LOS ANGELES COUNTY
OFFICE OF EMERGENCY
MANAGEMENT

National Preparedness Goal Project

Part 1: National Incident Management System (NIMS) Implementation Plan

August 25, 2005
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RECORD OF CHANGES

Date	Section	Page No.	Changes	Posted By

Office of Emergency Management

Los Angeles County associates may address recommended changes to this document to the Los Angeles County Office of Emergency Management.

Los Angeles County
Office of Emergency Management
National Incident Management System (NIMS) Implementation Plan

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FOREWORD

On December 17, 2003, President Bush called for the development of a national goal to enhance National Homeland Security objectives. The Department of Homeland Security (DHS) published the National Preparedness Goal (Goal) on March 31, 2005, calling for the nationwide, phased-in adoption and implementation of National Preparedness Goal initiatives.

The County of Los Angeles created the National Preparedness Goal Project (Project) to ensure the countywide implementation of Goal initiatives. The Los Angeles County Office of Emergency Management (OEM) will take the lead in developing Project implementation plans outlining countywide implementation strategies and timeframes of Goal initiatives. The Project's implementation plans will ultimately consist of multiple parts, each corresponding with Goal initiatives. OEM will update implementation plans to reflect further Federal and State directives as necessary.

Part 1: NIMS Implementation Plan

The Goal calls for the nationwide implementation of the National Incident Management System (NIMS) and National Response Plan (NRP). In Homeland Security Presidential Directive - 5 (HSPD-5), *Management of Domestic Incidents*, the President directed the Secretary of Homeland Security to develop, submit for review to the Homeland Security Council, and administer NIMS and NRP.

NIMS provides a consistent nationwide approach for Federal, State, local, and tribal governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. NRP is an all-discipline, all-hazards plan for incident management. Together NIMS and NRP provide a nationwide template for incident response, regardless of cause, size, location, or complexity of the incident. Implementing NIMS and NRP strengthens the County of Los

Angeles' capability and resolve to fulfill its responsibilities to its citizens in times of emergency.

Part 1: NIMS Implementation Plan of the Los Angeles County National Preparedness Goal Project outlines countywide NIMS and NRP implementation strategies and timeframes.

Beginning in Federal fiscal year (FFY) 2005, Federal DHS requires a phased-in adoption and implementation of NIMS by State and local governments as a condition of receipt of Federal preparedness funds, including Homeland Security grants. OEM developed this Plan to comply with the FFY 2005 recommendation of "establishing a timeframe and developing a strategy for full NIMS implementation," (refer to Annex C: Letter from the Secretary of Homeland Security to the Governors on September 8, 2004). This Plan also demonstrates the County's intent to fully comply with FFY 2005 recommendations and FFY 2006 requirements. California Office of Emergency Services (OES) reviewed this Plan and verified the Plan details an acceptable strategy and timeline for NIMS implementation.

OEM will take the lead in assisting all County Departments with NIMS adoption, compliance, and implementation. This *NIMS Implementation Plan* meets the following objectives:

- Assists OEM in providing the guidance and assistance necessary for full NIMS compliance by all County departments.

- Ensures the County of Los Angeles has fully incorporated NIMS into the County's emergency response plans, procedures, and policies.

- Provides guidance for all County departments to ensure all personnel receive NIMS training.

- Provides guidance for all County departments to ensure all personnel are prepared to effectively and efficiently execute the County of Los Angeles' duties under the NRP at all times.

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David E. Janssen
Chief Administrative Officer
County of Los Angeles

SECTION I: INTRODUCTION

I-1.   Purpose

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

I-2.   Authorities

    a. Executive Order S-2-05 by the Governor of the State of California.

    b. Los Angeles County NIMS Resolution.

I-3.   References

    a.   Homeland Security Act of 2002.

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

    c.   HSPD-8, *National Preparedness*.

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

I-4.   Definitions

Refer to Annex A for relevant definitions and terms.

I-5.   Scope

    a.   This document outlines how the County of Los Angeles plans to implement NIMS.

    b.   The provisions of this document apply to all County of Los Angeles' plans, procedures, policies, and training programs, including those fulfilling Emergency Support Functions under the NRP.

    c.   The provisions of this document apply to all Los Angeles County departments.

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I-6.   Responsibilities

OEM has designated a NIMS Implementation Team to ensure the County fully adopts all components of NIMS.   Table I-1 identifies all OEM personnel with a key role in implementing NIMS and their corresponding responsibilities as described below.

a.   OEM NIMS Implementation Manager shall:

1)   Oversee all aspects of NIMS implementation, including compliance of NIMS-related standards and guidelines.

2)   Establish an OEM NIMS Implementation Team, functional working groups (as necessary), and the preparation of programs and processes.

3)   Ensure the County fully adopts, complies with, and implements all components of NIMS.

4) Provide guidance and support to County department incident management and responder organizations as they implement NIMS.

b.   OEM NIMS Implementation Coordinator shall:

1)   Responsible for the day-to-day coordination of NIMS implementation.

2)   Validate countywide compliance with NIMS and NRP responsibilities, standards, and requirements.

3)   Provide guidance and support to County department incident management and responder organizations as they implement NIMS.

c.   OEM NIMS Program Manager shall:

1)   Ensure OEM plans are NIMS compliant.

2)   Provide NIMS awareness training, education, and publications.

3)   Provide NIMS user training, guidance, and tools.

4)   Identify existing capabilities, NIMS initiatives, and resources.

5)   Provide routine NIMS Implementation Plan maintenance and continuing refinement.

6)   Provide guidance and support to County department incident management and responder organizations as they implement NIMS.

7)   Document all OEM NIMS compliance requirements

d.   OEM NIMS IT Manager shall:

1)   Develop a NIMS Compliance Tracking database accessed through the Emergency Management Information System (EMIS).

2)   Identify existing IT capabilities and resources for NIMS compliance.

3)   Provide routine NIMS compliance tracking database maintenance and continuing refinement.

4) Provide guidance and support to County department incident management and responder organizations as they implement NIMS.

e. OEM NIMS Training Manager shall:

1) Provide NIMS awareness training, education, and publications.

2) Provide NIMS user training, guidance, and tools.

