in locations are usually:
  + At the Incident Command Post.
  + At the Base or Camp(s).
  + At the Staging Areas.
  + At the helibase.
  + With the Division/Group Supervisor.

**Initial briefing**. This briefing will most likely include:

* Current situation assessment and incident objectives.
* Specific job responsibilities.
* Location of work area.
* Procedural instructions for obtaining resources (additional supplies, services, and personnel).
* Safety hazards and required safety procedures/Personal Protective Equipment (PPE), as appropriate.

**Responders will be accountable for their personal actions by**:

* Maintaining chain of command and unity of command, and taking direction from a single supervisor.
* Communicating potential hazards and changing conditions using clear text and Plain English.
* Acting professionally and avoiding/reporting prohibited activities such as:
  + Sexual harassment or discrimination.
  + Use of illegal drugs or alcohol.
* Incident response can produce high-stress situations - Remember . . . Be patient and act in a professional manner at all times.

**Demobilization** guidelines include:

* Return any incident-issued equipment or other nonexpendable supplies.
* Complete post-incident reports, critiques, evaluations, and medical follow-up.
* Complete all payment and/or payroll issues or obligations.
* Upon arrival at home, notify the home unit (i.e., whoever is tracking you) of your arrival and ensure your readiness for your next assignment.

***NIMS ICS-200***

**Unified Command** allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework. The advantages of using Unified Command include:

* A single set of objectives is developed for the entire incident.
* A collective approach is used to develop strategies to achieve incident objectives.
* Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
* All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
* No agency’s legal authorities will be compromised or neglected.
* The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
* All Incident Commanders work together in a single Incident Command Post.
* **Unity of command is maintained through the singular direction achieved by the Incident Commanders within the Unified Command.** Under Unified Command, each person still only has a single boss.

**Formal communication** should be used when:

* Receiving and giving work assignments.
* Requesting support or additional resources.
* Reporting progress of assigned tasks.

**Leadership means . . .**

**. . . providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.**

A good **operational leader** will: ENSURE safe work practices.

* TAKE COMMAND of assigned resources.
* MOTIVATE with a “can do safely” attitude.
* DEMONSTRATE INITIATIVE by taking action in the absence of orders.
* The **safety** of all personnel involved in an incident or a planned event is the **first duty of ICS leadership.**

**COMMUNICATE** by giving specific instructions and asking for feedback.

* SUPERVISE the scene of action.
* EVALUATE the effectiveness of the plan and the organizational structure to meet the needs of the incident or event.
* UNDERSTAND and ACCEPT the need to modify plans or instructions according to the needs of the incident or event.

**An Incident Commander should:**

* Take charge within the confines of your scope of authority.
* Be prepared to leave the “comfort zone” of performing tactical operations when asked to perform a leadership role.
* Be proficient in your job, both technically and as a leader.
* Adhere to professional standard operating procedures.
* Develop a plan to accomplish given objectives.
* Develop and improve technical and management skills.
* To prepare for your leadership role, participate in the development of standard operating procedures, emergency operations plans, or specific planning for incidents or events.
* Participate in disaster simulation exercises.
* Know agency policies.

**Leadership Values**

* **Make sound and timely decisions.**
* Maintain situation awareness in order to anticipate needed actions.
* Evaluate situation for:
  + Safety.
  + Economic concerns.
  + Environmental concerns.
  + Political concerns.
  + Progress of work assignments.
  + Problems completing tasks.
* Develop and communicate contingencies within your scope of authority.
* **Ensure that tasks are understood, supervised, and accomplished.** 
  + Issue clear instructions.
  + Observe and assess actions in progress without micro-managing. (Do not become excessively involved with tactics. Focus on whether or not the strategies are accomplishing the objective.)
  + Use positive feedback to modify duties, tasks, and assignments when appropriate.
* **Develop your subordinates for the future.** 
  + Clearly state expectations.
  + Delegate those tasks that you are not required to do personally.
  + Consider individual skill levels and developmental needs when assigning tasks.

**One common responsibility of all members of the ICS organization is communication**.

* The most effective form of communication is face-to-face. Obviously, this is not always possible.
* Regardless of the means of communication required by the incident, all responders have five communication responsibilities to perform:
  + Brief others as needed.
  + Debrief actions.
  + Communicate hazards to others.
  + Acknowledge messages.
  + Ask if they don’t know.

The following elements should be included in **all briefings**:

* **Task.** What is to be done
* **Purpose.** Why it is to be done
* **End State.** How it should look when done

**Assessments** should be conducted after a major activity in order to allow employees and leaders to discover what happened and why. Common assessment methods include:

* Corrective action report/After-action review.
* Post-incident analysis.
* Debriefing.
* Post-incident critique.
* Mitigation plans.

**Span of control** is key to effective and efficient incident management. Maintaining an effective span of control is important because safety and accountability are a priority. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from **three to seven subordinates**. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered. Monitoring the span of control in the ICS organization is a major responsibility of the Incident Commander.

* **Optimally span of control should not exceed five subordinates**.

An Incident Commander's **scope of authority** is derived: From existing laws and agency policies and procedures, and/or through a delegation of authority from the agency administrator or elected official. The process of granting authority to carry out specific functions is called **the delegation of authority**. Delegation of authority:

* Grants authority to carry out specific functions.
* Is issued by the chief elected official, chief executive officer, or agency administrator in writing or verbally.
* Allows the Incident Commander to assume command.
* Does NOT relieve the granting authority of the ultimate responsibility for the incident.
* Ideally, this authority will be granted in writing. Whether it is granted in writing or verbally, the authorities granted remain with the Incident Commander until such time as the incident is terminated, or a relief shift Incident Commander is appointed, or the Incident Commander is relieved of his or her duties for just cause.

**A delegation of authority** should include the following elements:

* Legal authorities and restrictions.
* Financial authorities and restrictions.
* Reporting requirements.
* Demographic issues.
* Political implications.
* Agency or jurisdictional priorities.
* Plan for public information management.
* Process for communications.
* Plan for ongoing incident evaluation.

Note that the delegation should also specify when the authority ends and demobilization conditions (e.g., the teams will not be released until the following conditions have been met).

**Management by objectives** includes:

* Establishing overarching objectives.
* Developing and issuing assignments, plans, procedures, and protocols.
* Establishing specific, measurable objectives for various incident management functional activities.
* Directing efforts to attain them, in support of defined strategic objectives.
* Documenting results to measure performance and facilitate corrective action.

Steps for establishing and implementing **incident objectives**.

* Step 1: Understand agency policy and direction.
* Step 2: Assess incident situation.
* Step 3: Establish incident objectives.
* Step 4: Select appropriate strategy or strategies to achieve objectives.
* Step 5: Perform tactical direction.
* Step 6: Provide necessary follow-up.

The first responder to arrive must **assume command and size up the situation** by determining:

* The nature and magnitude of the incident.
* Hazards and safety concerns:
  + Hazards facing response personnel and the public
  + Evacuation and warnings
  + Injuries and casualties
  + Need to secure and isolate the area
* Initial priorities and immediate resource requirements.
* The location of the Incident Command Post and Staging Area.
* Entrance and exit routes for responders.

**Objectives** are established based on the following priorities:

* **First Priority:** Life Safety
* **Second Priority:** Incident Stabilization
* **Third Priority:** Property Preservation

**Effective incident objectives** must be:

* Specific and state what’s to be accomplished.
* Measurable and include a standard and timeframe.
* Attainable and reasonable.
* In accordance with the Incident Commander’s authorities.
* Evaluated to determine effectiveness of strategies and tactics.

**An IAP** covers an operational period and includes:

* What must be done.
* Who is responsible.
* How information will be communicated.
* What should be done if someone is injured.

**Emergency Operations Plans (EOPs)** EOPs are developed at the Federal, State, tribal, and local levels to provide a uniform response to all hazards that a community may face. EOPs written after October 2005 must be consistent with the National Incident Management System (NIMS). NIMS is mandated by Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System.

According to HSPD-5:

* **Mutual aid** is the voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate. When combined with NIMS-oriented resource management, mutual aid allows jurisdictions to share resources among mutual-aid partners. At a minimum, mutual aid and assistance agreements should include the following elements or provisions:
* Definitions of key terms used in the agreement;
* Roles and responsibilities of individual parties;
* Procedures for requesting and providing assistance;
* Procedures, authorities, and rules for payment, reimbursement, and allocation of costs;
* Notification procedures;
* Protocols for interoperable communications;
* Relationships with other agreements among jurisdictions;
* Workers compensation;
* Treatment of liability and immunity;
* Recognition of qualifications and certifications; and sharing agreements, as required.

Authorized officials from each of the participating jurisdictions must collectively approve all mutual aid and assistance agreements.

**Mutual aid and assistance** agreements are at all levels of government. For example:

* Federal agencies offer mutual aid and assistance to each other and to States, tribes, and territories under the National Response Framework (NRF).
* States can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
* Local jurisdictions participate in mutual aid through agreements with neighboring jurisdictions.

