



# LOS ANGELES COUNTY OFFICE OF EMERGENCY MANAGEMENT



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## National Incident Management System (NIMS) Implementation Plan

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2007 Department Guidelines

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## FOREWORD

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

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

In 2005, the Board of Supervisors adopted NIMS and resolved to integrate NIMS into the County's emergency management system. This resolution directs the Office of Emergency Management (OEM) to assist departments in taking the necessary steps to meet NIMS adoption, implementation, and compliance requirements.

OEM developed this manual to provide County departments with the guidance necessary for NIMS compliance. OEM will provide ongoing departmental guidance and support with NIMS implementation. OEM will distribute updates to this manual upon further directives issued by Federal DHS and California State Office of Emergency Services (OES).

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David E. Janssen  
Chief Administrative Officer  
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## INTRODUCTION

### ***Purpose***

The purpose of this document is to assist County departments in complying with NIMS requirements. Materials presented in the sections address specific NIMS requirements, identify specific performance-based “metrics” (questions used to assess compliance), and provide supplemental materials.

### ***Sections***

- Materials presented in this section provide background information on NIMS compliance.
- The “Requirements” section describes the necessary actions for County departments to be NIMS compliant.
- Sections 1 – 7 reflect the “metrics” the State will use to assess compliance. These questions reflect those included in the National Incident Management Capability Assessment Support Tool (NIMCAST). NIMCAST is an on-line survey used by the State and OEM to determine NIMS compliance. When directed, each department will be required to enter their data into NIMCAST.

County departments may use this manual to store documents (training certifications, rosters, etc.) as “proof of compliance”. These documents should be placed in the various sections, as appropriate. This will expedite compliance verification in the event of an audit, as well as assisting newly assigned County department NIMS program managers.

- The “Supporting Materials” section provides additional information and documents to assist departments with NIMS compliance.

### ***Updates***

OEM will distribute updates to this manual upon further directives issued by Federal DHS and California State Office of Emergency Services (OES).

## DEPARTMENT GUIDELINES

### ***Compliance Requirements***

NIMS compliance for each year will be achieved by completing the actions outlined in the NIMS Implementation Matrix. Beginning in FFY07 compliance will no longer be measured by self-certification, but will transition to performance-based questions and a measurement system of "metrics" using NIMCAST.

### ***Compliance Timelines***

The federal government releases NIMS requirements each year. NIMS compliance activities are presented at the beginning of each federal fiscal year, (October 1st) and are expected to be completed by the end of the federal fiscal year (September 30th). All County departments must achieve full compliance with each year's posted requirements by the end of that FFY, unless otherwise directed. Hence, departments must comply with FFY 2007 NIMS requirements by September 30, 2007, unless otherwise directed.

### ***Compliance Documentation***

Compliance documentation is necessary when: (1) Validating departmental compliance with deadlines established by Federal DHS, OES, and the County; and (2) as proof of compliance when applying for Federal funding.

Departments must retain course certificates, attendance rosters, and other pertinent documents necessary for compliance validation until further notice.

### ***Further Assistance***

Departments should direct questions regarding this guidance to the NIMS Program Manager, Krystin Goethals in OEM at [kgoethal@lacoecoc.org](mailto:kgoethal@lacoecoc.org) or (323) 980-2076.

Further information on NIMS is available on the NIMS web page at:

- County OEM: <http://lacoa.org/nn.htm>
- FEMA: <http://www.fema.gov/emergency/nims/index.shtm>.
- State OES: <http://www.oes.ca.gov/Operational/OESHome.nsf/ALL/3D8DC8F9C9DCF2D688256FCB0065B847?OpenDocument>.

## NIMS REQUIREMENTS

The matrices on the following pages list all of the necessary actions required of the County to be NIMS compliant. Each matrix consists of the following columns:

Required Actions for Compliance	Specific Areas of Measure	Guidance and Technical Assistance Resources
<p>Lists all of the current NIMS requirements. Current requirements were derived, in part, from previous requirements and new ones.</p> <p>New NIMS requirements are listed as <b>“NEW”</b>.</p>	<p>Indicates the specific areas measured by the State/OEM, and will be captured by the NIMCAST survey.</p> <p>These areas are divided into two categories:</p> <ul style="list-style-type: none"> <li>• Tier 1 (<b>bold type</b>): critical for compliance and <u>require</u> answers in the affirmative to achieve NIMS compliance.</li> <li>• Tiers 2 and 3: (not in bold type) - all other areas considered to be “non-critical” and <u>do not require</u> answers in the affirmative at this time. These areas will be deemed critical for NEXT year’s compliance.</li> </ul> <p>Not all areas are required of County departments. These areas may be marked as “no” or “n/a”, as appropriate.</p>	<p>Guidance and resources to assist County departments in performing the required actions.</p>

**[INSERT MATRIX HERE]**

**[INSERT METRICS HERE]**

## DEPARTMENTAL KEY CONTACT

Each department is to designate a staff member 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 updated contact information to Krystin Goethals in OEM at [kgoethals@lacoecoc.org](mailto:kgoethals@lacoecoc.org) or (323) 980 – 2076.

Point of Contact	Position/Title	Office Telephone	Email

## **SUPPORTING MATERIALS**

The following materials have been included to assist County departments with NIMS compliance:

- NIMCAST
- NIMS Emergency Operations Plan (EOP) Compliant Checklist
- Resource Management
- Training and Exercise Requirements
- After Action and Corrective Action Reports (AARs and CARs)
- Non-Governmental Organizations, Volunteer/Service Programs
- Private Sector
- Interoperability
- Public Information
- Information for Schools, Universities, and Colleges
- NIMS Implementation Activities for Hospitals and Healthcare Systems

## NIMCAST

### ***NIMCAST***

The NIMS Capability Assessment Support Tool (NIMSCAST) is an on-line survey used by the State and OEM to determine NIMS compliance.

Each departmental member responsible for NIMS implementation will assign one departmental designee to complete NIMSCAST prior to the due dates announced by OEM. Appointed designees should be staff members most familiar with NIMS, the Standardized Emergency Management System (SEMS), and the Incident Command System (ICS).

### ***NIMCAST Requirements***

- When directed, each department will be required to enter their data into NIMCAST.

OEM will update this section as further information becomes available. A new version of NIMCAST is expected to be released by June 2007.

## **NIMS EMERGENCY OPERATIONS PLAN (EOP) COMPLIANT CHECKLIST**

### ***EOP Compliance***

All departments must identify all plans, policies, and procedures requiring modification for NIMS compliance. This includes all emergency response plans in support of NIMS and NRP. In particular, departments will evaluate and revise Department Operations Center Standard Operating Procedures (DOC SOPs) and Emergency Response Plans (ERPs). Other departmental emergency response plans in support of NIMS and any internal emergency plans will also require revision.

The sample checklist below details the EOP components that are consistent with NIMS. A detailed description explaining each component follows the sample checklist.

### **NIMS Definitions and Acronyms**

In an effort to standardize terminology, NIMS includes a list of definitions and acronyms that should be incorporated into existing EOPs. Review the definitions and acronyms below and replace language in your existing plan with the NIMS verbiage, as appropriate.

Be mindful that your plan may contain terms that are the same but have a different definition, or the definitions may be the same and the term is different. The same may be true for acronyms. Your EOP may currently have acronyms with different meanings from those in the NIMS/SEMS. Compare the acronyms in your EOP document and replace any that are the same but have a different meaning from the NIMS/SEMS acronyms. The overall purpose is to be consistent with the NIMS/SEMS whenever possible.

A NIMS compliant EOP will include all the definitions and acronyms listed below. Additional definitions and acronyms that are site specific should also be included and modified as described above. The NIMS compliant EOP will not only ensure these changes are made in the glossary section but also institutionalized throughout the EOP.