Department/ Position Title	Point of Contact	Office Telephone/ Email	Responsibilities to Ensure Full Adoption of the NIMS
OEM Administrator	Constance Perett	323-980-2261 cperrett@lacoeoc.org	NIMS Implementation Manager
OEM Assistant Administrator	Michael Brooks	323-980-2254 mbrooks@lacoeoc.org	NIMS Implementation Coordinator
OEM Program Manager	Krystin Goethals	323-980-2076 kgoethal@lacoeoc.org	NIMS Program Manager
OEM IT Department Manager	Edwin Issakhanian	323-980-2297 eissakha@lacoeoc.org	NIMS IT Manager
OEM Law Enforcement Liaison	Leon Reynolds	323-980-2264 lreynold@lacoeoc.org	NIMS Training Manager

Table I-1. OEM NIMS Implementation Team

OEM advises all other County departments to designate a NIMS Implementation Planning Team, consisting of one or more members to assist with and ensure full NIMS compliance by each respective department. This Team should consist of the following positions (one person may fill more than one position):

- Department NIMS Implementation Manager: oversees department-wide NIMS implementation.

- Department NIMS Implementation Coordinator: responsible for the day-to-day coordination of NIMS implementation.

- Department NIMS Plans Coordinator: ensures that departmental plans are NIMS compliant.

Each department is to designate a point of contact person with a key role in implementing NIMS who will serve as the key contact for OEM regarding all NIMS implementation correspondence. This contact person should ideally be the Department Emergency Coordinator. Departments must provide contact information to Krystin Goethals in OEM at

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kgoethal@lacoeoc.org or (323) 980–2076 by September 9, 2005. Table I-2 identifies departmental key contact information.

Department/ Position Title	Point of Contact	Office Telephone	Email

Table I-2. Departmental Key Contacts

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SECTION II: CONCEPT OF IMPLEMENTATION

II-1.   The Phases of NIMS Adoption

NIMS adoption will include seven distinct phases. OEM anticipates that phases will overlap in order to speed and strengthen the process. All county departments must achieve full NIMS implementation by the end of FFY 2006. Tables II-1 and II-2 illustrate the expected NIMS implementation timeline based on phase descriptions below for OEM and all County departments.

OEM will revise this Plan to reflect all Federal DHS and OES NIMS compliance requirements. OEM will draft NIMS departmental directives for the Chief Administrator Officer to distribute to all County departments when necessary. OEM will base all departmental directives upon Federal DHS and OES NIMS requirements. OEM will provide departments with ongoing guidance relative to departmental compliance issues. Additionally, OEM will post pertinent NIMS project information on the OEM website. County departments may access this information at www.lacoa.org (follow the link, "Resources for County Departments") beginning September 15, 2005.

Phase One consists of the formal recognition of NIMS and adoption of NIMS principles and policies. OEM has drafted a resolution calling for the integration of NIMS into the County's emergency management system. OEM will present the resolution to the Board of Supervisors for ratification prior to September 30, 2005.

Phase Two consists of staff training (also see Section III: Staff Training). Initial training requirements include completion of FEMA's Emergency Management Institute (EMI) independent study course, *IS-700 NIMS, an Introduction*. All designated OEM staff members will complete the NIMS IS-700 course during FFY 2005. All other designated County department personnel will complete IS-700 by December 31, 2005. Additionally, designated staff members from OEM and all County departments must complete the *NIMS Compliance Tracking* training course prior to December 31, 2005 (also see to Phase Four).

In addition to initial training requirements, staff training includes events determined by Federal DHS, OES, OEM, and departmental supervisors as necessary to facilitate NIMS implementation, including relevant classes, exercises, and meetings. OEM and all County departments will track all such events from the issuance of departmental NIMS implementation guidance until September 30, 2006.

OEM and all County departments must also incorporate NIMS into current training programs where appropriate. OEM and all departments will identify all training programs requiring NIMS integration, and will develop a strategy and identify expected phased-in

milestone dates for each training program by December 31, 2005. OEM and all departments will revise all current training programs by August 31, 2006.

Phase Three consists of the establishment of a NIMS baseline (also see Section IV: Staff Training). OEM and County emergency lead departments will utilize the NIMS Capability Assessment Support Tool (NIMCAST) to establish departmental baselines to determine NIMS requirements already met.

OEM completed NIMCAST on June 28, 2005. Each emergency lead departmental member responsible for NIMS implementation will assign one departmental designee to complete NIMCAST prior to November 30, 2005. Appointed designees should be staff members most familiar with NIMS, the Standardized Emergency Management System (SEMS), and the Incident Command System (ICS).

Phase Four consists of NIMS compliance documentation (also see Section V: Compliance Documentation). OEM will establish procedures and methods to document and validate countywide NIMS compliance. OEM will develop a NIMS Compliance Tracking database by October 31, 2005. OEM and all County departments will access the tracking program through the EMIS. OEM and all County department designated staff members must complete the *NIMS Compliance Tracking* training course prior to December 31, 2005 (refer to Section III-3). Departments must complete all NIMS compliance documentation by September 30, 2006.

Phase Five consists of departmental modification of existing plans, policies, and procedures for NIMS compliance (also see Section VI: Modification of Plans, Procedures, and Policies). This includes all emergency response plans in support of NRP and any internal emergency plans. Modification includes departmental testing, refinement, and implementation of plans, procedures, and policies. OEM and all departments will identify all plans, policies, and procedures requiring NIMS integration, and will develop an integration strategy and identify expected phased-in milestone dates for each plan, policy, and procedure by December 31, 2005. OEM will modify the Emergency Operations Center Standard Operating Procedures (CEOC SOPs) by March 31, 2006. OEM will modify all other plans, policies, and procedures identified as requiring NIMS integration by August 31, 2006. Each of the nine emergency lead departments must evaluate and revise Department Operations Center Standard Operating Procedures (DOC SOPs) by March 31, 2006. All other County departmental plans, policies, and procedures are to be NIMS compliant by August 31, 2006.

County departments must also integrate resource typing and the certification and credentialing of both equipment and personnel into departmental plans, procedures, and policies (refer to Section VII: Resource Management).

Phase Six consists of departmental verification of achievement of the NIMS Integration Center's (NIC) standards (also see Section VIII: Verification of NIC Standards Achievement). OEM and all County departments will conduct and/or participate in

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exercises to demonstrate compliance with NIC standards. In particular, OEM will conduct Operational Area exercises involving County departments to demonstrate NIMS compliance.