A **cooperating agency** is defined as: An agency **supplying assistance other than direct operational or support functions** or resources to the incident management effort. Make sure that the class understands the difference between assisting and cooperating agencies. An assisting agency has **direct responsibility** for incident response,

whereas a cooperating agency is simply **offering assistance**.

**Air Operations Branch** Some incidents may require the use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief. On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting directly to the Operations Section Chief. The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground-based support to aviation resources.

**Intel/Investigations Function.**

**The collection, analysis, and sharing of incident-related intelligence are important elements of ICS.** Typically, operational information and situational intelligence are management functions located in the Planning Section, with a focus on three incident intelligence areas: situation status, resource status, and anticipated incident status or escalation (e.g., weather forecasts, location of supplies, etc.). This information and intelligence is utilized for incident management decision making. In addition, Technical Specialists may be utilized in the Planning Section to provide specific information that may support tactical decisions on an incident.

**Incident management organizations must also establish a system for the collection, analysis, and sharing, as possible, of information developed during intelligence/investigations efforts**. Some incidents require the utilization of intelligence and investigative information to support the process. Intelligence and investigative information is defined as information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individuals(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

**ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure:**

* **Within the Planning Section.** This is the traditional placement for this function and is appropriate for incidents with little or no investigative information requirements, nor a significant amount of specialized information.
* **As a Separate General Staff Section.** This option may be appropriate when there is an intelligence/investigative component to the incident or when multiple investigative agencies are part of the investigative process and/or there is a need for classified intelligence.
* **Within the Operations Section.** This option may be appropriate for incidents that require a high degree of linkage and coordination between the investigative information and the operational tactics that are being employed.
* **Within the Command Staff.** This option may be appropriate for incidents with little need for tactical information or classified intelligence and where supporting Agency Representatives are providing the real-time information to the Command Element.

**The mission of the Intelligence/Investigations Function is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:**

* Prevent/deter additional activity, incidents, and/or attacks.
* Collect, process, analyze, and appropriately disseminate intelligence information.
* Conduct a thorough and comprehensive investigation.
* Identify, process, collect, create a chain of custody for, safeguard, examine/analyze, and store all situational intelligence and probative evidence.

**The Intelligence/Investigations Function has responsibilities that cross all departments’ interests involved during an incident, but there are functions that remain specific to law enforcement response and/or mission areas.** Two examples of these are expeditious identification and apprehension of all perpetrators, and successful prosecution of all defendants. Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained and information will be transmitted to Command, Operations, and Planning. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance and/or need to know.

In the ICS, these **organizational briefings** occur at various levels in the organization, with topics that tend to be unique to that level. The ICS uses various levels of organizational briefings/meetings.

* **Staff-Level Briefings:** Delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.
* **Field-Level Briefings:** Delivered to individual resources or crews assigned to operational tasks and/or work at or near the incident site.
* **Section-Level Briefings: Briefings:** Delivered to an entire Section (for example, the operational period briefing).

**An operational period briefing**:

* May be referred to as the shift briefing.
* Is conducted at the beginning of each operational period.
* Allows the Operations Section Chief to present the Incident Action Plan (IAP) for the shift to personnel with supervisory responsibility in the Operations Section.
* Includes a large group assembly of the operational resources that are committed to the incident.
* Should be concise and to the point.

In addition to the Operations Section Chief, the other members of the Command and General Staffs as well as specific support elements (e.g., Communications Unit, Medical Unit) can provide important information needed for safe and effective performance during the shift.

**Standardization of the ICS** organizational chart and associated terms does not **limit the flexibility** of the system. A key principle of the ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.

**Flexibility does not mean that the ICS feature of common terminology is superseded. Note that flexibility is allowed only within the standard ICS organizational structure and position titles.**

There may be a temptation to combine ICS positions to save on staffing or achieve a higher level of efficiency. **It is important to avoid combining positions.** While an individual can supervise multiple units, it is recommended that the position remain distinct. For example, J. Smith might supervise the Supply Unit and the Ground Support Unit, but not the Supply and Ground Support Unit. The reason becomes apparent if the incident were to grow and separation of supervision of the Units became necessary. **Emphasize that the use of nonstandard titles or hybrid positions may be unrecognizable to assisting or cooperating personnel and will likely cause confusion.**

**Complexity factors**:

* Community and responder safety Impacts to life, property, and the economy
* Potential hazardous materials
* Weather and other environmental influences
* Likelihood of cascading events
* Potential crime scene (including terrorism)
* Political sensitivity, external influences, and media relations
* Area involved, jurisdictional boundaries
* Availability of resources

**ICS resources** are categorized by:

* **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
* **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

**Incident Typing**:

* Incidents may be typed in order to make decisions about resource requirements.
* Incidents are categorized by five types based on complexity.
* Type 5 incidents are the least complex and Type 1 the most complex.
* Incident typing is used to order Incident Management Teams (IMTs).
* An IMT is made up of the Command and General Staff members in an ICS organization.

**Type 5 Incident**:

* The incident can be handled by one or two single resources with up to six personnel.
* Command and General Staff positions (other than the Incident Commander) are not activated.
* No written Incident Action Plan (IAP) is required.
* The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. Examples include a vehicle fire, an injured person, or a police traffic stop.

**Type 1 Incident**:

* This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
* All Command and General Staff positions are activated.
* Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. Branches need to be established.
* The agency administrator/official will have briefings, and ensure that the complexity analysis and delegation of authority are updated.
* Use of resource advisors at the incident base is recommended.
* There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

**Transfer of command** may take place for many reasons, including:

* A jurisdiction or agency is legally required to take command.
* Change of command is necessary for effectiveness or efficiency.
* Incident complexity changes.
* There is a need to relieve personnel on incidents of extended duration.
* Personal emergencies (e.g., Incident Commander has a family emergency).
* Agency administrator/official directs a change in command.

**Transfer of command briefing** should always take place. The briefing should include the following essential elements of information:

* Situation status.
* Incident objectives and priorities based on the IAP.
* Current organization.
* Resource assignments.
* Resources ordered and en route.
* Incident facilities.
* Incident communications plan.
* Incident prognosis, concerns, and other issues.
* Introduction of Command and General Staff members.

***NIMS ICS-700***

**The National Incident Management System (NIMS) provides a consistent framework for incident management at all jurisdictional levels regardless of the cause, size, or complexity of the incident.** NIMS is not an operational incident management or resource allocation plan.

The NIMS document was developed through a collaborative intergovernmental partnership with significant input from the incident management functional disciplines, nongovernmental organizations (NGOs), and the private sector. Originally published on March 1, 2004, the NIMS document was revised in 2008 to reflect contributions HSPD-5 requires all Federal departments and agencies to:

• Adopt NIMS and use it in their individual incident management programs and activities.

• Make adoption of NIMS by State, tribal, and local organizations a condition for Federal preparedness

assistance (through grants, contracts, and other activities).

NIMS fosters the development of **specialized technologies** that facilitate emergency management and incident response activities, and allows for the adoption of new approaches that will enable continuous refinement of the system over time. The components of NIMS are **adaptable and scalable** to any situation, from routine, local incidents, to incidents requiring the activation of interstate mutual aid, to those requiring a coordinated Federal response. NIMS applies to all types of incidents.

Synopsis of each **major component of NIMS**.

• **Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

• **Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communications and information systems.

• **Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements for, order and acquire, mobilize, track and report, recover and demobilize, reimburse for, and inventory resources.

• **Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs:

* **Incident Command System,**
* **Multiagency Coordination Systems,**
* **Public Information**.

• Ongoing Management and Maintenance. DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

**Comprehensive approach to incident management**. Homeland Security Presidential Directives linked to national preparedness:

* **HSPD-7: Critical Infrastructure Identification, Prioritization, and Protection** established the U.S. policy for “enhancing protection of the Nation’s critical infrastructure and key resources” and mandates a national plan to implement that policy in partnership with Federal departments and agencies; State, tribal, and local governments; nongovernmental organizations; and the private sector.

• **HSPD-8: National Preparedness** directed DHS to lead a national initiative to develop a National Preparedness System—a common, unified approach to “strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies.”

The **National Response Framework** (NRF):

• Is a guide to how the Nation conducts all-hazards response.

* Builds upon the NIMS coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector.

A basic premise of both NIMS and the NRF is that incidents typically are managed at the local level first. Following NIMS doctrine, the NRF is designed to ensure that local jurisdictions retain command, control, and authority over response activities for their jurisdictional areas.

Preparedness activities should be coordinated among all appropriate agencies and organizations within the jurisdiction, as well as across jurisdictions. Preparedness activities may involve the following groups:

• **Individuals:** Individuals should participate in their community’s outreach programs that promote and support individual and community preparedness (e.g., public education, training sessions, demonstrations). These programs should include preparedness of those with special needs.