### ***EOP Requirements***

- ❑ Departments must first identify all plans, policies, and procedures requiring modification for NIMS incorporation.
- ❑ Examine your department’s plans, policies, and procedures and use the EOP checklist to determine which components are included in your plan and those that need to be added. (Blank checklists are attached at the end of this section). Use a separate checklist for EACH document requiring NIMS integration. Checklists should be updated as missing components are added.
- ❑ Incorporate the list of definitions and acronyms below into existing plans, policies, and procedures, as appropriate.
- ❑ All County departments are to retain the completed checklists as proof of compliance.
- ❑ Plans, policies, and procedures are to be updated every three years.

### ***EOP Compliance Checklist***

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

**Sample Checklist for a NIMS-Compliant EOP**

**Question 1: Does your EOP define the scope of preparedness and incident management activities necessary for your local or tribal jurisdiction?**

The EOP should include all hazards that your jurisdiction may reasonably expect to occur and all the preparedness and incident management activities necessary to ensure an effective response to those hazards. Regulatory requirements may also dictate the hazards and preparedness activities that must be included in the EOP.

**Question 2: Does your EOP describe organizational structures, roles and responsibilities, policies, and protocols for providing emergency support?**

A description of the organizational structure should clearly identify what organizations will be involved in the emergency response. After each organization is identified, they should be assigned a specific set of responsibilities that are normally based on the strengths and capabilities of each. The policies and protocols for providing emergency support should be described in the EOP. This information is typically described in the administration and logistics section as well as the authorities and references section of the basic plan.

**Questions 3: Does your EOP facilitate response and short-term recovery activities?**

An EOP is usually not a mitigation plan and not a recovery plan. The EOP should however describe and provide the basis for a community's response and short-term recovery operations. The response activities typically take place initially and are designed to save lives, reduce suffering, protect property and the environment. The short-term recovery activities typically follow the response activities and are designed to stabilize the situation and set the stage for re-entry and recovery.

**Question 4: Is your EOP flexible enough to use in all emergencies?**

The EOP should reflect the local or tribal jurisdiction's approach to all types of emergencies. The functional annexes should provide an outline of roles and responsibilities of each responding agency regardless of the type of emergency. In other words, the EOP should be flexible and useful in the event of any emergency.

**Question 5: Does your EOP have a description of its purpose?**

The purpose should include a general statement of what the EOP is meant to do. It should also include a brief summary of the components of the plan including the functional annexes and hazard-specific appendices.

**Questions 6: Does your EOP describe the situation and assumptions?**

The situation sets the stage for planning. It should be based on the local or tribal jurisdiction's hazard identification analysis. The situation section typically includes a characterization of the population, the probability and impact of the hazard, vulnerable facilities, and resource dependencies on other jurisdictions. The assumptions section should describe those things that are assumed to be true that directly impact the execution of the EOP. The assumptions may describe the limitations of the EOP and provide a basis for improvisation and modification if it becomes necessary. Assumptions may also describe identification of potential hazards, the nature of those hazards and the frequency that are expected to occur.

**Question 7: Does your EOP describe the concept of operations?**

The concept of operations will capture the sequence and scope of the planned response, explaining the overall approach to the emergency situation. The concept of operations should include division of responsibilities, sequence of action (before, during and after the incident), how requests for resources will be met, and who and under what circumstances will request be made for additional aid from the State (this should included the process for declaring a state of emergency). The concept of operations should mention direction and control, alert and warning, or other activities. This information is usually outlined in the basic plan and fully detailed in the functional and hazard specific annexes and appendices.

**Question 8: Does your EOP describe the organization and assignment of responsibilities?**

The organization and assignment of responsibilities should establish which organizations will be relied upon to respond to the emergency. The EOP should describe the tasks each element of the organization is responsible for and expected to perform. The description of these responsibilities is typically generic in the Basic Plan and more detailed in functional and hazard specific annexes and appendices. The Basic Plan typically contains a matrix that plots response functions by agency and allows for a quick clarification of the assignment of primary and support responsibilities.

**Question 9: Does your EOP describe administration and logistics?**

This section covers general support requirements and availability of support services from other agencies. It should also contain general policies for managing resources. This section of the EOP should also reference mutual aid agreements, liability provisions and policies for reassigning public employees and soliciting and using volunteers. It is also important to include general policies on

financial record keeping, tracking resources, and compensation of private property owners.

**Question 10: Does your EOP contain a section that covers the development and maintenance of your EOP?**

The EOP should include a section describing the overall approach to planning, participants included in the planning process and how the plan will be maintained and updated. One individual should be assigned to coordinate these processes and provisions should be made to include regular review, testing and revisions. This information is typically found in the plan development and maintenance section.

**Question 11: Does your EOP contain authorities and references?**

The EOP should list out references to any laws, statutes, ordinances, executive orders, regulations and formal agreements relevant to the emergencies. These will indicate the legal basis for emergency operations and should specify the extent and limits of emergency authorities. This information is typically found in the authorities and reference section.

**Question 12: Does your EOP contain functional annexes?**

Functional annexes are the part of the EOP that begin to provide specific information and direction. Functional annexes should contain activities to be performed by anyone with a responsibility under that function. Functional annexes also clearly define actions before, during and after an emergency event. Some examples of functional annex titles are Communications, Mass Care, Health and Medical Services.

**Question 13: Does your EOP contain hazard-specific appendices?**

Hazard specific appendices are supplements to functional annexes. Whereas planning consideration, common to all hazard, are addressed in functional annexes, hazard-specific information is included in the appendices. The appendices should be created for any functional annex that does not provide enough hazard-specific information to respond to a specific type of emergency. In many cases the EOP will contain hazard specific Annexes that follow a similar format to the basic plan. An EOP is considered compliant whether it contains hazard specific appendices or annexes.

**Question 14: Does your EOP contain a glossary?**

Since many terms in emergency management have special meanings, it is important to define words, phrases, abbreviations and acronyms. This

information is typically described in the glossary section. In order to be fully compliant with this standard, an EOP must consistently use NIMS definitions and acronyms as they apply throughout the EOP. See the next section for a detailed list of NIMS-related terminology and acronyms.

**Question 15: Does your EOP pre-designate functional area representatives to the Emergency Operations Center / Multi-agency Coordination System?**

This information is typically described in functional or hazard-specific annexes and is more detailed than the information in the basic plan. NIMS doctrine states that all incidents use the ICS to establish command and control for the response at the scene of an incident. Most incidents are managed locally, and the local or tribal EOP is the guide to how the local response to an incident will be handled. Therefore, it is appropriate that the local or tribal jurisdiction set up and utilize an Emergency Operations Center (EOC) or a Multiagency Coordination System depending on the size and complexity of the incident. The EOP should pre-designate which organization is assigned which responsibilities and that organization should provide representatives to the EOC or the Multi-agency Coordination System that is being utilized. In some cases a State, tribal, or local agency has the lead for a particular hazard that requires that agency to take control of an incident scene. These designations are normally established by laws, regulations, executive orders, or policies. The designated agency should have trained personnel in place to set up an ICS structure at the scene and provide the Incident Commander for that incident. If an agency is requested to send a representative to the scene, that representative should be folded in to the Unified Command of the incident. If agency-specific designations apply to a jurisdiction, they should be indicated in the EOP.

**Question 16: Does your EOP include pre-incident and post-incident public awareness, education, and communications plans and protocols?**

The EOP should describe the public awareness and education that the community is provided. Public awareness and education provides valuable information to citizens about potential hazards, protective action options for those hazards, also how they will be alerted and notified if they are at risk. How this information will be communicated to the public before and after incidents occur should be described in the EOP. This information is typically located in the Emergency Public Warning Annex.

## ***NIMS Definitions and Acronyms***

### **DEFINITIONS**

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

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

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

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

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

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

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

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

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

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

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

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

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. **Command Staff:** In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

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

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

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

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

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

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

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within

the ICS organization between the branch and resources in the Operations Section.

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

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

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

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

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

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

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

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

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is

also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

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

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

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

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

ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific,

measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

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

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

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

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

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

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

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

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, the U.S. Department of Homeland Security, and the U.S. Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

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

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

**Nongovernmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

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

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups and fora that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

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

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

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

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

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

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

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

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

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

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

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

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

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

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

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

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other

fiscal decisions, policy development, and the application of measures of performance or effectiveness.