Phase Seven consists of the institutionalization of the ICS by all County departments. In 1993, California was the first state to adopt ICS as a component of the statewide SEMS for use by every emergency response organization at both the policy, organizational and operational ICS levels. OEM included this phase in this Plan to demonstrate that the County is already in compliance with this Federal DHS NIMS component.

II-2.   NIMS Adoption Timetables

The list below summarizes NIMS implementation phase information. The number of months listed below correlate with the number of months it will take OEM and other County departments to complete each phase. The timetables shown in Tables II-1 and II-2 begin September 2005 and continue to the end of FFY 2006 when Federal DHS requires full NIMS compliance.

Phase I – **Formal Recognition of NIMS and Adoption of NIMS Principles and Policies (OEM/All County Departments)** …..……………......**1 month**

Phase II –**Staff Training (OEM)** ……………………….………………**13 months**

    a.   IS-700 – National Incident Management System

    b.   NIMS Compliance Tracking Training Course

    c.   Other relevant courses (to be determined)

    d.   Current training programs

– **Staff Training (All County Departments)** …...…………..……**13 months**

    a.   IS-700 – National Incident Management System

    b.   NIMS Compliance Tracking Training Course

    c.   Other relevant courses (to be determined)

    d.   Current training programs

Phase III – **NIMS baseline establishment (OEM)**………………..…...…**Completed**

    a.   NIMCAST

– **NIMS baseline establishment (9 Emergency Lead County Departments)** ………………………………………….........**3 months**

    a.   NIMCAST

Phase IV – **NIMS Compliance Documentation (OEM/All County Departments)**
……………...…….…………………………...………..**13 months**

    a.   NIMS Compliance Tracking Data Entry

Phase V – **Modification of Relevant Plans, Procedures, and Policies (OEM)**

……………...…………………….…….…...…**12 months**

    a.   CEOC SOPs

    b.   Plans, procedures, and policies requiring augmentation.

   – Modification of Existing Plans, Procedures, and Policies

   (9 Emergency Lead County Departments)................................**12 months**

    a.   DOC SOPs

   – Modification of Existing Plans, Procedures, and Policies

   (All County Departments)...**12 months**

    a.   Plans, procedures, and policies requiring augmentation.

Phase VI – **Verification of NIC Standards Achievement (OEM/All County Departments)** ....**13 months**

    a.   Validation exercises.

Phase VII – **Use of the Incident Command System (ICS)**

   (OEM/All County Departments) …....…………………….**Completed**

PHASES	COMPONENT
Phase I	Formal Recognition of NIMS and Adoption of NIMS Principles and Policies
Phase II	Staff Training
Phase III	NIMS Baseline
Phase IV	Compliance Documentation
Phase V	Modification of Relevant Plans, Procedures, and Policies
Phase VI	Verification of NIC Standards Achievement
Phase VII	Use of the Incident Command System

OEM TIMELINE: NIMS IMPLEMENTATION													
	Sep 2005	Oct 2005	Nov 2005	Dec 2005	Jan 2006	Feb 2006	Mar 2006	Apr 2006	May 2006	Jun 2006	Jul 2006	Aug 2006	Sep 2006
Phase I	▓												
Phase II	**IS-700** ▓												
	NIMS Compliance Tracking Training ▓												
		Current training programs ▓											
		Ongoing, relevant training ▓											
Phase III	*Completed 06/28/05.*												
Phase IV	▓												
Phase V		**CEOC SOP** ▓											
		All other plans, policies, procedures ▓											
Phase VI			▓					▓					
Phase VII	*Completed in 1993 as part of the California SEMS integration into California's emergency response systems.*												

Table II-1. Expected NIMS Implementation Timeline: OEM

COUNTY DEPARTMENT TIMELINE: NIMS IMPLEMENTATION													
	Sep 2005	Oct 2005	Nov 2005	Dec 2005	Jan 2006	Feb 2006	Mar 2006	Apr 2006	May 2006	Jun 2006	Jul 2006	Aug 2006	Sep 2006
Phase I	*No departmental action required.*												
Phase II	**IS-700** ▓												
	NIMS Compliance Tracking Training ▓												

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	Current training programs												
	Ongoing, relevant training												
Phase III	**9 Emergency Lead Departments**												
Phase IV													
Phase V	**9 emergency lead departments: DOC SOPs**												
	ERPs and all other plans, policies, and procedures												
Phase VI													
Phase VII	*Completed in 1993 as part of the California SEMS integration into California's emergency response systems.*												

Table II-2. Expected NIMS Implementation Timeline: County Departments

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SECTION III: STAFF TRAINING

III-1.   Staff Training

Phase Two of NIMS implementation consists of staff training. The tables in this section identify current NIMS compliance training requirements. OEM will update these tables as Federal DHS or OES issues further NIMS implementation training requirements. Departmental personnel with responsibility over NIMS training requirements must ensure all employees in their respective departments complete NIMS training requirements, in addition to incorporating NIMS into all current training programs where appropriate. Individual departments may conduct and/or participate in additional meetings, training, and exercises to facilitate NIMS compliance. Departments must document all NIMS-related training as proof of compliance (see Section Five: NIMS Compliance Documentation).

III-2.   Identification of Required Training Components

Table III-1 identifies training requirements for all OEM employees with duties that directly or indirectly involve or support domestic incident management.

Training Course/Internal Training	Required of (Role/Position):	Expected Completion Date
IS-700 NIMS, an Introduction (see Section III-4)	Designated OEM staff members	September 30, 2005
NIMS Compliance Tracking Training	Designated staff member(s) with an active EMIS account(s)	December 31, 2005

Table III-1. Staff Training Requirements: OEM

Table III-2 defines training requirements for all County employees with duties that directly or indirectly involve or support domestic incident management. This includes all County Emergency Operations Center (CEOC) staff and emergency personnel with a direct role in emergency preparedness, incident management and response.

The following list further identifies County employees required to complete this course:

▪ Executive Level – Political and government leaders, agency and organization administrators and department heads; personnel that fill ICS roles as Unified Commanders, Incident Commanders, Command Staff, General Staff in either Area

Command or single incidents; senior level Multi-Agency Coordination System personnel; senior emergency managers; and Emergency Operations Center Command or General Staff.