• **Preparedness Organizations:** Preparedness organizations provide coordination for emergency management and incident response activities before an incident or scheduled event. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

• **Nongovernmental Organizations:** Nongovernmental organizations (NGOs), such as community-based, faith-based, or national organizations (e.g., the Salvation Army, National Voluntary Organizations Active in Disaster, and the American Red Cross), play vital support roles in emergency management and incident response activities. Compliance with NIMS is not mandated for NGOs. However, adherence to NIMS can help these organizations integrate into a jurisdiction’s preparedness efforts. To ensure integration, capable and interested NGOs should be included in ongoing preparedness efforts, especially in planning, training, and exercises.

• **Private Sector:** The private sector plays a vital support role in emergency management and incident response and should be incorporated into all aspects of NIMS. Utilities, industries, corporations, businesses, and professional and trade associations typically are involved in critical aspects of emergency management and incident response. These organizations should prepare for all-hazards incidents that may affect their ability to deliver goods and services. It is essential that private-sector organizations that are directly involved in emergency management and incident response (e.g., hospitals, utilities, and critical infrastructure owners and operators) be included in a jurisdiction’s preparedness efforts, as appropriate. Governments at all levels should work with the private sector to establish a common set of expectations consistent with Federal, State, tribal, and local roles, responsibilities, and methods of operations. These expectations should be widely disseminated and the necessary training and practical exercises conducted so that they are thoroughly understood in advance of an actual incident.

**Continuity planning** should be instituted within all organizations (including all levels of government and the private sector) and address such things as:

• Essential functions.

• Orders of succession.

• Delegations of authority.

• Continuity facilities.

• Continuity communications.

• Vital records management.

• Human capital.

Kinds of agreements, including but not limited to the following:

• **Automatic Mutual Aid:** Agreements that permit the automatic dispatch and response of requested resources

without incident-specific approvals. These agreements are usually basic contracts; some may be informal accords.

• **Local Mutual Aid:** Agreements between neighboring jurisdictions or organizations that involve a formal request for assistance and generally cover a larger geographic area than automatic mutual aid.

• **Regional Mutual Aid:** Substate regional mutual aid agreements between multiple jurisdictions that are often

sponsored by a council of governments or a similar regional body.

• **Statewide/Intrastate Mutual Aid:** Agreements, often coordinated through the State that incorporate both State and local governmental and nongovernmental assets in an attempt to increase preparedness statewide.

• **Interstate Agreements:** Out-of-State assistance through formal State-to-State agreements such as the Emergency Management Assistance Compact, or other formal State-to-State agreements that support the response effort.

• **International Agreements:** Agreements between the United States and other nations for the exchange of Federal assets in an emergency.

• **Other Agreements:** Any agreement, whether formal or informal, used to request or provide assistance and/or

resources among jurisdictions at any level of government (including foreign), NGOs, or the private sector.

**Four standard levels of procedural documents**:

• **Standard Operating Procedure or Operations Manual:** Complete reference document that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

• **Field Operations Guide or Incident Management Handbook:** Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

• **Mobilization Guide:** Reference document used by agencies/organizations outlining agreements, processes, and procedures used by all participating organizations for activating, assembling, and transporting resources.

• **Job Aid:** Checklist or other visual aid intended to ensure that specific steps for completing a task or assignment are accomplished. Job aids serve as training aids to teach individuals how to complete specific job tasks.

To improve NIMS performance, **emergency management/response personnel need**

**to participate in realistic exercises**. Exercises should:

• Include multidisciplinary, multijurisdictional incidents.

• Require interactions with the private sector and nongovernmental organizations.

• Cover all aspects of preparedness plans, particularly the processes and procedures for activating local, intrastate, and/or interstate mutual aid agreements and assistance agreements.

• Contain a mechanism for incorporating corrective actions and lessons learned from incidents into the planning process.

A critical element of NIMS preparedness is the use of national standards that allow for common or compatible structures for the **qualification, licensure, and certification of emergency management/response personnel**. Standards:

• Help ensure that personnel possess the minimum knowledge, skills, and experience necessary to execute incident management and emergency response activities safely and effectively.

• Typically include training, experience, credentialing, validation, and physical and medical fitness.

Note that the baseline criteria for voluntary credentialing will be established by the National Integration

Center.

**Equipment certification**:

• Helps ensure that the equipment acquired will perform to certain standards (as designated by organizations such as the National Fire Protection Association or National Institute of Standards and Technology).

• Supports planning and rapid fulfillment of needs based on a common understanding of the abilities of distinct types of equipment.

**Mitigation**:

• Provides a critical foundation in the effort to reduce the loss of life and property and to minimize damage to the environment from natural or manmade disasters by avoiding or lessening the impact of a disaster.

• Provides value to the public by creating safer communities and impeding the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

**Communications systems** need to be:

• **Interoperable**—able to communicate within and across agencies and jurisdictions.

• **Reliable**—able to function in the context of any kind of emergency.

• **Portable**—built on standardized radio technologies, protocols, and frequencies.

• **Scalable**—suitable for use on a small or large scale as the needs of the incident dictate.

• **Resilient**—able to perform despite damaged or lost infrastructure.

• **Redundant**—able to use alternate communications methods when primary systems go out.

At the Incident Command Post, Emergency Operations Center, or within a Multiagency Coordination Group—to have the same information about the incident, including the availability and location of resources and the status of assistance requests. This is known as **interoperability**. Interoperability also means that technical emergency communications systems should:

• Be the same or linked to the same system that the jurisdiction uses for nonemergency procedures.

• Effectively interface with national standards, as they are developed.

• Allow the sharing of data throughout the incident management process and among all key players.

**Communications and information systems** should be designed to be:

• **Reliable**—able to function in any type of incident, regardless of cause, size, location, or complexity.

• **Portable**—built on standardized radio technologies, protocols, and frequencies that allow communications systems to be deployed to different locations and integrated seamlessly with other systems.

• **Scalable**—suitable for use on a small or large scale, allowing for an increasing number of users.

communications systems ensure that the flow of information will not be

interrupted during an incident through:

• **Resiliency**—able to withstand and continue to perform after damage or loss of infrastructure.

• **Redundancy**—providing for either duplication of identical services or the ability to communicate through

diverse, alternative methods when standard capabilities suffer damage.

and their affiliated organizations use the following types of standardized

communications:

• **Strategic Communications:** High-level directions, including resource priority decisions, roles and

responsibilities determinations, and overall incident response courses of action.

• **Tactical Communications:** Communications between command and support elements and, as

appropriate, cooperating agencies and organizations.

• **Support Communications:** Coordination in support of strategic and tactical communications (for

example, communications among hospitals concerning resource ordering, dispatching, and tracking

from logistics centers; traffic and public works communications).

• **Public Address Communications:** Emergency alerts and warnings, press conferences, etc.

Examples of information generated by an incident that can be used for decision-making purposes:

• **Incident Notification, Situation, and Status Reports:** Incident reporting and documentation procedures should

be standardized to ensure that situational awareness is maintained and that emergency management/response

personnel have easy access to critical information. Situation reports offer a snapshot of the past operational period and contain confirmed or verified information regarding the explicit details (who, what, when, where, and how) relating to the incident. Status reports, which may be contained in situation reports, relay information specifically related to the status of resources (e.g., availability or assignment of resources).

• **Analytical Data:** Data, such as information on public health and environmental monitoring, should be collected in a manner that observes standard data collection techniques and definitions. The data should then be transmitted using standardized analysis processes. During incidents that require public health and environmental sampling, multiple organizations at different levels of government often collect data, so standardization of data collection and analysis is critical. Additionally, standardization of sampling and data collection enables more reliable analysis and improves the quality of assessments provided to decision-makers.

• **Geospatial Information:** Geospatial information is defined as information pertaining to the geographic location and characteristics of natural or constructed features and boundaries. It is often used to integrate assessments, situation reports, and incident notification into a common operating picture and as a data fusion and analysis tool to synthesize many kinds and sources of data and imagery. The use of geospatial data (and the recognition of its intelligence capabilities) is increasingly important during incidents. Geospatial information capabilities (such as nationally consistent grid systems or global positioning systems based on lines of longitude and latitude) should be managed through preparedness efforts and integrated within the command, coordination, and support elements of an incident, including resource management and public information.

The **use of plain language** in emergency management and incident response:

• Is a matter of safety.

• Facilitates interoperability across agencies/organizations, jurisdictions, and disciplines.

• Ensures that information dissemination is timely, clear, acknowledged, and understood by all intended recipients.

This standardized approach to **resource management** is based on the underlying concepts:

• **Consistency:** Resource management provides a **consistent** method for identifying, acquiring, allocating, and tracking resources.

• **Standardization:** Resource management includes **standardized** systems for classifying resources to improve the effectiveness of mutual aid agreements and assistance agreements.

• **Coordination:** Resource management includes **coordination** to facilitate the integration of resources

for optimal benefit.

• **Use:** Resource management planning efforts incorporate **use** of all available resources from all levels of government, nongovernmental organizations, and the private sector, where appropriate.

• **Information Management:** Resource management integrates **communications and information management** elements into its organizations, processes, technologies, and decision support.

• **Credentialing:** Resource management includes the use of **credentialing** criteria that ensure consistent training, licensure, and certification standards.