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

**Strategy:** The general direction selected to accomplish incident objectives set by the IC.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

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

**Technical Assistance:** Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

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

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively,

because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

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

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross-political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

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

## ACRONYMS

ALS	Advanced Life Support
DOC	Department Operations Center
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FOG	Field Operations Guide
GIS	Geographic Information System
HAZMAT	Hazardous Material
HSPD-5	Homeland Security Presidential Directive-5
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Command or Unified Command
IMT	Incident Management Team
JIS	Joint Information System
JIC	Joint Information Center

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LNO	Liaison Officer
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRP	National Response Plan
POLREP	Pollution Report
PIO	Public Information Officer
PVO	Private Voluntary Organizations
R&D	Research and Development
RESTAT	Resources Status
ROSS	Resource Ordering and Status System
SDO	Standards Development Organizations
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
UC	Unified Command
US&R	Urban Search and Rescue

<b>NIMS Emergency Operations Plan (EOP) Compliance Checklist</b>	
<b>Jurisdiction:</b> Los Angeles County	<b>Department:</b>
<b>Document Title:</b>	
<b>Completion Date:</b>	
<b>Person Competing Form:</b>	<b>Phone:</b>

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

## RESOURCE MANAGEMENT

### ***Resource Typing***

Resource Typing is the categorization and description of response resources commonly exchanged in disasters through mutual aid agreements.

Resource Typing allows emergency management personnel to identify, locate, request, order, and track outside resources quickly and effectively, and to facilitate the response of these resources to the requesting jurisdiction.

### ***Resource Typing Requirements***

The following checklist is designed as a guide for meeting the NIMS resource management requirements:

- ❑ Each County department is to maintain completed, up-to-date inventories of departmental response resources available for mutual aid (typed and non-typed) for their department. Resources listed must be available for use and under the control of that department.
- ❑ All County departments are to submit completed inventories to OEM using the attached spreadsheet, when requested and as updated.
- ❑ OEM will forward completed inventories to OES Region, when requested.

### ***Resource Typing Definitions***

Resource typing definitions may be downloaded from:

<http://www.fema.gov/emergency/nims/rm/rt.shtm>

The table below identifies how NIMS typed resources are categorized.

<b>Grouping</b>	<b>Definition</b>	<b>Example</b>
Discipline	Subject or field	Fire, law, public works, etc.
Category	Function	Firefighting, transportation
Kind	Measurements of capability/capacity	Personnel, equipment, supplies
Type	Minimum capabilities	Type I implies a higher capability than Type II

## ***Recommendations***

Suggestions for changes or new definitions may be submitted to: [NIMS-Integration-Center@dhs.gov](mailto:NIMS-Integration-Center@dhs.gov), or call 202-646-3850.

## ***Incident Resource Inventory System (IRIS)***

The NIMS Integration Center (NIC) is supporting the development of a database management tool which will be available at no cost. The software will allow emergency responders to enter typed resources and select specific resources for mutual aid purposes based upon mission requirements, capability of resources, and response time. The National Incident Management System - Incident Resource Inventory System (NIMS-IRIS) tool will be rolled out in phases. Phase 1 will provide the basic database management tool to enter typed resources into a common database, which can be shared nationally and housed locally. Future system functionality will assist in placing and mobilizing resource requests, GPS tracking of resources, and resource recovery.

## ***Considerations***

- Some departments may have resources listed in “disciplines” other than their own, or have resources in various “discipline” categories.
- Some resources may be used by more than one of the disciplines that NIMS has listed. This may result in different terms for the same resource. There is no remedy for this.
- Do not "read into" the material. Only identify those typed resources that are in your inventories that meet the exact descriptions.
- Only identify those resources listed that you have and maintain. The list is simply a list; it does not imply that you should or should not have the resource.
- There are some resources that reside only at the federal and/or state level. Some disaster assistance resources teams such as Individual and Public Assistance are examples of resources that are state-only.
- In examining your inventories to determine whether you have any of the typed resources, include resources that exceed the minimum requirements described in NIMS. If a resource exceeds the minimum capability described but does not meet the minimum capabilities of the next higher type, then the resource should count under the lower level type.
- Involve other people in the typing of inventory. Others may be aware of volunteer or private sector resources or resources shared among your discipline on a day-to-day basis.
- Some resources may be counted more than once if they are shared resources among different jurisdictions or disciplines; or they may consist of individuals that serve on more than one "team" such as a search and rescue

team and a Specialized Weapons and Tactics (SWAT) team. Double-counting may happen and there may be no way to avoid it.

- Available resources do not exclude those that may be used by more than one discipline or team. If mutual aid/state agency coordination is capable to assemble and deliver the resources for a strike team/task force, then that resource capability is to be counted.
- Resources that are not functional should not be counted.
- Resident Disaster Medical Assistance Team (DMAT) teams are not to be counted as state assets since they are only available for a federally declared disaster.
- Private and volunteer resources should only be counted by those jurisdictions that have written agreements that list the jurisdiction having priority usage.

For resource "Teams": When determining if you have a team, take the following into consideration:

- Teams should be counted by the organization that "owns" or "controls" it. This would be the organization that dispatches the team. State and/or federal control of the team does not constitute a local government team.
- There are some teams that are ad hoc and assembled from a multitude of jurisdictions and disciplines. They should be counted only by the agency that dispatches to minimize double counting.
- Teams are composed of state, federal, local government assets.
- Private Sector teams can only be counted by the organization that controls them.
- Having the team is different from having the capability through mutual aid of acquiring a team.
- Written agreements between agencies may be used to create teams, but written agreements alone do not constitute a team.
- The ability to deploy resources does not constitute a team. A team must meet NIMS requirements.

## ***Summary of the Typed Resources (by Discipline)***

### **Animal Protection (7 teams)**

1. Large Animal Rescue Strike Team
2. Large Animal Sheltering Team
3. Large Animal Transport Team
4. Small Animal Rescue Strike Team
5. Small Animal Sheltering Team
6. Small Animal Transport Team
7. Incident Management Team Animal Protection

**Incident Management Resources (22 types)**

1. Airborne Communications Relay Team (Fixed-Wing)
2. Airborne Communications Relay Team (CAP)
3. Airborne Transport Team (Fixed-Wing)
4. Communications Support Team (CAP)
5. Critical Incident Stress Management Team
6. Donations Coordinator
7. Donations Management Personnel/Team
8. EOC Finance/Administration Section Chief/Coordinator
9. EOC Management Support Team
10. EOC Operations Section Chief
11. EOC Planning Section Chief
12. Evacuation Coordination Team
13. Evacuation Liaison Team (ELT)
14. Incident Management Team
15. Individual Assistance Disaster Assessment Team
16. Individual Assistance Disaster Assessment Team Leader
17. Mobile Communications Center (Also referred to as "Mobile EOC")
18. Mobile Feeding Kitchen (Mobile Field Kitchen)
19. Public Assistance Coordinator
20. Rapid Needs Assessment Team
21. Shelter Management Team
22. Volunteer Agency Liaison

**Emergency Medical Services Resources (6 types)**

1. Air Ambulance (Fixed-Wing)
2. Air Ambulance (Rotary-Wing)
3. Ambulances (Ground)
4. Ambulance Strike Team
5. Ambulance Task Force
6. Emergency Medical Task Force

**Fire and Hazardous Materials Resources (19 types)**

1. Area Command Team, Firefighting
2. Brush Patrol, Firefighting (Type VI Engine)
3. Crew Transport (Firefighting Crew)
4. Engine, Fire (Pumper)
5. Fire Boat
6. Fire Truck - Aerial (Ladder or Platform)
7. Foam Tender, Firefighting
8. Fuel Tender (Gasoline, Diesel, AvGas, aka Gas Tanker)
9. Hand Crew
10. HazMat Entry Team
11. Helicopters, Firefighting
12. Helitanker (firefighting helicopter)

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Office of Emergency Management

13. Incident Management Team, Firefighting
14. Interagency Buying Team, Firefighting
15. Mobile Communications Unit (Law/Fire)
16. Portable Pump
17. Strike Team, Engine (Fire)
18. U.S. Coast Guard National Strike Force
19. Water Tender, Firefighting (Tanker)