▪ Managerial Level – Agency and organization management between the executive level and first level supervision; personnel who fill ICS roles as Branch Directors, Division/Group Supervision, Unit Leaders, technical specialists, strike team and task force leaders, single resource leaders and field supervisors; midlevel Multi-Agency Coordination System personnel; EOC Section Chiefs, Branch Directors, Unit Leaders, and other emergency management and response personnel who require a higher level of ICS and NIMS Training.

▪ Responder Level – Emergency response providers and disaster workers, entry level to managerial level including Emergency Medical Services personnel; firefighters; medical personnel; police officers; public health personnel; public works and utility personnel; and other emergency management response personnel.

Training Course/Internal Training	Required of (Role/Position):	Expected Completion Date
NIMS Compliance Tracking Training	**Designated staff member(s) with an active EMIS account(s)**	**December 31, 2005**
IS-700 NIMS, an Introduction (see Section III-4)	**Designated County Department Staff**	**December 31, 2005**

Table III-2. Staff Training Requirements: County Departments

III-3.   Incorporation of NIMS into Current Training Programs

In addition to new training program requirements, County departments must enhance and modify current training programs to permanently incorporate NIMS and ensure ongoing NIMS education.   The following tables list current training programs requiring NIMS compliance and the methods by which OEM and County departments will integrate NIMS into these programs.

Departments must review current training programs involving emergency preparedness, incident management, and response to determine if NMS incorporation is necessary. Federal DHS and OES may further dictate specific training programs departments must modify.   OEM and all County departments will identify all such programs and may utilize Tables III-3 and III-4, respectively, to assist in developing a NIMS incorporation strategy and

identifying targeted milestone dates. Departments are to document all training, exercises, and other events related to the incorporation of NIMS into current training programs as proof of compliance (see Section Five: NIMS Compliance Documentation).

Current Training Program	Strategy for NIMS Incorporation into Training Programs	Required of (Role/Position):	Milestone Date	Completion Date for All Programs
Emergency Operations Center (EOC) Training	• Incorporate NIMS terminology into training materials. • Deliver NIMS training to the EOC Staff. • Exercise EOC to test enhanced, NIMS-compliant procedures. • Make necessary adjustments.	All CEOC staff members	To be determined	August 31, 2006
Business Continuity Plan (BCP) Training	• Update BCP materials to reflect NIMS terminology and structure. • Train BCP Team on changes. • Exercise BCP to test viability of changes. • Make necessary adjustments.	BCP Team members	To be determined	August 31, 2006
OEM will update this table following an internal review to identify all current training programs requiring modification for NIMS integration.				

Table III-3. Current Training Programs: OEM

Current Training Program	Strategy for NIMS Incorporation into Training Programs	Required of (Role/Position):	Milestone Date	Completion Date
Department Operations Center (DOC) Training	• Incorporate NIMS terminology into training materials. • Deliver NIMS training to the DOC Staff. • Exercise DOC to test enhanced, NIMS-compliant procedures. • Make necessary adjustments.	All DOC staff members	To be determined	August 31, 2006
County Departments will update this table following an internal review to identify all current training programs requiring modification for NIMS integration.				

Table III-4. Current Training Programs: County Departments

III-4. IS-700 NIMS, an Introduction

IS-700 is an introductory course explaining NIMS components, concepts, and principles. This training course is available online through either of the websites listed below. Option 1 is an online course requiring students to navigate through course materials. Option 2 allows students to print course materials and review offline.

1. FEMA's National Emergency Training Center's (NETC) Virtual Campus at: http://training.fema.gov/VCNew. Participants must first register as students of the Virtual campus prior to accessing the training course and materials by following the "Proceed to NETC Virtual Campus Logon" link.

   Participants new to NETC Virtual Campus may first take a brief tutorial instructing users on how to complete the Campus' online courses. At the end of the tutorial, the program will direct participants to register for the NETC Virtual Campus.

   Once registered, participants may access IS-700 by clicking on the "My Courses" button at the top of the page. Participants then select IS-700 by clicking on the course from the list displayed on the page. Once selected, participants may then access the course by clicking on the "Enroll" button. Once participants review course materials, the program will direct participants to complete the final exam.

2. FEMA's Emergency Management Institute (EMI) Independent Study Program at: http://training.fema.gov/EMIWeb/IS/is700.asp.   Participants enroll in the course when they complete and submit the online answer sheet for the final exam. Course materials are available by following the "Printable version of IS-700 (Self-Study Guide Link)" link. Once participants review course materials, they may access final exam questions and online final exam by following the "Download final exam questions" and "Take Final Exam" links.

There are no costs for the IS-700 training course or materials. However, each department must allow adequate time for employees to complete the on-line course. The average time to complete the course and associated examination is approximately three hours. Once students submit the final exam, EMI will send an email notice to participants confirming successful course completion. EMI will mail course completion certificates approximately six weeks following exam submission.

As an alternative to the online course, OEM will provide IS-700 in a classroom setting. OEM is obtaining course materials from EMI and will provide IS-700 classroom instruction

for all departmental personnel required to take this course. OEM will notify all departments with course details when available.

III-5. NIMS Compliance Tracking Training

The NIMS Compliance Tracking Training teaches participants how to document all NIMS compliance requirements (refer to Section V: Compliance Document) by utilizing a database accessed through EMIS. Each department will designate one or more staff member(s) with an active EMIS account to complete this training and to be responsible for documenting completion of all departmental NIMS compliance requirements. OEM will create EMIS accounts for departmental designees if active account user(s) are not available for this assignment.

OEM staff will work with the designated departmental EMIS account user(s) in developing individual departmental databases within the tracking system. Designated departmental EMIS account user(s) will learn how to access the compliance tracking database to complete and update compliance information.

OEM will provide NIMS Compliance Tracking course materials and classroom instruction for all departmental personnel required to take this course. OEM will notify all departments with course details when available.

SECTION IV: NIMS BASELINE

IV-1. NIMS Baseline

Phase Three consists of the establishment of a NIMS baseline. OEM and County emergency lead departments will develop a baseline to determine the current status of their respective department's incident preparedness against the requirements outlined in NIMS. Baselines will assist departments in determining additional actions and resources necessary to effectively implement NIMS.

IV-2. NIMCAST

a. Departmental Requirements.