**Effective resource management** includes establishing resource acquisition procedures. It is important to consider the tradeoffs (e.g., shelf life, warehousing costs) and determine the optimal acquisition strategies, including:

• Acquiring critical resources in advance and storing them in a warehouse (i.e., “stockpiling”).

• Supplying resources “just in time,” typically using a pre-incident contract.

• **Systems:** Management information systems collect, update, and process resource data and track the status and location of resources. It is critical to have redundant information systems or backup systems to manage resources in the event that the primary system is disrupted or unavailable.

• **Protocols:** Preparedness organizations develop standard protocols to request resources, prioritize requests, activate and mobilize resources to incidents, and return resources to normal status.

**Protocol for escalation of event:**

• The Incident Command/Unified Command identifies resource requirements and communicates needs through the Area Command (if established) to the local Emergency Operations Center (EOC). The local EOC fulfills the need or requests assistance through mutual aid agreements and assistance agreements with private-sector and nongovernmental organizations.

• In most incidents, local resources and local mutual aid agreements and assistance agreements will provide the first line of emergency response and incident management. If the State cannot meet the needs, they may arrange support from another State through an agreement, such as the Emergency Management Assistance Compact (EMAC), or through assistance agreements with nongovernmental organizations.

• If additional resources and/or capabilities are required beyond those available through interstate agreements, the Governor may ask the President for Federal assistance.

• Some Federal agencies (U.S. Coast Guard, Environmental Protection Agency, etc.) have statutory responsibility for response and may coordinate and/or integrate directly with affected jurisdictions.

• Federal assistance may be provided under various Federal authorities. If a Governor requests a disaster declaration, the President will consider the entirety of the situation including damage assessments and needs. The President may declare a major disaster (section 401 of the Robert **T. Stafford Disaster Relief and Emergency Assistance Act**).

• The Joint Field Office is used to manage Federal assistance (technical specialists, funding, and resources/equipment) that is made available based on the specifics and magnitude of the incident. In instances when an incident is projected to have catastrophic implications (e.g., a major hurricane or flooding), States and/or the Federal Government may position resources in the anticipated incident area.

• In cases where there is time to assess the requirements and plan for a catastrophic incident, the Federal response will be coordinated with State, tribal, and local jurisdictions, and the pre-positioning of Federal assets will be tailored to address the specific situation.

**Mobilization notifications** should include:

• The date, time, and place of departure.

• Mode of transportation to the incident.

• Estimated date and time of arrival.

• Reporting location (address, contact name, and phone number).

• Anticipated incident assignment.

• Anticipated duration of deployment.

• Resource order number.

* Incident number.

• Applicable cost and funding codes.

**Recovery** involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, disposed of, and/or retrograded.

• **Demobilization** is the orderly, safe, and efficient return of an incident resource to its original location and status. As stated earlier, demobilization planning should begin as soon as possible to facilitate accountability of the resources. During demobilization, the Incident Command and Multiagency Coordination System elements coordinate to prioritize critical resource needs and reassign resources (if necessary).

• **Nonexpendable Resources** (such as personnel, fire trucks, and durable equipment) are fully accounted for both during the incident and when they are returned to the providing organization. The organization then restores the resources to full functional capability and readies them for the next mobilization. Broken or lost items should be replaced through the appropriate resupply process, by the organization with invoicing responsibility for the incident, or as defined in existing agreements. It is critical that fixed facility resources also be restored to their full functional capability in order to ensure readiness for the next mobilization. In the case of human resources, such as Incident Management Teams, adequate rest and recuperation time and facilities should be provided. Important occupational health and mental health issues should also be addressed, including monitoring the immediate and long-term effects of the incident (chronic and acute) on emergency management/response personnel.

• **Expendable Resources** (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations. Restocking occurs at the point from which a resource was issued. Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization. Waste management is of special note in the process of recovering resources, as resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.

**Preparedness plans, mutual aid agreements, and assistance agreements** should specify reimbursement terms and arrangements for:

• Collecting bills and documentation.

• Validating costs against the scope of the work.

• Ensuring that proper authorities are secured.

• Using proper procedures/forms and accessing any reimbursement software programs.

**National Integration Center typing protocol** provides incident managers the following information:

• **Resource Category:** Identifies the function for which a resource would be most useful.

• **Kind of Resource:** Describes what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).

• **Type of Resource:** Describes the size, capability, and staffing qualifications of a specific kind of resource.

The **credentialing process** involves an objective evaluation and documentation of an individual's:

• Current certification, license, or degree,

• Training and experience, and

• Competence or proficiency.

The department/agency submits each individual’s application to an **authorized credentialing agency**. That credentialing agency determines if the individual is qualified for the applied-for credential(s). If the individual is found not qualified, he/she can reapply when qualified. If the individual is found qualified, the credentialing agency acts as follows:

• Creates a record and updates the database.

* Issues a card/ID (and periodically reissues the card/ID as appropriate).

• Notifies the department/agency.

• Uploads the information to the management infrastructure.

The credentialing organization undergoes periodic review by a third-party reviewer.

**Multi-Agency Coordination System(MACS):**

• NIMS describes MACS as providing “the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications."

• MACS functions typically include: situation assessment, incident priority determination, critical resource acquisition and allocation, support for relevant incident management policies and interagency activities, coordination with other MACS, and coordination of summary information.

Add the following additional information:

• MACS assist agencies and organizations responding to an incident.

• The elements of a MACS include facilities, equipment, personnel, procedures, and communications.

• Two of the most commonly used elements are Emergency Operations Centers (EOCs) and Multiagency Coordination (MAC) Groups.

Common coordination elements may include:

• Dispatch Center

• EOC

• Department Operations Center (DOC)

• MAC Group

A **MACS is not a physical location or facility**. Rather, a MACS includes all components involved in

managing events or incidents, and may include:

• On-scene command structure and responders.

• Resource coordination centers.

• Coordination entities/groups.

• Emergency Operations Centers.

• Dispatch.

**Emergency Operations Center (EOC)** is a central location that supports Incident Command by:

• Making executive/policy decisions.

• Coordinating interagency relations.

• Dispatching and tracking requested resources.

• Collecting, analyzing, and disseminating information.

Coordination does **not** mean assuming command of the incident scene. Common coordination elements may include:

• **Dispatch Center:** A Dispatch Center coordinates the acquisition, mobilization, and movement of resources as ordered by the Incident Command/Unified Command.

• **Emergency Operations Center (EOC):** During an escalating incident, an EOC supports the on-scene response by relieving the burden of external coordination and securing additional resources. EOC core functions include coordination; communications; resource allocation and tracking; and information collection, analysis, and dissemination. EOCs may be staffed by personnel representing multiple jurisdictions and functional disciplines and a wide variety of resources.

• **Department Operations Center (DOC):** A DOC coordinates an internal agency incident management and response. A DOC is linked to and, in most cases, physically represented in the EOC by authorized agent(s) for the department or agency.

• **Multiagency Coordination (MAC) Group:** A MAC Group is comprised of administrators/executives, or their designees, who are authorized to represent or commit agency resources and funds. MAC Groups may also be known as multiagency committees or emergency management committees. A MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s) or may even function virtually. A MAC Group may require a support organization for its own logistics and documentation needs; to manage incident-related decision support information such as tracking critical resources, situation status, and intelligence or investigative information; and to provide public information to the news media and public. The number and skills of its personnel will vary by incident complexity, activity levels, needs of the MAC Group, and other factors identified through agreements or by preparedness organizations. A MAC Group may be established at any level (e.g., national, State, or local) or within any discipline (e.g., emergency management, public health, critical infrastructure, or private sector).

**Public Information, education strategies, and communications plans** help ensure that numerous audiences receive timely, consistent messages about:

• Lifesaving measures.

• Evacuation routes.

• Threat and alert system notices.

• Other public safety information.

• **Public information** consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on an incident’s cause, size, and current situation to the public, responders, and additional stakeholders (both directly affected and indirectly affected). Public information must be coordinated and integrated across jurisdictions and agencies. Well-developed public information, education strategies, and communications plans help to ensure that lifesaving measures, evacuation routes, threat and alert systems, and other public safety information is coordinated and communicated to numerous audiences in a timely, consistent manner. Public information includes processes, procedures, and organizational structures required to gather, verify, coordinate, and disseminate information.

• The **Public Information Officer (PIO)** supports the Incident Command structure as a member of the Command staff. The PIO advises the Incident Commander on all public information matters relating to the management of the incident. The PIO handles inquiries from the media, the public, and elected officials; emergency public information and warnings; rumor monitoring and response; media monitoring; and other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident, particularly regarding information on public health, safety, and protection.

• The PIO coordinates through the **Joint Information Center (JIC**), an interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident.

**Joint Information System:**

• Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations.

• Provides a structure and system for:

• Developing and delivering coordinated interagency messages.

• Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander.

• Advising the Incident Commander concerning public affairs issues that could affect a response effort.

• Controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

The **National Integration Center (NIC)** is responsible for the following functions:

• **Administration and Compliance:** To manage ongoing administration and implementation of NIMS, including specification of compliance measures, the NIC is responsible for working toward the following:

• Developing and maintaining a national program for NIMS education and awareness.