**Health and Medical Resources (9 Types)**

1. Disaster Medical Assistance Team (DMAT) - Basic
2. Disaster Medical Assistance Team (DMAT) - Burn Specialty
3. Disaster Medical Assistance Team (DMAT) - Crush Injury Specialty
4. Disaster Medical Assistance Team (DMAT) - Mental Health Specialty
5. Disaster Medical Assistance Team (DMAT) - Pediatric Specialty
6. Disaster Mortuary Operational Response Team (DMORT)
7. International Medical Surgical Response Team (IMSuRT)
8. NDMS Management Support Team (MST)
9. Veterinary Medical Assistance Team (VMAT)

**Law Enforcement and Security Resources (6 Types)**

1. Bomb Squad/Explosives Team
2. Law Enforcement Aviation-Helicopters-Patrol & Surveillance
3. Law Enforcement Observation Aircraft (Fixed-Wing)
4. Mobile Field Force Law Enforcement (Crowd Control Teams)
5. Public Safety Dive Team
6. SWAT/Tactical Teams

**Public Works Resources (34 types)**

1. Air Conditioner/Heater
2. Air Curtain Burners (Fire Box-Above Ground, Refractory Walled)
3. Air Curtain Burners (Trench Burner, In-Ground)
4. All Terrain Cranes
5. Backhoe Loader
6. Chillers & Air Handlers (500 Ton to 50 Ton)
7. Concrete Cutter/Multi-Processor for Hydraulic Excavator
8. Crawler Cranes
9. Debris Management Monitoring Team
10. Debris Management Site Reduction Team
11. Debris Management Team
12. Disaster Assessment Team
13. Disaster Recovery Team
14. Dump Trailer (one type/example only)
15. Dump Truck-Off Road
16. Dump Truck-On Road

17. Electrical Power Restoration Team (Example)
18. Engineering Services
19. Flat Bed Trailer Truck (one-type/example only)
20. Generators
21. Hydraulic Excavator (Large Mass Excavation 13cy to 3cy buckets)
22. Hydraulic Excavator (Medium Excavation 4cy to 1.75 cy buckets)
23. Hydraulic Truck Cranes
24. Lattice Truck Cranes
25. Track Dozer
26. Tractor Trailer (Example Only)
27. Tub Grinder
28. Tug Boat
29. Water Purification Team (USACE Emergency Water Teams)
30. Water Truck (example only)
31. Wheel Dozer
32. Wheel Loaders (Large 41cy to 8cy)
33. Wheel Loaders (Medium 7 cy to 3cy)
34. Wheel Loaders (Small 7cy to 2 cy)

### **Search & Rescue (17 types)**

1. Air Search Team (Fixed-Wing)
2. Airborne Reconnaissance (Fixed-Wing)
3. Canine Search and Rescue Team - Avalanche Snow Air Scent
4. Canine Search and Rescue Team - Disaster Response
5. Canine Search and Rescue Team - Land Cadaver Air Scent
6. Canine Search and Rescue Team - Water Air Scent
7. Canine Search and Rescue Team - Wilderness Air Scent
8. Canine Search and Rescue Team - Wilderness Tracking/Trailing
9. Cave Search and Rescue Team
10. Collapse Search and Rescue Team
11. Mine and Tunnel Search and Rescue Team
12. Mountain Search and Rescue Team
13. Radio Direction Finding Team
14. Swiftwater/Flood Search and Rescue Team
15. US&R Incident Support Team
16. US&R Task Forces
17. Wilderness Search and Rescue Team

**Fire and Hazmat Resources ONLY: Crosswalk of State/Federal Resources**

Discipline	CA Type	CA Descriptor	NIMS Comparable (From Typed List)	NIMS Type	NIMS Descriptor
Fire and Hazmat	Not Typed	Not Typed	Area Command Team, Firefighting	I	Area Commander (ACDR)
Fire and Hazmat	Not Typed	Not Typed	Area Command Team, Firefighting	I	Asst. Area Commander Planning (ACPC)
Fire and Hazmat	Not Typed	Not Typed	Area Command Team, Firefighting	I	Asst. Area Commander Logistics (ACLC)
Fire and Hazmat	Not Typed	Not Typed	Area Command Team, Firefighting	I	Area Commander Aviation Coordinator (ACAC)
Fire and Hazmat	Fire Truck Company	Fire Truck - Aerial	Fire Truck Aerial	Fire Truck	Fire Truck - Aerial (Ladder or Platform)
Fire and Hazmat	Hand Crew	III & IV not typed	Initial attack, fireline construction, firing to include burnout	III	Handcrew
Fire and Hazmat	Hand Crew	III & IV not typed	Fireline construction, Fireline improvement, mop-up and rehab	IV	Handcrew
Fire and Hazmat	HazMat Entry Team	NIC is displayed differently but almost identical		Type I,II and III	HazMat Response
Fire and Hazmat	Not Typed	N/A	Interagency Buying Team		Interagency Buying Team





### SAMPLE: NIMS 120 TYPED DEFINITIONS

Discipline/ Resource	Category/Kind (Team, Personnel, Equipment)	Quantity	Type I	Type II	Type II	Type IV	Jurisdictionally Controlled (Y/N) (if not, indicate other jurisdictions)	Shared? With what other jurisdiction	In California Global Priority	Owned (Public Private Contractor)	Date Entered	Comments
Emergency Medical Services/ Ambulances (Ground)	Health & Medical / Team	5	3	2			es			P	8/06	

### SAMPLE: NON-TYPED DEFINITIONS

Resource	Kind (Team, Personnel, Equipment)	Quantity	Description of Resource	Date Entered	Comments
Portable Generators	Equipment	2	1000W D	5/8/06	
SCUBA Divers	Skilled Personnel	15	All with Advanced Level and Search & Rescue Certifications	5/8/06	

## TRAINING REQUIREMENTS

### *Training Requirements*

The table below identifies required training courses 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, Department Operations Center (DOC) staff, Building Emergency Coordinators, Department Emergency Coordinators, and emergency personnel with a direct role in emergency preparedness, incident management and response.

NIMS/SEMS/ICS required courses must be completed according to the following schedule:

- Every 5 years.
- Within 6 months for all new hires and transfers.

Personnel already trained in ICS do not need retraining if previous training is consistent with Federal standards (i.e. FIRESCOPE, Coast Guard).

### *Instructor Training Program*

OEM will provide NIMS/SEMS/ICS instructor courses for all County departments. OEM will notify all departments with course details when available.

Each department is to designate one or more staff members with a key role in implementing NIMS and/or departmental training who will serve as departmental NIMS/SEMS/ICS instructors. It is strongly recommended that each department identify a minimum of three instructor candidates.

The lead nine emergency departments are responsible for ensuring each of their support departments identifies potential instructors. Additionally, each of the lead nine emergency departments will assist with NIMS/SEMS/ICS training for those support departments who are not able to identify qualified instructor candidates.

POST and FIRESCOPE certified SEMS/NIMS/ICS instructors are not required to complete the County's Instructor Training Program for those courses they are certified to teach.

## Instructor Qualifications

Instructor candidates must submit an application form to OEM. OEM will evaluate each application form and will approve candidates based on the minimum criteria listed below.

- Education
  - A Certified Emergency Manager (CEM), emergency management certificate program, or equivalent to an AA degree. In lieu of formal education, the candidate may substitute experience, on-the-job training, and/or special qualifications for this criteria.
  - Completion of the courses for which the candidate will teach (IS-100, IS-200, IS-300, IS-400, IS-700, IS-800, SEMS Intro, etc.). Candidates must submit copies of each course completion certification along with the application form.
- Experience
  - At least one year of experience in emergency management, preparedness, response, mitigation, or recovery. This includes assignments as Department Emergency Coordinators, Building Emergency Coordinators, first response personnel, etc.
  - At least six months training experience (i.e. workshops, presentations).
- Special Qualifications
  - Participation in at least one functional or two tabletop exercises, OR
  - Responded to the County Emergency Operations Center, Department Operations Center, or Incident Command Post during an actual event.