NIMCAST is a web-based self-assessment tool designed to aid State and local jurisdictions in determining present capabilities and compliance against Federal DHS-established NIMS requirements. OEM and County emergency lead departments will utilize the NIMS Capability Assessment Support Tool (NIMCAST) to establish departmental baselines. Table IV-1 identifies departmental requirements and timeframes for completion. Although NIMCAST is not required of departments other than emergency leads at this time, all other County departments may utilize this tool to determine their capabilities and compliance against NIMS requirements.

Agency/Department	Required/Recommended	Expected Completion Date
OEM	Required	September 30, 2005
Emergency Lead Departments	Required	November 30, 2005
All Other County Departments	Recommendation ONLY	None

Table IV-1. NIMCAST Requirements

b. Departmental Designees.

Each emergency lead departmental staff member responsible for NIMS implementation will assign one departmental designee to complete NIMCAST prior to the deadline. The appointed designee should be a staff member most familiar with NIMS, SEMS, and ICS.

Designees may view the online demo to familiarize themselves with assessment categories and questions. If necessary, the appointed designee may collect feedback from other departmental personnel tasked to provide input on the department's incident management capabilities. Once all necessary information is gathered, the appointed designee must complete the online tool.

c. <u>NIMCAST Access</u>.

NIMCAST is available on the Federal Emergency Management Agency's (FEMA) NIMCAST website at: http://www.fema.gov/nimcast/index.jsp. The NIMCAST User's Guide is available online and maybe accessed from FEMA's NIMCAST website or it maybe accessed directly from the following address: http://www.fema.gov/nimcast/img/pdf/NimcastUsersGuide.pdf. The online user's guide provides users will step-by-step instructions on using NIMCAST.

d. <u>NIMCAST Structure</u>.

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

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

NIMS Chapters II through IV include compliance requirements. NIMCAST is a compilation of these NIMS compliance requirements in a "Yes/No" question format. Several NIMCAST questions include information providing help or clarification for answering that particular question.

To complete NIMCAST, users simply click on the chapter and section they would like to complete. NIMCAST automatically saves all data input by the user as the 'baseline' assessment. NIMCAST takes users approximately one hour to complete the online assessment.

e. <u>NIMCAST Permissions</u>.

There are two types of NIMCAST accounts: public and official. Official NIMCAST accounts are permission-based, that is, users must first be "invited" to create an official account. County departments required to complete NIMCAST must first create a public account **outside** the official permission-based system at this time. All other departments not required to complete this survey may establish a public account for their own use if desired.

Currently, NIC has only invited States to complete the official, permission-based section of NIMCAST. Higher levels (States) invite the next lower levels (counties) to complete the assessment. Per the NIMS Integration Center (NIC), these invitations, or "roll outs" will eventually reach down to the county and independent city level.

f. Submitting Baseline Data.

When the State "rolls out" the invitation to the County of Los Angeles to complete NIMCAST, OEM will create an official account and transfer the County's baseline data into that account. In turn, OEM may, upon OES directives, 'invite' County emergency lead departments to transfer departmental baseline data into the official permission-based system. If this "roll out" to County departments occurs, OEM will notify applicable departments.

Users, when invited, will establish 'official' accounts for their assessment jurisdiction. NIMCAST links all baseline data to the jurisdictional accounts, not the users. Even if the NIMS Manager removes or reassigns the user, the data entered remains in the system.

Baseline data entered into public accounts does not become accessible by any other organization or jurisdiction until users transfer that data into an official account. Once users transfer baseline data into the official account, users must then submit the baseline data results by using the "Submit for Rollup" link. Users "roll up" baseline data results to the next highest account level. Hence, County emergency lead departments will "roll up" their baseline results to the County; the County of Los Angeles will then "roll up" baseline results to the State; the State will then roll up results to the Federal Government. Information rolled up to the Federal government provides a baseline indicator of national NIMS compliance. Users cannot change submitted data.

Until the County is "invited" to create an official account, OEM and other designated departments completing this survey may print a *Summary of Assessment Scores* from the "Reports" link on the NIMCAST website as proof of compliance.

g. NIMCAST Versions.

NIMCAST allows users to save up to six versions of the assessment, including a baseline version (optional). When users complete an assessment, NIMCAST will prompt users to name the version. Users may then create additional versions. Users can replace older versions with newer ones and delete existing versions. However, users cannot delete the initial baseline version. Multiple

versions allow users to compare assessment results and track NIMS implementation progress.

Section V: Compliance Documentation

V-1. Compliance Documentation

Phase Four consists of NIMS compliance documentation. OEM will establish procedures and methods to document and validate countywide NIMS compliance. OEM will develop an NIMS Compliance Tracking database by October 31, 2005. OEM and all County departments must complete *NIMS Compliance Tracking* training course prior to December 31, 2005 (refer to Section III-5).

V-2. NIMS Compliance Tracking Documentation Implementation Strategy

OEM's NIMS implementation strategy for compliance tracking includes the following steps:

- Incorporate a NIMS compliance tracking database accessed through EMIS.
- Develop NIMS compliance tracking training materials.
- Test NIMS compliance tracking procedures.
- Make necessary adjustments.
- Develop individual departmental databases within the tracking system.
- Provide *NIMS Compliance Tracking* training to County departments.

V-3. NIMS Compliance Tracking

County departments will access the NIMS Compliance Tracking database through EMIS to document all NIMS implementation requirements as proof of compliance. Departments must complete all NIMS compliance documentation by September 30, 2006. Each department will designate a staff member with an active EMIS account to document completion of all NIMS compliance requirements, including training, meetings, exercises, and NIMCAST completion. Designated departmental EMIS account user(s) will access the tracking form through EMIS to complete and update compliance information.

OEM staff will work with the designated departmental EMIS account user(s) in developing individual departmental databases within the tracking system. All County departments must document all compliance requirements in the NIMS compliance tracking database upon deadlines established by this Plan. Departments should document additional meetings, training, and exercises as they occur.

OEM will utilize NIMS compliance data when: (1) verifying departmental compliance with deadlines established by this Plan; and (2) as proof of compliance when applying for Federal funding.

SECTION VI: MODIFICATION OF PLANS, PROCEDURES, AND POLICIES

VI-1. Modification Strategy of Plans, Procedures, and Policies

Phase Five of NIMS implementation consists of departmental modification of existing plans, policies, and procedures requiring modification and finalization to reflect full NIMS adoption. OEM and all County departments will identify all such plans, policies, and procedures and may utilize Tables VI-1 and VI-2, respectively, to assist in developing a NIMS incorporation strategy and identifying targeted milestone dates.