• Promoting compatibility between national-level standards for NIMS and those developed by other public, private, and professional groups.

• Facilitating the establishment and maintenance of a documentation and database system related to qualification, certification, and credentialing of emergency management/response personnel and organizations.

* Developing assessment criteria for the various components of NIMS, as well as compliance requirements and timelines.

• **Standards and Credentialing:** The NIC will work with appropriate standards development organizations to ensure the adoption of common national standards and credentialing systems that are compatible and aligned with the implementation of NIMS. The standards apply to the identification, adoption, and development of common standards and credentialing programs.

• **Training and Exercise Support:** To lead the development of training and exercises that further appropriate agencies’ and organizations’ knowledge, adoption, and implementation of NIMS, the NIC will coordinate with them to do the following:

• Facilitate the definition of general training requirements and the development of national-level training standards and course curricula associated with NIMS.

• Facilitate the development of national standards, guidelines, and protocols for incident management training and exercises, including consideration of existing exercise and training programs at all jurisdictional levels.

• Facilitate the development of training necessary to support the incorporation of NIMS across all jurisdictional levels.

• Establish and maintain a repository for reports and lessons learned from actual incidents, training, and exercises, as well as for best practices, model structures, and processes for NIMS-related functions.

• **Publication Management:** Publication management for NIMS includes the development of naming and numbering conventions, the review and certification of publications, development of methods for publications control, identification of sources and suppliers for publications and related services, management of publication distribution, and assurance of product accessibility.

***NIMS ICS-800***

The **purpose of the National Response Framew**ork is to ensure that all response partners across the Nation understand domestic incident response roles, responsibilities, and relationships in order to respond more effectively to any type of incident. The Framework is written especially for government executives, private sector and nongovernmental organization leaders, and emergency management practitioners.

The term “**response**” as used in this Framework includes: Immediate actions to save lives, protect property and the environment, and meet basic human needs. The execution of emergency plans and actions to support short-term recovery.

The **overall National Strategy** includes the following goals: Prevent and disrupt terrorist attacks. Protect the American people, critical infrastructure, and key resources. **Respond to and recover from incidents that do occur.** Continue to strengthen the foundation to ensure long-term success.

**Premises of the NRF are**:

* **The Framework provides structures for implementing nationwide response policy and operational coordination for all types of domestic incidents.** It can be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to an incident. Selective implementation allows for a scaled response, delivery of the resources needed, and an appropriate level of coordination.
* **The Framework is always in effect, and elements can be implemented as needed on a flexible, scalable basis that can help improve response.** The Framework retains the same core principles of the National Incident Management System (NIMS) in which first responders from different jurisdictions and disciplines can work together better to respond to natural disasters and emergencies, including acts of terrorism.
* **Once response activities have begun, on-scene actions are based on NIMS principles.** Federal assistance can be provided to State, tribal, and local jurisdictions, and to other Federal departments and agencies, in a number of different ways through various mechanisms and authorities.
* **Often, Federal assistance does not require coordination by DHS and can be provided without a Presidential major disaster or emergency declaration.**

The NR Framework establishes the following **key principles of response doctrine**:

* **Engaged partnership:** Leaders at all levels must communicate and actively support engaged partnerships to develop shared goals and align capabilities so that none allows the other to be overwhelmed in times of crisis.
* **Tiered response:** Incidents must be managed at the lowest possible jurisdictional level and supported by additional response capabilities when needed.
* **Scalable, flexible, and adaptable operational capabilities:** As incidents change in size, scope, and complexity, the response must adapt to meet requirements.
* **Unity of effort through unified command:** Response is a team effort. Effective unified command is indispensable to all response activities and requires clear understanding of the roles and responsibilities of each participating organization.
* **Readiness to act:** Effective incident response requires readiness to act balanced with an understanding of risk. From individuals, families, and communities to local, State, and Federal agencies, national response depends on the instinct and ability to act.

Note that **incidents begin and end locally, and most are managed at the local level**. A basic premise of the Framework is that incidents are generally handled at the lowest jurisdictional level possible. Many incidents require unified response from local agencies, the private sector, and nongovernmental organizations. Other incidents may require additional support from neighboring jurisdictions or the State. A small number require Federal support.

**Forward-leaning posture** is imperative for incidents that have the potential to expand rapidly in size, scope, or complexity, and for no-notice incidents. Note that once response activities have begun, on-scene actions are based on NIMS principles. An effective national response relies on disciplined processes, procedures, and systems. A key concept is “**readiness to act**.” Explain that readiness is a collective responsibility, and effective national response depends on our readiness to act. The National Response Framework is comprised of the **core document, the Emergency Support Function (ESF), Support, and Incident Annexes, and the Partner Guides**.

The core document describes the doctrine that guides our national response, roles and responsibilities, response actions, response organizations, and planning requirements to achieve an effective national response to any incident that occurs. Note that the following documents provide more detailed information to assist practitioners in implementing the Framework:

* **Emergency Support Function Annexes** group Federal resources and capabilities into functional areas that are most frequently needed in a national response (e.g., Transportation, Firefighting, Search and Rescue).
* **Support Annexes** describe essential supporting aspects that are common to all incidents (e.g., Financial Management, Volunteer and Donations Management, Private-Sector Coordination).
* **Incident Annexes** address the unique aspects of how we respond to seven broad incident categories (e.g., Biological, Nuclear/Radiological, Cyber, Mass Evacuation).
* **Partner Guides** provide ready references describing key roles and actions for local, tribal, State, Federal, and private-sector response partners.

These documents are available at the **NRF Resource Center**, [www.fema.gov/emergency/NRF](http://www.fema.gov/emergency/NRF).

**Supporting capabilities**.

Response to an incident is a shared responsibility of governments at all levels. the responsibilities at each level of Government:

* **Local and Tribal Governments.** The responsibility for responding to incidents, both natural and manmade, begins at the local level.
* **States and Territorial Governments.** States and territorial governments have responsibility for the public health and welfare of the people in their jurisdiction. During response, States play a key role coordinating resources and capabilities from across the State and obtaining resources and capabilities from other States.
* **Federal Government.** When an incident occurs that exceeds or is anticipated to exceed State, tribal, or local resources, the Federal Government may provide resources and capabilities to support the State response.

**Partnerships**

Effective response requires partnerships with:

* **Individuals and Households.** Individuals and households can contribute by reducing hazards in and around their homes, preparing an emergency supply kit and household emergency plan, and monitoring emergency communications carefully.
* **Private Sector.** The private sector plays a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. Many private-sector organizations are responsible for operating and maintaining portions of the Nation’s critical infrastructure.
* **Nongovernmental Organizations (NGOs).** NGOs play important roles before, during, and after an incident. For example, NGOs provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. These groups often provide specialized services that help individuals with special needs, including those with disabilities.

The roles of key players in local response:

**Chief Elected or Appointed Official**

Role: A mayor, city manager, or county manager, as a jurisdiction’s chief executive officer, is responsible for ensuring the public safety and welfare of the people of that jurisdiction.

Responsibilities:

* Establish strong working relationships with local jurisdictional leaders and core private sector organizations, voluntary agencies, and community partners. The objective is to establish relationships, coordinate, and train with local partners in advance of an incident and to develop mutual aid and/or assistance agreements for support in response to an incident.
* Lead and encourage local leaders to focus on preparedness by participating in planning, training, and exercises.
* Support participation in local mitigation efforts within the jurisdiction including, as appropriate, the private sector.
* Understand and implement laws and regulations that support emergency management and response.
* Ensure that local emergency plans take into account the needs of:
  + The jurisdiction, including persons, property, and structures.
  + Individuals with special needs, including those with service animals.
  + Individuals with household pets.
  + Encourage residents to participate in volunteer organizations and training courses.

**Emergency Manager**

Role: The local emergency manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities.

Responsibilities:

* Coordinate the emergency planning process and work cooperatively with other local agencies and private-sector and nongovernmental organizations.
* Develop mutual aid and assistance agreements.
* Develop and execute public awareness and education programs.
* Conduct exercises to test plans and systems and incorporate lessons learned into the jurisdiction’s emergency plan.
* Involve the private sector and nongovernmental organizations in planning, training, and exercises.
* Coordinate damage assessments during an incident.
* Advise and inform local officials about emergency management activities during an incident.

**Department and Agency Heads**

Role: Department and agency heads collaborate with the emergency manager during development of local emergency plans and provide key response resources.

Responsibilities:

* Participate in the planning process to build specific capabilities (e.g., firefighting, law enforcement, emergency medical services, public works, environmental and natural resources agencies).
* Integrate capabilities into a workable plan to safeguard the community.
* Develop internal policies and procedures to meet response and recovery needs safely.
* Train personnel and participating in interagency training and exercises.
* When an incident occurs, respond according to emergency plans.