## Instructor Certification

Once instructor candidates have been approved, each candidate will be required to successfully complete the NIMS/SEMS/ICS instructor courses provided by OEM. Instructor level courses will ensure instructor candidates meet Federal and State curriculum standards and possess the following skills:

- Demonstrate satisfactory classroom delivery techniques.
- Elicit questions and guide classroom discussion.

Upon successful completion of each of the instructor courses, candidates will receive a certificate of completion.

## Certification Maintenance

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The NIMS/SEMS/ICS instructor program is intended to ensure that all instructors will maintain minimum certification standards. Instructors must renew their certification every 12 months by completing the following steps:

- OEM may conduct audits of instructor lead courses using the same criteria as utilized in the instructor level course. These evaluations will be used to ensure certification standards are maintained and to identify areas requiring improvement. Results of the audits will be made available to each instructor and will be kept with the instructor's file.
- Instructors are required to teach or assist with at least one course within a 12 month period.
- Instructors must submit copies of course rosters to OEM within five days of the completion of a course.
- Instructors must remain current in all courses for which they intend to teach.
- Instructors must attend all instructor course updates, as scheduled.

<p align="center"><b>Standardized Emergency Management System National Incident Management System Training Guidance Matrix</b></p> <p align="center">Click on the "X's" to link to training materials or resources.</p>	SEMS Intro	SEMS EOC	SEMS Executive	ICS 100 (IS 100)	ICS 200 (IS 200)	ICS 402 (Under development)	NIMS (IS 700)	NRP (IS 800)	SEMS/ICS/NIMS Combo Course * SEMS Intro, ICS 100 & ICS 700	ICS 300	ICS 400
<p><b>Required:</b> All public employees who may be tasked, directed or called upon for an emergency. At all levels of government and all phases of emergency management.</p> <p><b>Recommended:</b> Disaster Service Workers (all County employees and registered volunteers)</p>	<b>X</b>			<b>X</b>			<b>X</b>		<b>X</b>		
<p><b>Required:</b> Personnel who assist or support the incident organization but do not normally supervise others.</p> <p><b>Recommended:</b> BECs; ICP/CEOC/DOC section/branch/division/group/unit non-supervisory staff (supervised by the category below); emergency personnel with a direct role in emergency preparedness, incident management/response</p>	<b>X</b>			<b>X</b>	<b>X</b>		<b>X</b>		<b>X</b>		
<p><b>Required:</b> Personnel who supervise a branch, division, group or unit in the field or EOC.</p> <p><b>Recommended:</b> ICP/CEOC/DOC supervisory staff; POD/shelter/mass care management; (private) hospital/clinic incident management</p>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>		
<p><b>Required:</b> Personnel in the Command/Management or General Staff at an Incident Command or in an EOC.</p> <p><b>Recommended:</b> DECs; ICP/CEOC/DOC Incident Command/Management, Command/Management Officers (PIO, Liaison, Safety), Section Chiefs</p>	<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
<p><b>Required:</b> Executives, administrators and policy makers within agencies that are required to support a SEMS emergency response or recovery organization.</p> <p><b>Recommended:</b> Department heads, administrators, etc.</p>			<b>X</b>			<b>X</b>	<b>X</b>	<b>X</b>			

## **Hospitals and Healthcare Systems**

Hospitals and healthcare systems refer to all facilities that receive medical and trauma emergency patients on a daily basis. These terms do not include nursing homes, assisted living communities, long-term care facilities, and specialty hospitals (i.e. psychiatric, rehabilitation facilities). However, in the event of an internal or external incident, these facilities are strongly encouraged to work with local hospitals and emergency management to integrate applicable elements of NIMS Implementation (i.e. planning, communications, resources).

Currently there is a group working on revising HICS (formally referred to as HEICS III) to make HICS NIMS compliant. In the meantime, the NIMS Integration Center (NIC) encourages hospital personnel to familiarize themselves with the NIMS/SEMS by completing the SEMS Intro, IS-100 NIMS, IS-200, and IS-700.

The NIC, in conjunction with the HICS working group and the Federal Department of Health and Human Services, developed NIMS implementation activities for Hospital and Healthcare Systems. These activities are found at: [http://www.fema.gov/pdf/emergency/nims/imp\\_hos.pdf](http://www.fema.gov/pdf/emergency/nims/imp_hos.pdf)

## ***School Districts***

School district participation in local government's NIMS preparedness program is essential to ensure that first responder services are delivered to schools in a timely and effective manner.

School districts that receive federal preparedness funds must require that the appropriate personnel take the IS-700. This includes all staff and teachers likely to be involved in emergency activities should the need arise. IS-700 is recommended for districts that do not receive preparedness funding at this time.

The following link to the Department of Education's summary of frequently asked questions regarding NIMS requirements for schools includes a checklist that schools can use to chart their progress towards supporting the implementation of NIMS based on compliance activities:

[www.ercm.org/views/documents/HH\\_NIMS.pdf](http://www.ercm.org/views/documents/HH_NIMS.pdf)

## **Colleges and Universities**

While colleges and universities are not traditional response organizations and are more typically recipients of first responder services, they are important components of the communities in which they are located. The NIC highly recommends NIMS compliance for colleges and universities, including NIMS and ICS training, exercises and evaluation. All educational institutions should be involved in a community's emergency planning process. Those persons with

emergency responsibilities at the university should work with the community's emergency response community and be knowledgeable about NIMS and ICS.

However, colleges and universities that do receive federal preparedness grants and do have law enforcement/police components, those police personnel that would play a direct role in an emergency response with other emergency services organizations must have IS -700, IS-800, ICS-100 and ICS-200 training.

The following hyperlink to the Department of Education's summary of frequently asked questions regarding NIMS requirements for schools includes a checklist that schools can use to chart their progress towards supporting the implementation of NIMS based on compliance activities:  
[www.ercm.org/views/documents/HH\\_NIMS.pdf](http://www.ercm.org/views/documents/HH_NIMS.pdf).

## ***Training Courses***

### **IS-100 and IS-200**

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

IS-200 Basic ICS is designed to enable personnel to operate efficiently during an incident or event within ICS. IS-100 is a pre-requisite to the IS -200 course.

**NOTE FOR LAW ENFORCEMENT AND PUBLIC WORKS PERSONNEL:** FEMA developed specialized IS-100 course materials for law enforcement and public works personnel. Students who have already completed the general IS-100 course do not have to take these specialized courses. Course content is the same for all IS-100 courses, however, FEMA uses specific law enforcement and public works examples in these specialized versions.

IS-100 and IS-200 are 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 by following the "Proceed to NETC Virtual Campus Logon" link.

Participant's new to NETC Virtual Campus may first take a brief tutorial instructing users 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-100, IS-100 for Law Enforcement, IS-100 for Public Works, and IS-200 by clicking on the "My Courses" button at the top of the page. Participants then select either course 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. Students may enroll in only one course at a time and students must complete IS-100 prior to enrolling in IS-200. 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:
  - a. IS-100 (general): <http://training.fema.gov/EMIWeb/IS/is100.asp>
  - b. IS-100 for Law Enforcement:  
<http://training.fema.gov/emiweb/IS/is100LE.asp>
  - c. IS-100 for Public Works:  
<http://training.fema.gov/emiweb/IS/is100PW.asp>
  - d. IS-200: <http://training.fema.gov/EMIWeb/IS/is200.asp>

Participants enroll in the course when they complete and submit the online answer sheet for the final exam. Course materials for all IS-100 courses are available by following the "Printable version of IS-100 (Self-Study Guide Link)" link. Course materials for IS-200 are available by following the "IS-200 Downloads for Classroom" link and downloading the student manual. Once participants review course materials, participants 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-100 and IS-200 training courses or materials. However, each department must allow adequate time for employees to complete the course. The average time to complete each 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, along with a link to the course completion certificate.

### **IS-300 and IS-400**

Both IS-300 and IS-400 courses are currently under development. OEM will notify all departments with course details when available. IS-100 and IS-200 are prerequisites for IS-300; IS-300 is a prerequisite for IS-400. Both IS-300 and IS-400 are advanced ICS courses.