In particular, OEM will evaluate and revise the County Emergency Operations Center Standard Operating Procedures (CEOC SOP) and the Operational Area Emergency Response Plan (OAERP). All other County departments will evaluate and revise DOC SOPs and Emergency Response Plans (ERPs) for NIMS incorporation. Other departmental emergency response plans in support of NRP and any internal emergency plans will also require revision.

OEM and departments must first identify existing plans, policies, and procedures in need of modification for NIMS compliance. Modification also consists of testing, refinement, and implementation. Additionally, all County departments must enhance and modify relevant training programs associated with these plans, procedures, and policies. Section III-3 addresses the incorporation of NIMS into current training programs.

VI-2. NIMS EOP Guidance

NIC will release a NIMS EOP template to assist all County departments with plan revision and finalization. OEM will notify all County departments when NIC releases this template.

Table VI-3: NIMS EOP checklist (NIMS, Chapter III, Section B-2-a-1, page 35) illustrates the status of NIMS incorporation into departmental EOPs. County departments may utilize this checklist, in conjunction with the NIC EOP template, to revise and finalize respective DOC SOPs and EOPs identified in Section VI-1.

OEM

Plan, Policy, or Procedure	Strategy for NIMS Incorporation	Milestone Date	Compliance Date
CEOC SOP	• Change terminology, as appropriate, to reflect NIMS terminology for key incident management components. • Ensure deployment and operations procedures incorporate the NIMS ICS structure. • OEM will determine additional strategies based on further guidance from NIC.	To be determined	March 31, 2006
OAERP/Annexes	• Change terminology, as appropriate, to reflect NIMS terminology for key incident management components. • Ensure deployment procedures incorporate the NIMS ICS structure. • OEM will determine additional strategies based on further guidance from NIC.	To be determined	August 31, 2006
Business Continuity Plan (BCP)	• Change terminology, as appropriate, to reflect NIMS terminology for key incident management components. • Ensure deployment procedures incorporate the ICS structure. • OEM will determine additional strategies based on further guidance from NIC.	To be determined	August 31, 2006
			August 31, 2006
OEM will update this table following an internal review to identify all plans, policies, and procedures requiring modification for NIMS integration.			August 31, 2006
			August 31, 2006
			August 31, 2006

Table VI-1. Modification Schedule of Existing Plans, Policies, and Procedures: OEM

COUNTY DEPARTMENTS

Department(s)	Plan, Policy, or Procedure		Milestone Date	Adoption Date
9 Emergency Lead Departments	DOC SOP	• Change terminology, as appropriate, to reflect NIMS terminology for key incident management components. • Ensure deployment procedures incorporate the NIMS ICS structure. • Departments will determine additional strategies based on further guidance from NIC.	To be determined	March 31, 2006
All County Departments	ERP	• Change terminology, as appropriate, to reflect NIMS terminology for key incident management components. • Ensure deployment procedures incorporate the NIMS ICS structure. • Departments will determine additional strategies based on further guidance from NIC.	To be determined	August 31, 2006
County Departments will update this table following an internal review to identfiy all plans, policies, and procedures requiring modification for NIMS integration.				August 31, 2006
				August 31, 2006

Table VI-2. Modification Schedule of Existing Plans, Policies, and Procedures: All County Departments

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

Table VI-3. NIMS-Compliant EOP Checklist

SECTION VII: RESOURCE MANAGEMENT

VII-1. NIMS Resource Management

In addition to plan modification, Phase Five also addresses NIMS resource management. Resource management consists of: (1) resource typing; and (2) certification and credentialing of employees.

VII-2. Resource Typing

NIMS emphasizes the importance of maintaining accurate and up-to-date information on resource management as a critical component of domestic incident management. FEMA's National Mutual Aid and Resource Management Initiative serves as the basis to type, inventory, order, and track Federal, State, and local assets. This initiative supports equipment and personnel compatibility necessary for mutual aid agreements. Resource typing definitions for 120 of the most common response resources are available at: www.fema.gov/nims/mutual_aid.shtm.

Federal DHS bases NIMS on the need for standard definitions and practices. Differing definitions will in effect negate the fundamental idea that all responders should be using common definitions when ordering or receiving assets though mutual aid. Systems that do not conform to these common definitions are not compliant with NIMS.

County departments will integrate resource typing into modified response plans, procedures, and policies. OEM will update this Section to reflect further guidance from Federal DHS. OEM and County departments will develop and update its resource inventories in accordance with typed definitions. For resources not yet typed by Federal DHS, departments will define resources by capacity and capability in accordance with Federal DHS-established resource typing methodology. Up-to-date response asset inventories are critical for effective NIMS implementation.

Table VII-1 indicates the strategy and timeframe for developing or updating a comprehensive inventory of response resources.

Agency Name	Strategy for Resource Inventory Development	Timeline for Completion
OEM	To be determined	To be determined
All County Departments	To be determined	To be determined

Table VII-1. Strategy and Schedule for Developing a Resource Inventory

VII-3. Certification and Credentialing of Employees and Equipment

The creation of a nationwide credentialing system is a fundamental component of the NIMS and the National Mutual Aid and Resource Management initiative. This system recognizes the availability and capability of response personnel and equipment, including qualifications, certifications and accreditations. This system will reinforce state-to-state relationships in existing mutual aid systems. In addition, a national credentialing system will incorporate existing standards of all disciplines into a "national standard". This will allow the nation to adopt a uniform credentialing system that facilitates immediate and routine identification and dispatch of appropriate and qualified personnel and equipment resources to any incident. The credentialing initiative will focus initially on the following disciplines:

- Emergency Management

- Emergency Medical Services

- Fire Fighting and Hazardous Materials Response

- Law Enforcement

- Health Care

- Public Health

- Public Works

- Search and Rescue

NIC will expand its NIMS Curriculum in the future to include training established to meet national credentialing standards. OEM will update this Section and Section III: Staff Training to reflect national credentialing standard requirements.

County departments will integrate employee and equipment certification and credentialing into modified response plans, procedures, and policies. OEM will update this Section to reflect further guidance from Federal DHS. Table VII-2 indicates the strategy and timeframe for certification and credentialing of personnel and equipment.