In **response to a threat or incident**, local governments:

* Execute emergency operations plan (EOC activation)
* Declare a local State of Emergency
* Issue warnings and evacuation notices
* Establish Incident Command
* Conduct size up and damage assessment
* Identify incident objectives/begin tactical operations
* Manage incident resources
* Activate mutual aid and assistance agreements
* Request State assistance

**Tribal governments** are responsible for the public safety and welfare of the people of that tribe.

Tribal governments:

* Respond to the same range of emergencies and disasters that other jurisdictions face.
* May request and provide assistance from neighboring jurisdictions under mutual aid and assistance agreements.
* Note that although tribal governments can elect to deal directly with the Federal Government, a State participates that nongovernmental and voluntary organizations are essential partners in responding to incidents.

Working through emergency operations centers and other structures**, nongovernmental and voluntary organizations** assist in providing:

* Sheltering, emergency food supplies, counseling services, and other vital services to support response and promote the recovery of disaster victims.
* Specialized services that help individuals with special needs, including those with disabilities.
* Mention that to engage these key partners most effectively, all levels of governments coordinate with voluntary agencies, existing Voluntary Organizations Active in Disaster (VOADs), community and faith-based organizations, and other entities.

**Individuals and households** play an important role in the overall emergency management strategy.

* Explain that community members can contribute by:
* Reducing hazards in and around their homes.
* Preparing an emergency supply kit and household emergency plan.
* Monitoring emergency communications carefully.
* Volunteering with an established organization.
* Enrolling in emergency response training courses.

The **private sector** forms the foundation for the health of the Nation’s economy and is a key partner in incident management activities at all levels.

The private sector:

* Is responsible for most of the critical infrastructure and key resources in the Nation and thus may require assistance in the wake of a disaster or emergency.
* Provides goods and services critical to the response and recovery process, either on a paid basis or through donations.

**States play a key role** during response by coordinating resources and capabilities throughout the State and obtaining resources and capabilities from other States. States have significant resources of their own, including emergency management and homeland security agencies, State police, health agencies, transportation agencies, incident management teams, specialized teams, and the National Guard. The key role of the State government in response is to supplement and facilitate local efforts before, during, and after incidents. The State provides direct and routine assistance to its local jurisdictions through emergency management program development and by routinely coordinating in these efforts with Federal officials. States must be prepared to maintain or accelerate services to local governments when local capabilities fall short of demands. States are also responsible for requesting Federal emergency assistance.

Key players in State response:

**Governor**

Role: Public safety and welfare of a State’s citizens are fundamental responsibilities of every Governor. For the purposes of the Framework, any reference to a State Governor also references the chief executive of a U.S. territory.

Responsibilities:

* Coordinate State resources and provide the strategic guidance needed to prevent, mitigate, prepare for, respond to, and recover from incidents of all types.
* In accordance with State law, may be able to make, amend, or suspend certain orders or regulations associated with response.
* Communicate to the public and help people, businesses, and organizations cope with the consequences of any type of incident.
* Command the State military forces (National Guard personnel not in Federal service and State militias).
* Coordinate assistance from other States through interstate mutual aid and assistance compacts, such as the Emergency Management Assistance Compact.
* Request Federal assistance including, if appropriate, a Stafford Act Presidential declaration of an emergency or major disaster, when it becomes clear that State capabilities will be insufficient or have been exceeded.
* Coordinate with impacted tribal governments within the State and initiate requests for a Stafford Act Presidential declaration of an emergency or major disaster on behalf of an impacted tribe when appropriate.

**State Homeland Security Advisor**

Role: The State Homeland Security Advisor serves as counsel to the Governor on homeland security issues and may serve as a liaison between the Governor’s office, the State homeland security structure, the Department of Homeland Security (DHS), and other organizations both inside and outside of the State.

Responsibilities:

* Chair a committee comprised of representatives of relevant State agencies.
* Develop prevention, protection, response, and recovery strategies. This also includes preparedness activities associated with these strategies.

**Director, State Emergency Management Agency**

Role: All States have laws mandating establishment of a State emergency management agency and the emergency plans coordinated by that agency. The Director of the State emergency management agency ensures that the State is prepared to deal with large-scale emergencies.

Responsibilities:

* Coordinate the State response in any incident.
* Support local governments as needed or requested and coordinate assistance with other States and/or the Federal Government.

**Other State Department and Agency Heads**

Role: Department and agency heads collaborate with and support the State Emergency Management Director.

Responsibilities:

* Develop, plan, and train to internal policies and procedures to meet response and recovery needs safely.
* Participate in interagency training and exercises to develop and maintain the necessary capabilities.

In response to a threat or incident, **local governments**:

**Activate State EOC**.

Declare a State of Emergency. After a State of Emergency is declared, the Governor may:

* Suspend provisions of any State law or regulation.
* Order evacuation of any area in the State.
* Authorize use of private property in emergency response.
* Control access to the emergency area/disaster scene.
* Activate the National Guard.
* Provide requested State resources.
* Activate intrastate or interstate mutual aid and assistance agreements.
* Request Federal support based on anticipated need, including specialized resources, or when it becomes clear that State capabilities will be insufficient or have been exceeded. Explain that the President leads the Federal Government response effort to ensure that the necessary coordinating structures, leadership, and resources are applied quickly and efficiently to large-scale and catastrophic incidents. The President’s Homeland Security Council and National Security Council, which bring together Cabinet officers and other department or agency

heads as necessary, provide national strategic and policy advice to the President during large scale incidents that affect the Nation.

Note that **overall coordination of Federal incident management** activities is the responsibility of DHS. Depending upon the incident, the Secretary also contributes elements of the response consistent with DHS’s mission, capabilities, and authorities. The FEMA Administrator supports the Secretary in meeting these HSPD-5 responsibilities as the principal advisor to the President, the Secretary, and the Homeland Security Council on all matters regarding emergency management.

The roles of other **key players in Federal response**:

**Law Enforcement: Attorney General**

* Serves as the chief law enforcement officer of the United States.
* Generally acting through the Federal Bureau of Investigation:
* Assumes lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States or directed at U.S. citizens or institutions abroad.
* Coordinates activities of the other members of the law enforcement community to detect, prevent, and disrupt terrorist attacks against the United States.
* Approves requests submitted by State Governors pursuant to the Emergency Federal Law Enforcement Assistance Act for personnel and other Federal law enforcement support during incidents.
* Enforces Federal civil rights laws and provides expertise to ensure that these laws are appropriately addressed.

**National Defense and Defense Support of Civil Authorities: Secretary of Defense**

* Approves requests for response resources.
* The primary mission of the Department of Defense (DOD) and its components is national defense. Because of this critical role, resources are committed after approval by the Secretary of Defense or at the direction of the President. Many DOD components and agencies are authorized to respond to save lives, protect property and the environment, and mitigate human suffering under imminently serious conditions, as well as to provide support under their separate established authorities, as appropriate. The provision of defense support is evaluated by its legality, lethality, risk, cost, appropriateness, and impact on readiness.
* Retains command of military forces.
* When Federal military and civilian personnel and resources are authorized to support civil authorities, command of those forces will remain with the Secretary of Defense. DOD elements in the incident area of operations and National Guard forces under the command of a Governor will coordinate closely with response organizations at all levels.

**International Coordination: Secretary of State**

* Manages international preparedness, response, and recovery activities relating to domestic incidents.
* Manages efforts related to the protection of U.S. citizens and U.S. interests overseas.

**Intelligence: Director of National Intelligence**

* Leads the Intelligence Community and serves as the President's principal intelligence advisor.
* Oversees and directs the implementation of the National Intelligence Program.

**Other Federal Department and Agency Heads**

* Serve in primary, coordinating, and/or support roles based on their authorities and resources and the nature of the threat or incident.
* Participate as members of the Unified Coordination Group in situations where their agency or department has responsibility for directing or managing a major aspect of a response.
* Execute their own authorities to declare disasters or emergencies. For example, the Secretary of Health and Human Services can declare a public health emergency. These declarations may be made independently or as part of a coordinated Federal response.
* Where those declarations are part of an incident requiring a coordinated Federal response, those Federal departments or agencies act within the overall coordination structure of the Framework.

The **process for requesting assistance**:

* First, local agencies respond with help from the private sector and NGOs.
* As incident needs exceed local resources and capabilities, local (intrastate) mutual aid and assistance agreements are activated.
* When mutual aid resources are exhausted, the State government provides support.
* If the State resources and capabilities are exceeded, interstate mutual aid and assistance agreements are used.
* Finally, if it becomes clear that State capabilities will be insufficient or have been exceeded, the Federal Government provides support.

If additional resources are required, the State often requests assistance from other States by using interstate mutual aid and assistance agreements such as the **Emergency Management Assistance Compact (EMAC).** Note that EMAC is administered by the National Emergency Management Association, a congressionally ratified organization that provides form and structure to the interstate mutual aid and assistance process. Through EMAC or other mutual aid or assistance agreements, a State can request and receive assistance from other member States.

**Federal support to States and local jurisdictions** takes many forms.

The most widely known authority under which assistance is provided for major incidents is the Stafford Act.