### **IS-402**

IS-402 is currently under development. OEM will notify all departments with course details when available. IS-402 is an executive level course. IS-402 is intended to be a brief overview of ICS for executives. It can be used to brief new chief elected officials or at conferences, etc. It does not replace the completion of IS-700 or IS-800.

### **IS-700**

IS-700 is an introductory course explaining NIMS components, concepts, and principles. IS-700 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 by following the "Proceed to NETC Virtual Campus Logon" link.

Participant's new to NETC Virtual Campus may first take a brief tutorial instructing users 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, participants 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 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.

## **IS-800**

IS-800 is an introductory course explaining the NRP, including the concept of operations upon which the plan is built, roles and responsibilities of the key players, and the organizational structures used to manage these resources. The NRP provides a framework to ensure that we can all work together when our Nation is threatened.

IS-800 is available online through the website listed below. IS-800 is an online course requiring students to navigate through course materials.

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 by following the "Proceed to NETC Virtual Campus Logon" link.

Participant's new to NETC Virtual Campus may first take a brief tutorial instructing users 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-800 by clicking on the "My Courses" button at the top of the page. Participants then select IS-800 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, participants may access final exam questions and online final exam by following the "Download final exam questions" and "Take Final Exam" links from <http://training.fema.gov/emiweb/IS/is800.asp>.

There are no costs for the IS-800 training course or materials. However, each department must allow adequate time for employees to complete the 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, along with a link to the course completion certificate.

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## **SEMS Courses**

SEMS course materials are available at the State OES website:

<http://www.oes.ca.gov/Operational/OESHome.nsf/ALL/143C8AFE90AC7AA88256DF90073DFBE?OpenDocument>

Department instructors are to review course materials with students. Once participants review course materials, they may take the final exam. There are no costs for these training courses or materials. However, each department must allow adequate time for employees to complete the course. The average time to complete each course and associated examination is approximately three hours. Once students submit the final exam, the departmental instructor will issue certificates of completion.

### ***Alternative Training***

As an alternative to the online and department instructor-lead courses, OEM may provide classroom instruction, on a case by case basis, for all departmental personnel required to take this course. OEM will notify all departments with course details when available.

## AFTER ACTION/CORRECTIVE ACTION

### ***Introduction***

Corrective actions are an integral part of the preparedness activities in NIMS, which require corrective actions. AA/CA reports serve the following important functions:

- Provide a source for documentation of response and recovery activities.
- Identify problems and successes that occurred during emergency operations.
- Analyze the effectiveness of components of the SEMS/NIMS.
- Describe and defines a plan of action for implementing improvements, including mitigation activities.
- Essential to operational decision-making.
- May have implications for determining reimbursement eligibility.
- Are essential for the continual improvement of the emergency management system.

AA/CA reports (see below) are to be completed for all declared events, non-declared events, exercises, and training, or pre-identified planned events. The AA/CA requirements also include incorporating corrective actions into preparedness and response plans and procedures, training and exercises.

### ***NIMS Requirements***

County departments are to complete the following actions:

- Complete AA/CA reports for all declared and non-declared events, exercises, and training, or pre-identified planned events within 90 days of the close of the event.
- Incorporate corrective actions into preparedness and response plans and procedures, training and exercises.
  - Track the identified corrective action status through its completion or implementation, and document the completion date.
- Retain completed AA/CA reports for NIMS compliance verification.

## **Corrective Actions**

### **Identification of CA planning activities**

CA planning activities describe the actions that must be completed to alleviate the issue or problem identified. This will require a system or method of following through, or tracking, the identified corrective action to ensure its completion. Depending on the complexity and severity of the identified issue or problem in the AA/CA report, CAs could be briefly described in a matrix or may require the development of an integrated plan of action.

Regardless of the complexity, each AA/CA report should contain:

- Description of the system and method of tracking the CA, that is, spreadsheet, database, etc., that will be used to ensure implementation of the CA.
- Brief description of the issue or problem, and the needed corrective action or activity.
- Party or organization(s) responsible for completing the CA.
- Expected end product.
- Expected completion date.
- Funding source and justification of the need for funding in order to carry out CAs.
- Identification of cross-jurisdictional or multi-agency working groups needed to implement the CAs, if appropriate.

### **Tracking and Implementing Corrective Actions**

Implementation of CAs frequently require a significant amount of time and commitment that could continue well into the Recovery Phase. In some instances, the CA plans may require several years to fully implement. Responsible parties for each CA should track the CA activities to ensure the improvement or CA remedy has been completed.

All levels of SEMS are encouraged to formalize processes for follow-up on CAs as part of the SEMS/NIMS integration process.

### **Corrective Action Components**

Plans for improving and/or correcting items identified in the AA/CA report should address multiple areas. For each principal corrective action identified, include the following information:

- Issue Description (identified issue or problem).
- Description of corrective actions to be taken and/or recommendations.

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- Identify the SEMS level and function that connects with the CA.
- Assignments: Identify agencies/departments/ jurisdictions/ positions that would be involved with correcting the issue or problem .
- Associated costs and budget for carrying out corrective actions, if available .
- Timetable for completion of the identified corrective actions, if known.
- Follow-up responsibility (identify agencies/ jurisdictions/ positions that will be involved with following-up on or tracking the CA to completion, if known).
- Documentation to verify the CAs taken to completion.

### ***OEM Coordination of Input for Consolidated Countywide AA/CA Reports***

Following a declared disaster, OEM, in accordance with federal and state policies and procedures, will accomplish the following steps in order to facilitate timely completion of the countywide AA/CA reports and to provide assistance for local agencies with reporting requirements:

1. Notify the appropriate jurisdictions, agencies, and other interested parties of the countywide AA/CA reporting requirements and 90-day timeframe for submission of their AA/CA reports.
2. Establish a work group and work plan for developing the countywide AA/CA report.
3. Gather data for the countywide AA/CA report using a variety of methods, including, but not limited to workshops, hot-washes, interviews, and AA/CA reports from the appropriate agencies/departments, and jurisdictions.
4. Prepare a draft countywide AA/CA report that includes the proposed CAs and circulate it for review and comment among the appropriate interested parties. As part of this review process, cities and/or departments may be requested to obtain approval of their AA/CA report input from their agency/department, or branch for their component of the consolidated countywide AA/CA report.
5. Prepare a final AA/CA report using comments obtained during the review process. The final AA/CA report will be distributed both electronically and in hardcopy format to the appropriate interested parties. CAs will be shared with the emergency management community and strategies will be developed for implementing the CAs. Strategy development or event specific CA plans will be a collaborative effort among the organizations involved in an event

Note: A similar process will be followed for non-declared events, exercises, trainings, or pre-identified planned events, based upon OES' determination that an AA/CA report process is appropriate and would benefit emergency management in California. For federally funded exercises, OEM will follow applicable grant guidelines and conditions.

### ***AA/CA in Recovery Phase***

SEMS regulations call for identifying "Recovery activities to date." The Recovery activities listed in the AA/CA report are the likely areas that will fall within the 90-day scope.

### **Recovery Activities**

The description of Recovery Activities should include the following information:

- General background and description of recovery activities performed by participating agencies.
- Proclamation/Declaration process.
- Joint Field Office (description of locations and services offered to public).
- Damage Assessment (description of assessed damages).
- Safety Assessment Program activities.
- Public Assistance Programs (description of activities and services provided to government agencies that were adversely impacted by the disaster).
- Applicant Briefings.
- Individual Assistance Program (description of services/programs offered to individuals adversely affected by the disaster).
- Activation of Assistance Centers (description of services offered to public).
- Hazard Mitigation Program (description of services offered).

Based on the number of agencies involved in the response, recovery, and mitigation activities, those activities identified by participating agencies may be displayed in the body of the report, or they may be displayed in an attachment that delineates the information by each participating agency.