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Agency Name	Strategy for Certification/Credentialing Development	Timeline for Completion
OEM	To be determined	To be determined
All County Departments	To be determined	To be determined

Table VII-2. Strategy and Schedule for Certification/Credentialing Development

SECTION VIII: VERIFICATION OF NIC STANDARDS ACHIEVEMENT

Phase Six consists of the verification of the County of Los Angeles' support and achievement of the NIC standards. Federal DHS has tasked NIC with validating national compliance with NIMS and NRP responsibilities, standards, and requirements. At present, States will be self-certifying. OEM will update this Section to reflect further guidance from Federal DHS or OES regarding NIC standard compliance validation.

Until NIC or OES releases further guidance on validation, the County will continue to conduct exercises to verify achievement of NIC standards. OEM has conducted several Operational Area and countywide exercises during FFY 2005 to demonstrate NIC standards compliance and will continue to do so through FFY 2006. The County designs and implements all exercises according to Federal DHS-developed methodology and guidance of the Homeland Security Exercise and Evaluation Program (HSEEP).

Department/Agency Name	Exercise	Date	NIC Standard(s) Tested
OEM	To be determined		
All County Departments	To be determined		

Table VIII-1. Verification of NIC Standards Achievement

ANNEX A: Glossary of Key Terms

Emergency:	Absent a Presidentially-declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.
Emergency Operations Centers (EOCs):	The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (fire, law enforcement, and medical services), by jurisdiction (Federal, State, regional, county, city, tribal), or some combination thereof.
Emergency Operations Plan:	The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.
Emergency Response Provider:	Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as *Emergency Responder*.
Event:	A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.
Federal:	Of or pertaining to the Federal Government of the United States of America.
Hazard:	Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.
Incident:	An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks,

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	terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
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 (city, county, tribal, State, or Federal boundary lines) or functional (law enforcement, public health).
Local Government:	A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).
Major Disaster:	As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
Mitigation:	The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures, often formed by lessons learned from prior incidents involve ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related

data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Multijurisdictional Incident:	An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents are managed under Unified Command.
Mutual-Aid Agreement:	Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.
National:	Of a nationwide character, including the state, local, and tribal aspects of governance and policy.
National Incident Management System:	A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.
National Response Plan:	A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-disciplines, all-hazards plan.
Nongovernmental Organization:	An entity with an association based on interests of its members, individuals, or institutions and not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.
Preparedness:	The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves

efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

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

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

	economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.
Recovery Plan:	A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.
Resources:	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
Resource Management:	Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.
Response:	Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.
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).
Supporting Technologies:	Any technology that is used to support NIMS is included in this subsystem. These technologies include orthophoto mapping,

remote automatic weather stations, infrared technology, and communications, among various others.

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

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

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ANNEX B: ACRONYM LIST

For the purposes of this document, the following acronyms apply:

BCP	Business Continuity Plan
CEOC	County Emergency Operations Center
DHS	Department of Homeland Security
DOC	Department Operations Center
ESFLG	Emergency Support Functions Leadership Group
EMI	Emergency Management Institute
EMIS	Emergency Management Information System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FOUO	For Official Use Only
FFY	Federal Fiscal Year
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive-5
IC	Incident Commander
ICS	Incident Command System
IS-700	Independent Study – 700
OAERP	Operational Area Emergency Response Plan
OEM	Office of Emergency Management
OES	Office of Emergency Services
NIC	NIMS Integration Center
NIMS	National Incident Management System
NIMCAST	NIMS Capability Assessment Support Tool
NRP	National Response Plan
SEMS	Standardized Emergency Management System

UC   Unified Command

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ANNEX C:

Letter from the Secretary of Homeland Security to the Governors on Sept. 8, 2004

Dear Governor:

In Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents,* the President directed me to develop and administer the National Incident Management System (NIMS). The NIMS provides a consistent nationwide approach for Federal, State[1], territorial, tribal, and local[2] governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. On March 1, 2004, the Department of Homeland Security (DHS) issued the NIMS to provide a comprehensive national approach to incident management, applicable at all jurisdictional levels and across functional disciplines. HSPD-5 also required Federal DHS to establish a mechanism for ongoing coordination to provide strategic direction for, and oversight of, the NIMS. To this end, the NIMS Integration Center (NIC) was established to support both routine maintenance and the continuous refinement of the NIMS.

All Federal departments and agencies are required to adopt the NIMS and use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities, as well as in support of all actions taken to assist State or local entities. The NIC is working with Federal departments and agencies to ensure that they develop a plan to adopt NIMS and that all fiscal year (FY) 2005 Federal preparedness assistance program documents begin the process of addressing State, territorial, tribal, and local NIMS implementation.

This letter outlines the important steps that State, territorial, tribal, and local entities should take during FY 2005 (October 1, 2004 - September 30, 2005) to become compliant with the NIMS.

The NIMS provides the framework for locals, tribes, territories, States, and the Federal Government to work together to respond to any domestic incident. Many of the NIMS

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[1] As defined in the Homeland Security Act of 2002, the term "State" means any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States." 6 U.S.C. 101 (14)

[2] As defined in the Homeland Security Act of 2002, Section 2(10): the term "local government" means "(A) county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments… regional or interstate government entity, or agency or instrumentality of a local government: an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; and a rural community, unincorporated town or village, or other public entity." 6 U.S.C. 101(10)

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requirements are specific to local jurisdictions. In order for NIMS to be implemented successfully across the nation, it is critical that States provide support and leadership to tribal and local entities to ensure full NIMS implementation. We are looking to you and your State Administrative Agency (SAA) to coordinate with the State agencies, tribal governments, and local jurisdictions to ensure NIMS implementation. Given the importance and urgency of this effort, Federal, State, territorial, tribal, and local entities should begin efforts to implement the NIMS, if such efforts are not already underway.

Implementation of and compliance with the NIMS is critical to ensuring full and robust preparedness across our nation. HSPD-5 established ambitious deadlines for NIMS adoption and implementation. FY 2005 is a start up year for NIMS implementation and full compliance with the NIMS is not required for you to receive FY 2005 grant funds. Since FY 2005 is a critical year for initial NIMS adoption, you should start now by prioritizing your FY 2005 preparedness assistance (in accordance with the eligibility and allowable uses of the grant) to facilitate its implementation. The NIC is working with the Federal departments and agencies to identify all of preparedness assistance programs. The NIC will then provide this information to the States, territories, tribes, and local governments.