Note that the next part of this unit covers how the National Response Framework applies to both Stafford Act and non-Stafford Act incidents, including when one Federal department or agency is called on to support another.

The **Disaster Relief Act of 1974 (Public Law 93-288)** is the Federal law that established the process of presidential disaster declarations. In November 1988, Congress amended the act and renamed it the **Robert T. Stafford Disaster Relief and Emergency Assistance Act** (Public Law 100-707). The Stafford Act authorizes the President to provide financial and other forms of assistance to State and local governments, certain private nonprofit organizations, and individuals to support response, recovery, and mitigation efforts following Presidential

emergency or disaster declarations.

**The Stafford Act:**

Covers all hazards, including natural disasters and terrorist events.

Provides primary authority for the Federal Government to respond to disasters and emergencies.

Gives FEMA responsibility for coordinating government response efforts.

Describes the programs and processes by which the Federal Government provides disaster and emergency assistance to State and local governments, tribal nations, eligible private nonprofit organizations, and individuals affected by a declared major disaster or emergency.

the Stafford Act major disaster declaration process includes the following major steps:

**Step 1: FEMA/Federal and State representatives complete a joint Preliminary Damage Assessment (PDA).**

**Step 2: The Governor formally requests assistance.**

**Step 3: FEMA reviews the request and makes a recommendation.**

**Step 4: The President makes a major disaster declaration, if warranted.**

**Note:** In a catastrophic incident, the above steps may be expedited.

**Defense Support of Civil Authorities (DSCA)** refers to support provided by U.S. military forces. The DOD normally provides DSCA in response to requests for assistance (RFAs) from other Federal departments or agencies, or in some cases, local, State, or tribal governments. In providing DSCA, the Secretary of Defense will always retain command of DOD personnel, with the exception of National Guard forces under the command and control of the Governors.

**Prior to a Presidential Declaration of a Disaster and/or Emergency:** During the immediate aftermath of an incident that may ultimately qualify for assistance under the Stafford Act, the Governor of the State in which the incident occurred may request the President to direct the Secretary of Defense to utilize DOD resources to perform emergency work that is essential for the preservation of life and property.

**After a Presidential Declaration of a Disaster and/or Emergency:** After the President issues a major disaster and/or emergency declaration, DOD is normally in direct support of a primary Federal agency**.** All requests are routed through the **Defense Coordinating Officer** at the disaster site to:

* Office of the Assistant Secretary of Defense for Homeland Defense and Americas’ Security Affairs

Joint Director of Military Support

The primary mission of the Department of Defense (DOD) and its components is national defense. **Because of this critical role, resources are committed after approval by the Secretary of Defense or at the direction of the President.**

The provision of defense support is evaluated by its legality, lethality, risk, cost, appropriateness, and impact on readiness. Section 2567 of Title 10, U.S.C (2006), authorizes the Secretary of Defense (following a determination by the President to invoke 10 U.S.C. § 333(a)(1)(A) of the Restoration Act) to provide supplies, services, and equipment to persons affected by a public emergency.

The Posse Comitatus Act, 18 U.S.C. § 1385 (2005), prohibits the use of the Army or the Air Force for law enforcement purposes, except as otherwise authorized by the Constitution or statute.

When Federal military and civilian personnel and resources are authorized to support civil authorities, command of those forces will remain with the Secretary of Defense. DOD elements in the incident area of operations, and National Guard forces under the command of a Governor (unless the Guard planning makes it possible to manage the entire life cycle of a potential crisis, determine capability requirements, and help response partners learn their roles. In addition, planning:

* Includes the collection and analysis of intelligence and information, as well as the development of policies, plans, procedures, mutual aid and assistance agreements, strategies, and other arrangements to perform missions and tasks.
* Improves effectiveness by clearly defining required capabilities, shortening the time required to gain control of an incident, and facilitating the rapid exchange of information.

**Response Capabilities:**

* **Organize:** Executing response activities includes developing an overall organizational structure, strengthening leadership at each level, and assembling well-qualified teams of paid and volunteer staff for essential response and recovery tasks.
* **Train:** Building essential response capabilities nationwide requires a systematic program to train individual teams and organizations – to include governmental, nongovernmental, private sector, and voluntary organizations – to meet a common baseline of performance and certification standards.
* **Equip:** It is critical to acquire equipment that will perform to established standards, including the capability to be interoperable with equipment used by other jurisdictions and/or participating organizations.
* **Exercises** provide opportunities to test plans and improve proficiency in a risk-free environment. Effective exercises:
* Assess and validate proficiency levels.
* Clarify and familiarize personnel with roles and responsibilities.
* Improve interagency coordination and communications, highlight capability gaps, and identify opportunities for improvement.
* Note that local, tribal, State, and Federal jurisdictions should exercise their own response capabilities and evaluate their abilities to perform expected responsibilities and tasks. This is a basic responsibility of all entities and is distinct from participation in other interagency exercise programs.

**Evaluation and continual process improvement** are cornerstones of effective preparedness. Upon concluding an exercise or significant response, jurisdictions should:

* Evaluate performance against relevant capability objectives and identify gaps.
* Develop corrective action plans with specific recommendations for changes in practice, timelines for implementation, and assignments for completion.

Describe the Homeland **Security Exercise and Evaluation Program (HSEEP),** which:

* Is a capabilities-and performance-based exercise program.
* Establishes standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises.
* Provides tools and resources including policy and guidance, training, technology, and direct exercise support.

**Situational awareness priorities**:

**Improving and integrating national reporting.**

* Situational awareness must start at the incident scene and be effectively communicated to local, tribal, State, and Federal governments and the private sector, to include critical infrastructure and key resources.
* Jurisdictions must integrate existing reporting systems to develop an information and knowledge management system that fulfills national information requirements.

**Linking operations centers and tapping subject-matter experts.**

* Local governments, tribes, States, and the Federal Government have a wide range of operations centers that monitor events and provide situational awareness.
* Based on their roles and responsibilities, operations centers should identify information requirements, establish reporting thresholds, and be familiar with the expectations of decision makers and partners.
* Situational awareness is greatly improved when experienced technical specialists identify critical elements of information and use them to form a common operating picture.

**Standardizing reporting.**

* Reporting and documentation procedures should be standardized to enhance situational awareness and provide emergency management and response personnel with ready access to critical information.
* Situation reports should contain verified information and explicit details (who, what, where, when, and how) related to the incident.
* Status reports, which may be contained in situation reports, relay specific information about resources.
* Based on an analysis of the threats, jurisdictions issue accessible warnings to the public and provide emergency public information.

**After immediate lifesaving activities are complete**, the focus shifts to assisting individuals, households, critical infrastructure, and businesses in meeting basic needs and returning to self-sufficiency. Short-term recovery is immediate and overlaps with response. Recovery actions include providing essential public health and safety services, restoring interrupted utility and other essential services, reestablishing transportation routes, and providing food and shelter for those displaced.

The Critical Infrastructure and Key Resources Support Annex describes policies, roles and responsibilities, and the concept of operations for assessing, prioritizing, protecting, and restoring **critical infrastructure and key resources (CIKR)** of the United States and its territories and possessions during actual or potential domestic incidents. The annex details processes to ensure coordination and integration of CIKR-related activities among a wide array of public and private incident managers and CIKR security partners within immediate incident areas as well as at the regional and national levels.

**Financial Management Support Annex**

The Financial Management Support Annex provides basic financial management guidance for all participants in NRF activities. This includes guidance for all Federal departments and agencies providing assistance for incidents requiring a coordinated Federal response. The financial management function is a component of Emergency Support Function #5 – Emergency Management.

The processes and procedures described in this annex ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established Federal law, policies, regulations, and standards.

**International Coordination Support Annex**

The International Coordination Support Annex provides guidance on carrying out responsibilities for international coordination in support of the Federal Government’s response to a domestic incident with an international component.

**Private-Sector Coordination Support Annex**

The Private-Sector Coordination Support Annex describes the policies, responsibilities, and concept of operations for Federal incident management activities involving the private sector during incidents requiring a coordinated Federal response. In this context, the annex further describes the activities necessary to ensure effective coordination and integration with the private sector, both for-profit and not-for-profit, including the Nation’s critical infrastructure, key resources, other business and industry components, and not-for-profit organizations, including those serving special needs populations, engaged in response and recovery.

**Public Affairs Support Annex**

The Public Affairs Support Annex describes the interagency policies and procedures used to rapidly mobilize Federal assets to prepare and deliver coordinated and sustained messages to the public in response to incidents requiring a coordinated Federal response.

**Tribal Relations Support Annex**

The Tribal Relations Support Annex describes the policies, responsibilities, and concept of operations for effective coordination and interaction of Federal incident management activities with those of tribal governments and communities during incidents requiring a coordinated Federal response. The processes and functions described in this annex help facilitate the delivery of incident management programs, resources, and support to tribal governments and individuals.

**Volunteer and Donations Management Support Annex**

The Volunteer and Donations Management Support Annex describes the coordination processes used to support the State in ensuring the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support all Emergency Support Functions for incidents requiring a Federal response, including offers of unaffiliated volunteer services and unsolicited donations to the Federal Government.