### ***Key AA/CA Definitions***

Key terms associated with the AA/CA reporting process are in the following table:

<b>TERMS</b>	<b>DEFINITION</b>
After Action Report (AAR)	In SEMS, a report required to be completed within 120 days after each declared disaster of public safety response and disaster recovery activities that results in a State of Emergency (ESA §8607 (1)). It documents an event, contains information regarding the event, and identifies areas needing improvement, or corrective actions (CA).
After Action Review / "Hot-wash"	A facilitated meeting with event participants designed to capture key aspects of an event, including "what went right" and "what needs improvement?"
Actions for improvement	Those actions that need to be carried out in order to remedy the identified problem areas. See "Corrective actions".
Corrective actions	Those actions taken to remedy issues or problems identified in the AAR as areas needing improvement.
Corrective Action Plan	Work plan or matrix that describes the corrective action to be taken, what agency is responsible for carrying out the CA, the expected outcome of the CA, and the expected timeframe for completion. The tracking mechanism utilized for CA implementation may also be described in the work plan or matrix.
Close of incident period	Determined by OES Director.
Disaster relief efforts	All emergency response and recovery efforts/activities
Pre-identified planned event	Anticipated and planned special events, such as a large community event that can be used as a training opportunity and/or exercise of emergency management disciplines.
Response	<p>Pre-Impact: When emergency managers are able to recognize the approach of a potential disaster, actions are taken to save lives and protect property.</p> <p>Immediate Impact: The phase during which emphasis is placed on saving lives, controlling the situation, and</p>

TERMS	DEFINITION
	<p>minimizing the effects of the disaster.</p> <p>Sustained: Assistance provided to victims of the disaster and the efforts that are made to reduce secondary damage.</p>
Recovery	<p>Recovery activities are those necessary to restore services and systems to a state of normalcy. Recovery actions include damage assessment and those necessary to return health and safety systems (e.g., water) and services (e.g., acute health care) to minimum operating standards. Various recovery activities are likely to be long-term and may continue for many years.</p> <p>For purposes of this guidance, Recovery will be limited to those initial recovery activities such as preliminary damage assessments, Safety Assessment Program activities and initial cost recovery activities, including documentation collection and preliminary analysis.</p> <p>Recovery activities, for purposes of this guideline, will include activities associated with the development of the</p> <ul style="list-style-type: none"> <li>• Initial Damage Estimates,</li> <li>• Proclamation/Declaration procedure implementation,</li> <li>• Establishment of the Local Assistance Centers,</li> <li>• Applicant briefings, and the</li> <li>• Transition and initial set up of the Joint Field Office.</li> </ul> <p>Other recovery activities may be included depending on the type and severity of the disaster, as well as the number of Operational Areas involved.</p> <p>Recovery activities not covered by the Statewide AAR</p>

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<b>TERMS</b>	<b>DEFINITION</b>
	will be included in a Supplemental AAR that will be developed at the close of the Joint Field Office (JFO).
Mitigation	Pre-event planning and other actions which lessen the effects of potential disasters.

## **Checklist: AA/CA Reports**

The AA/CA Checklist below may be used as a guide to assist County departments in addressing NIMS AA/CA compliance requirements for any declared state of emergency or non-declared event, training, exercise, or a pre-identified planned event. For purposes of the checklist, the term “event” will apply to any of these.

- Designate individual/team to initiate the entire AA/CA process for the event in accordance with ICS organizational structures, doctrine, and procedures, and to act as point of contact (POC) for the AA/CA process.

For DOC or CEOC activations, the following references to the Documentation Unit apply. For all other events, a less formal structure may be appropriate to carry out the AA/CA process.

- Designate a County Emergency Operations Center (CEOC) or Department Operations Center (DOC) Documentation Unit. Documentation Unit works under, and reports to, the Planning Section Chief.
- Documentation Unit Lead passes all event documentation to the AA/CA POC, the staff responsible for the development of the AA/CA Report.
- Identify all organizations involved in the event, exercise or training.
- Establish a reporting system to collect AA/CA information from all organizations involved in the event/exercise or training.
- Develop a timeline or work plan for completing the AA/CA Report.
- Develop an AA/CA Report Team, as necessary, to assist in the AA/CA Report development process.
- Determine the AA/CA Reporting mechanism that will be used for developing the AA/CA Report (AA/CA Report Survey or Briefing/Hot Wash Survey).
- Identify when and where AA/CA Hot Wash will occur and send out AA/CA Report survey form to those involved in the event.
- Conduct AA/CA Hot Wash involving all those activated in the event; document, collect all Hot Wash comments, and consolidate into one overall report.
- Send out AA/CA Report survey to those personnel who could not attend the AA/CA Hot Wash.
- Initiate development of the AA/CA Report using all the compiled information/data from the Hot Wash and the AA/CA Report surveys that were returned.
- Identify POC for each organization that will receive the AA/CA Report.
- Establish suspense dates throughout the process for completing and forwarding AA/CA Reports to meet compliance deadlines.
- For all events, complete departmental AA/CA reports within 90 days of the close of the event. This includes all declared events, non-declared events, exercises, and training, or pre-identified planned events.
  - o OEM: For declared events, OEM will forward the County’s AA/CA report to their respective OES Region within 90 days of the close of the event to meet SEMS requirements. OES Regions forward all AA/CA Reports to State OES HQ AA/CA

point of contact. OEM will request information from County departments, as appropriate, to assist in completing the County's AA/CA report.

- Develop a mechanism or planning tool that can be used for tracking identified corrective actions or lessons learned.
- Identify a POC responsible for tracking the corrective action to completion.
- Track the identified corrective action status through its completion or implementation, and document the completion date.
- Prepare the final AA/CA Report, obtain appropriate executive management approval.
- Retain completed AA/CA reports for NIMS compliance verification.

AA/CA reporting for federally funded exercises:

- For federally funded exercises follow the applicable grant guidelines/conditions for AA/CA reviews and improvement plans.
  - For Homeland Security funded exercises, complete an AA/CA Report and Improvement Plan within 60 days of the event and post on the Grants and Training secure portal, or attach the Word version of the AA/CA report to the portal, as directed.

## ***AA/CA Report***

The attached sample AA/CA report template may be used, or another format can be used as appropriate to the organization or as required by federal and/or state regulations.

The following nine step process to prepare the AA/CA report is recommended.

- Compile and sort by SEMS functions the information from surveys, critiques, and after action workshops.
- Review and analyze documentation based on SEMS functional areas.
- Evaluate lessons learned, areas needing improvement, corrective action recommendations, and use this information to develop proposed CAs.
- Prepare a draft AA/CA report and distribute to participants for review and comments.
- Incorporate reviewer's comments as appropriate to develop a final draft report.
- Redistribute the final draft to all previously identified reviewers for official approval.
- Review and incorporate final comments from reviewers.
- Prepare final AA/CA Report, obtain appropriate executive management approval, and forward the report to all participating state, local and tribal jurisdictions, impacted operational areas, private and volunteer organizations, OES Regions, and OES Headquarters, as appropriate.
- Retain completed AA/CA reports for NIMS compliance verification.

## **Sources of Documentation**

Documentation sources to assist in the completion of an AA/CA report include, but are not limited to:

- Planning function reports and forms
- Data from all functions of the emergency organization
- Action plans developed to support operational period activities
- Forms used in the SEMS field level Incident Command Systems
- Unit activity logs and journals
- Response Information Management System (RIMS) forms and locally developed forms/reports that support the RIMS forms
- Written messages
- Function and position checklists
- Public information and media reports
- FEMA-developed forms
- Exit interview or critique forms completed as personnel rotate out of a function.

- Critiques performed at various time frames during and after emergency operational activities. Critiques may be conducted informally or with more formal, structured workshops.
- Surveys distributed to individuals and organizations after the event which can be used either for direct input to the AAR or as a basis for workshop discussions.
- Research teams can gather information and write the applicable portions of the AA/CA report.
- Other AA/CA reports prepared by participating agencies and organizations may be utilized as a data gathering tool.