To the maximum extent possible, States, territories, tribes, and local entities are encouraged to achieve full NIMS implementation and institutionalization across the entire response system during FY 2005. This memorandum highlights the important features of NIMS implementation that should receive special emphasis in FY 2005, but does not represent all of the actions necessary to fully implement the NIMS.

The NIMS is the nation's first-ever standardized approach to incident management and response. The NIMS unifies Federal, State, territorial, tribal, and local lines of government into one coordinated effort. This integrated system makes America safer by establishing a uniform set of processes, protocols, and procedures that all emergency responders, at every level of government, will use to conduct response actions. This system ensures that those involved in emergency response operations understand what their roles are and have the tools they need to be effective.

This system encompasses much more than the Incident Command System (ICS), although ICS is a critical component of the NIMS. It also provides a common foundation for training and other preparedness efforts, communicating and sharing information with other responders and with the public, ordering resources to assist with a response effort, and for integrating new technologies and standards to support incident management. For the first time, all of the nation's emergency responders will use a common language, and a common set of procedures when working individually and together to keep America safe. The NIMS ensures that they will have the same preparation, the same goals and expectations, and most importantly, they will be speaking the same language.

Minimum FY 2005 NIMS Compliance Requirements:

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State and territory level efforts to implement the NIMS must include the following:

- **Incorporating NIMS into existing training programs and exercises**
- **Ensuring that Federal preparedness funding (including DHS Homeland Security Grant Program, Urban Area Security Initiative (UASI) funds) support NIMS implementation at the State and local levels (in accordance with the eligibility and allowable uses of the grants)**
- **Incorporating NIMS into Emergency Operations Plans (EOP)**
- **Promotion of intrastate mutual aid agreements**
- **Coordinating and providing technical assistance to local entities regarding NIMS**
- **Institutionalizing the use of the Incident Command System (ICS)**

At the State, territorial, tribal, and local levels, jurisdictions should support NIMS implementation by:

- **Completing the NIMS Awareness Course: "National Incident Management System (NIMS), An Introduction" IS 700**

This independent study course developed by the Emergency Management Institute (EMI) explains the purpose, principles, key components and benefits of NIMS. The course also contains "Planning Activity" screens, allowing participants an opportunity to complete some planning tasks during the course. The planning activity screens are printable so that they can be used after the course is complete. The course is available on-line and will take between forty-five minutes to three hours to complete. The course is available on the EMI web page at: http://training.fema.gov/EMIWeb/IS/is700.asp.

- **Formally recognizing the NIMS and adopting the NIMS principles and policies**

States, territories, tribes, and local entities should establish legislation, executive orders, resolutions, or ordinances to formally adopt the NIMS. The NIC will provide sample language and templates to assist you in formally adopting the NIMS through legislative and/or executive/administrative means.

- **Establish a NIMS baseline by determining which NIMS requirements you already meet**

We recognize that State, territorial, tribal, and local entities have already implemented many of the concepts and protocols identified in the NIMS. The 2004 Federal DHS Homeland Security Grant Program encouraged grantees to begin utilizing the NIMS concepts, principles, terminology, and technologies. The NIC is developing the NIMS Capability Assessment Support Tool (NIMCAST). The NIMCAST is a web-based self-assessment system that States, territories, tribes, and local governments can use to evaluate their incident response and management capabilities. This useful tool identifies the requirements established within the NIMS and can assist you in determining the extent

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to which you are already compliant, as well as identify the NIMS requirements that you are not currently meeting. As gaps in compliance with the NIMS are identified, States, territories, tribes, and local entities should use existing initiatives, such as the Office for Domestic Preparedness (ODP) Homeland Security grant programs, to develop strategies for addressing those gaps. The NIC will formally pilot the NIMCAST with a limited number of States in September. Upon completion of the pilot, the NIC will provide all potential future users with voluntary access to the system. Additional information about the NIMCAST tool will be provided later this year.

- **Establishing a timeframe and developing a strategy for full NIMS implementation**

States, territories, tribes, and local entities are encouraged to achieve full NIMS implementation during FY 2005. To the extent that full implementation is not possible during FY 2005, Federal preparedness assistance must be leveraged to complete NIMS implementation by FY 2006. By FY 2007, Federal preparedness assistance will be conditioned by full compliance with the NIMS. Again, in order for NIMS to be implemented successfully across the nation, it is critical that States provide support and leadership to tribal and local entities to ensure full NIMS implementation. States should work with the tribal and local governments to develop a strategy for statewide compliance with the NIMS.

- **Institutionalizing the use of the Incident Command System (ICS)**

If State, territorial, tribal, and local entities are not already using ICS, you must institutionalize the use of ICS (consistent with the concepts and principles taught by Federal DHS) across the entire response system. The 9/11 Commission Report recommended national adoption of the Incident Command System (ICS) to enhance command, control, and communications capabilities. All Federal, State, territory, tribal, and local jurisdictions will be required to adopt ICS in order to be compliant with the NIMS. Additional information about adopting ICS will be provided to you by the NIC.

FY 2006 and FY 2007 Requirements:

In order to receive FY 2006 preparedness funding, the minimum FY 2005 compliance requirements described above must be met. Applicants will be required to certify as part of their FY 2006 grant applications that they have met the FY 2005 NIMS requirements. Additional information about NIMS compliance and resources for achieving compliance will be forthcoming from the NIC. In addition, FY 2005 Federal preparedness assistance program documents will address State and local NIMS compliance. The NIC web page, www.fema.gov/nims, will be updated regularly with information about the NIMS and guidance for implementation. The NIC may be contacted at the following:

<div align="center">

Gil Jamieson, Acting Director
NIMS Integration Center
500 C Street, SW
Washington, DC 20472

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Office of Emergency Management

(202) 646-3850
NIMS-Integration-Center@dhs.gov
WEB PAGE: WWW.FEMA.GOV/NIMS

Thank you for your support in implementing the NIMS. I look forward to continuing our collective efforts to better secure the homeland and protect our citizens and appreciate all of your hard work in this important endeavor.

Sincerely,

Tom Ridge

State Administrative Agency
State Emergency Management Director
State Homeland Security Advisor
DHS Directorates and Offices
Homeland Security Advisory Council