**Worker Safety and Health Support Annex**

The Worker Safety and Health Support Annex provides Federal support to Federal, State, tribal, and local response and recovery worker safety and health during incidents requiring a coordinated Federal response. The annex, coordinated by the Department of Labor/Occupational Safety and Health Administration (OSHA), describes the technical assistance resources, capabilities, and other support to ensure that response and recovery worker safety and health risks are anticipated, recognized, evaluated, communicated, and consistently controlled.

**Area Command** is an organization that oversees the management of multiple incidents that are each being handled by a separate command organization. Explain that an Area Command is activated **only if necessary**, depending on the complexity of the incident and incident management span-of-control considerations.

Present the following key points about Federal policy-level entities:

**Homeland Security Council and National Security Council**

The Homeland Security Council (HSC) and National Security Council (NSC) advise the President on national strategic issues and policy during large-scale incidents. The HSC and NSC ensure coordination for all homeland and national security-related activities among executive departments and agencies and promote effective development and implementation of related policy. The HSC and NSC ensure unified leadership across the Federal Government.

**Domestic Readiness Group**

The Domestic Readiness Group (DRG) is an interagency body convened on a regular basis to develop and coordinate preparedness, response, and incident management policy. This group evaluates various policy issues of interagency importance regarding domestic preparedness and incident management and makes recommendations to senior levels of the policymaking structure for decision. During an incident, the DRG may be convened by DHS to evaluate relevant interagency policy issues regarding response and develop recommendations as may be required.

**Counterterrorism Security Group**

The Counterterrorism Security Group (CSG) is an interagency body convened on a regular basis to develop terrorism prevention policy and to coordinate threat response and law enforcement investigations associated with terrorism. This group evaluates various policy issues of interagency importance regarding counterterrorism.

The **National Resource Coordination Center (NRCC)**:

* Is FEMA’s focal point for national resource coordination.
* Provides overall emergency management coordination.
* Conducts operational planning.
* Deploys national-level teams.
* Builds and maintains a common operating picture.

**National Military Command Center**

The National Military Command Center (NMCC) is the Nation’s focal point for continuous monitoring and coordination of worldwide military operations. It directly supports combatant commanders, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President in the command of U.S. Armed Forces in peacetime contingencies and war. Structured to support the President and Secretary of Defense effectively and efficiently, the Center participates in a wide variety of activities, ranging from missile warning and attack assessment to management of peacetime contingencies such as Defense Support of Civil Authorities (DSCA) activities. In conjunction with monitoring the current worldwide situation, the Center alerts the Joint Staff and other national agencies to developing crises and will initially coordinate any military response required.

**National Counterterrorism Center**

The National Counterterrorism Center (NCTC) serves as the primary Federal organization for integrating and analyzing all intelligence pertaining to terrorism and counterterrorism and for conducting strategic operational planning by integrating all instruments of national power.

**Strategic Information and Operations Center**

The FBI Strategic Information and Operations Center (SIOC) is the focal point and operational control center for all Federal intelligence, law enforcement, and investigative law enforcement activities related to domestic terrorist incidents or credible threats, including leading attribution investigations. The SIOC serves as an information clearinghouse to help collect, process, vet, and disseminate information relevant to law enforcement and criminal investigation efforts in a timely manner. The SIOC maintains direct connectivity with the NOC. The SIOC, located at FBI Headquarters, supports the FBI’s mission in leading efforts of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States. The SIOC maintains liaison with the National Joint Terrorism Task Force (NJTTF). The mission of the NJTTF is to enhance communications, coordination, and cooperation among Federal, State, tribal, and local agencies representing the intelligence, law enforcement, defense, diplomatic, public safety, and homeland security communities by providing a point of fusion for terrorism intelligence and by supporting Joint Terrorism Task Forces throughout the United States.

**DHS Operations Centers**

Depending upon the type of incident (e.g., National Special Security Events), the operations centers of other DHS operating Components may serve as the primary operations management center in support of the Secretary. These are the U.S. Coast Guard, Transportation Security Administration, U.S. Secret Service, and U.S. Customs and Border Protection operations centers.

**Initial Federal response assets** include:

* Incident Management Assistance Teams (IMATs)
* Hurricane Liaison Team (HLT)
* Urban Search and Rescue (US&R) Task Forces
* Mobile Emergency Response Support (MERS)

**Joint Field Office (JFO).** The JFO is:

* The primary Federal incident management field structure used to coordinate Federal, State, tribal, and local governments and private-sector businesses and nongovernmental organizations (NGOs) with primary responsibility for response and short-term recovery.
* Personnel from Federal and State departments and agencies, other jurisdictional entities, and private-sector businesses and NGOs may be requested to staff various levels of the JFO, depending on the requirements of the incident.
* Organized, staffed, and managed in a manner consistent with NIMS principles.
* Led by the **Unified Coordination Group**.

For **catastrophic or unusually complex incidents**, the Secretary of Homeland Security may designate a single **Principal Federal Official (PFO)** to:

* Serve in the field as his or her primary representative to ensure consistency and effectiveness of Federal support and incident management.
* Interface with Federal, State, tribal, and local jurisdictional officials regarding the overall Federal incident management strategy.
* Provide a primary point of contact and situational awareness locally.
* Act as the primary

**Emergency Support Functions:**

**ESF #1 – Transportation**

**ESF Coordinator: Department of Transportation**

• Aviation/airspace management and control

• Transportation safety

• Restoration and recovery of transportation infrastructure

• Movement restrictions

• Damage and impact assessment

**ESF #2 – Communications**

**ESF Coordinator: DHS (National Communications System)**

• Coordination with telecommunications and information technology industries

• Restoration and repair of telecommunications infrastructure

• Protection, restoration, and sustainment of national cyber and information technology resources

• Oversight of communications within the Federal incident management and response structures

**ESF #3 – Public Works and Engineering**

**ESF Coordinator: Department of Defense (U.S. Army Corps of Engineers)**

• Infrastructure protection and emergency repair

• Infrastructure restoration

• Engineering services and construction management

• Emergency contracting support for lifesaving and life-sustaining services

**ESF #4 – Firefighting**

**ESF Coordinator: Department of Agriculture (U.S. Forest Service)**

• Coordination of Federal firefighting activities

• Support to wildland, rural, and urban firefighting operations

**ESF #5 – Emergency Management**

**ESF Coordinator: DHS (FEMA)**

• Coordination of incident management and response efforts

• Issuance of mission assignments

• Resource and human capital

• Incident action planning

• Financial management

**ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services**

**ESF Coordinator: DHS (FEMA)**

• Mass care

• Emergency assistance

• Disaster housing

• Human services

**ESF #7 – Logistics Management and Resource Support**

**ESF Coordinators: General Services Administration and DHS (FEMA)**

• Comprehensive, national incident logistics planning, management, and sustainment capability

• Resource support (facility space, office equipment and supplies, contracting services, etc.)

**Unit 5 Response Organization**

**ESF #8 – Public Health and Medical Services**

**ESF Coordinator: Department of Health and Human Services**

• Public health

• Medical

• Mental health services

• Mass fatality management

**ESF #9 – Search and Rescue**

**ESF Coordinator: DHS (FEMA)**

• Life-saving assistance

• Search and rescue operations

**ESF #10 – Oil and Hazardous Materials Response**

**ESF Coordinator: Environmental Protection Agency**

• Oil and hazardous materials (chemical, biological, radiological, etc.) response

• Environmental short- and long-term cleanup

**ESF #11 – Agriculture and Natural Resources**

**ESF Coordinator: Department of Agriculture**

• Nutrition assistance

• Animal and plant disease and pest response

• Food safety and security

* Natural and cultural resources and historic properties protection

• Safety and well-being of household pets

**ESF #12 – Energy**

**ESF Coordinator: Department of Energy**

• Energy infrastructure assessment, repair, and restoration

• Energy industry utilities coordination

• Energy forecast

**ESF #13 – Public Safety and Security**

**ESF Coordinator: Department of Justice**

• Facility and resource security

• Security planning and technical resource assistance

• Public safety and security support

• Support to access, traffic, and crowd control

**ESF #14 – Long-Term Community Recovery**

**ESF Coordinator: DHS (FEMA)**

• Social and economic community impact assessment

• Long-term community recovery assistance to States, tribes, local governments, and the private sector

• Analysis and review of mitigation program implementation

**ESF #15 – External Affairs**

**ESF Coordinator: DHS**

• Emergency public information and protective action guidance

• Media and community relations

• Congressional and international

**National Preparedness Vision**

The National Preparedness Vision provides a concise statement of the core preparedness goal for the Nation. The vision for the National Preparedness Guidelines is: **“A NATION PREPARED with coordinated capabilities to prevent, protect against, respond to, and recover from all hazards in a way that balances risk with resources and need.”**

**National Planning Scenarios**

The National Planning Scenarios are planning tools that represent a minimum number of credible scenarios depicting the range of potential terrorist attacks and natural disasters and related impacts facing our Nation.