## AFTER ACTION/CORRECTIVE ACTION REPORT

for response to \_\_\_\_\_  
(Fill in name of event)

*(This AA/CA Report template can be used for a declared or non-declared event, training, exercise, and/or planned event).*

### GENERAL INFORMATION

Name of Agency	Text goes in text boxes below
Name of Agency	
Type of Agency*  * City, County, Operational Area (OA), State agency (State), Federal agency (Fed), special district, Tribal Nation Government, UASI City, non-governmental or volunteer organization, other (Select one)	
OES Admin Region (Coastal, Inland, or Southern)	
Completed by	
Position	
Phone number and email address	
Dates and Duration of event (When your agency began and ended response activities - using mm/dd/yyyy)	
Date report completed	
Type of event*  *Table top, functional, full scale, actual event, pre-identified planned event, training, class room training (Select one and enter the name of exercise or event)	
Hazard or Exercise Scenario*	

*Avalanche, Civil Disorder, Dam Failure, Drought, Earthquake, Fire (structural), Fire (Woodland), Flood, Landslide, Mudslide, Terrorism, Tsunami, Winter Storm, Other	
<b>EXERCISE/TRAINING OVERVIEW</b>	
<p><b>Mission</b> Brief overview of the event, major strengths demonstrated during the exercise, areas that require improvement.</p>	
<p><b>Event Overview</b> Describe the specific details of the exercise, how event or exercise was structured, how was event or exercise carried out.</p>	
<p><b>Hazard or Exercise Scenario*</b>  *Avalanche, Civil Disorder, Dam Failure, Drought, Earthquake, Fire (structural), Fire (Woodland), Flood, Landslide, Mudslide, Terrorism, Tsunami, Winter Storm, Other</p>	
Total Participants	
Number of agencies involved	
Lead/Host Agency	

**SEMS/NIMS FUNCTION EVALUATION**

**MANAGEMENT (Public information, Safety, Liaison, etc.)**

	<b>Satisfactory</b>	<b>Needs Improvement</b>
Overall Assessment of Function (check one)		

<b>If "needs improvement" please briefly describe improvements needed:</b>	
Planning	

Office of Emergency Management

Training	
Personnel	
Equipment	
Facilities	

**FIELD COMMAND (Use for assessment of field operations, if applicable)**

**Field Command Type (i.e. Fire, Law Enforcement, Shelter, etc.):**

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

**If “needs improvement” please briefly describe improvements needed:**

Planning	
Training	
Personnel	
Equipment	
Facilities	

**OPERATIONS (Law enforcement, fire/rescue, medical/health, etc.)**

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

**If “needs improvement” please briefly describe improvements needed:**

Planning	
Training	
Personnel	

Office of Emergency Management

Equipment	
Facilities	

**PLANNING/INTELLIGENCE (Situation analysis, documentation, GIS, etc.)**

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

<b>If “needs improvement” please briefly describe improvements needed:</b>	
Planning	
Training	
Personnel	
Equipment	
Facilities	

**LOGISTICS (Services, support, facilities, etc.)**

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

<b>If “needs improvement” please briefly describe improvements needed:</b>	
Planning	
Training	
Personnel	
Equipment	
Facilities	

**FINANCE/ADMINISTRATION (Purchasing, cost unit, etc.)**

	<b>Satisfactory</b>	<b>Needs Improvement</b>
Overall Assessment of Function (check one)		

<b>If “needs improvement” please briefly describe improvements needed:</b>	
Planning	
Training	
Personnel	
Equipment	
Facilities	

**AFTER ACTION REPORT QUESTIONNAIRE**

(The responses to these questions can be used for additional SEMS/NIMS evaluation)

<b>Response/Performance Assessment Questions</b>	<b>yes</b>	<b>no</b>	<b>Comments</b>
1. Were procedures established and in place for responding to the disaster?			
2. Were procedures used to organize initial and ongoing response activities?			
3. Was the ICS used to manage field response?			
4. Was Unified Command considered or used?			
5. Was your EOC and/or DOC activated?			
6. Was the EOC and/or DOC organized according to SEMS?			
7. Were sub-functions in the EOC/DOC assigned around the five SEMS functions?			
8. Were response personnel in the EOC/DOC trained for their assigned position?			
9. Were action plans used in the EOC/DOC?			
10. Were action planning processes used at the field response level?			
11. Was there coordination with volunteer agencies such as the Red Cross?			

12. Was an Operational Area EOC activated?			
13. Was Mutual Aid requested?			
14. Was Mutual Aid received?			
15. Was Mutual Aid coordinated from the EOC/DOC?			
16. Was an inter-agency group established at the EOC/DOC level? Were they involved with the shift briefings?			
17. Were communications established and maintained between agencies?			
18. Was the public alert and warning conducted according to procedure?			
19. Was public safety and disaster information coordinated with the media through the JIC?			
20. Were risk and safety concern addressed?			
21. Did event use ESFs effectively and did ESF have clear understanding of local capability?			
22. Was communications inter-operability an issue?			

**Additional Questions**

20. What response actions were taken by your agency? Include such things as mutual aid, number of personnel, equipment and other resources. Note: Provide statistics on number of personnel and number/type of equipment used during this event. Describe response activities in some detail.

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21. As you responded, was there any part of SEMS/NIMS that did not work for your agency? If so, how would (did) you change the system to meet your needs?

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22. As a result of your response, did you identify changes needed in your plans or procedures? Please provide a brief explanation.

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23. As a result of your response, please identify any specific areas needing training and guidance that are not covered in the current SEMS Approved Course of Instruction or SEMS Guidelines.

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24. If applicable, what recovery activities have you conducted to date? Include such things as damage assessment surveys, hazard mitigation efforts, reconstruction activities, and claims filed.

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**NARRATIVE**

Use this section for additional comments.

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**POTENTIAL CORRECTIVE ACTIONS**

Identify issues, recommended solutions to those issues, and agencies that might be involved in implementing these recommendations. Address any problems noted in the SEMS/NIMS Function Evaluation. Also indicate whether issues are an internal agency specific or have broader implications for emergency management (Code I= Internal; R=Regional, for example, OES Mutual Aid Region, Administrative Regions, geographic regions, S=Statewide implications)

Code	Issues or Problem Statement	Recommended Solution	Agency(s)/Departments to be involved


**OES - EMAC/SEMS After Action Survey**

*NOTE: Please complete the following section ONLY if you were involved with EMAC related activities.*

Did you complete and submit the on-line EMAC After Action Survey form?

\_\_\_\_\_

Have you taken an EMAC training class in the last 24 months?

\_\_\_\_\_

Please indicate your work location(s) (State / County / City / Physical Address):

\_\_\_\_\_

\_\_\_\_\_

Please list the time frame from your dates of service (Example: 09/15/05 to 10/31/05):

\_\_\_\_\_

\_\_\_\_\_

Please indicate what discipline your deployment is considered (please specify):

\_\_\_\_\_

\_\_\_\_\_

Please describe your assignment(s):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Questions:**

You may answer the following questions with a “yes” or “no” answer but if there were issues or problems, please identify them along with recommended solutions, and agencies that might be involved in implementing these recommendations.

	<b>Questions</b>	<b>Issues or Problem Statement</b>	<b>Recommended Solution</b>	<b>Agency(s) / Departments to be involved</b>
1	Were you familiar with EMAC processes and procedures prior to your deployment?			
2	Was this your first deployment <b>outside</b> of California?			
3	Where your travel arrangements made for you? If yes, by whom?			
4	Were you fully briefed on your assignment prior to deployment?			
5	Were deployment conditions (living conditions and work environment) adequately described to you?			
6	Were mobilization instructions clear?			
7	Were you provided the necessary tools (pager, cell phone, computer, etc.) needed to complete your assignment?			
8	Were you briefed and given instructions upon arrival?			
9	Did you report regularly to a supervisor during			

	<b>Questions</b>	<b>Issues or Problem Statement</b>	<b>Recommended Solution</b>	<b>Agency(s) / Departments to be involved</b>
	deployment? If yes, how often?			
10	Were your mission assignment and tasks made clear?			
11	Was the chain of command clear?			
12	Did you encounter any barriers or obstacles while deployed? If yes, identify.			
13	Did you have communications while in the field?			
14	Were you adequately debriefed after completion of your assignment?			
15	Since your return home, have you identified or experienced any symptoms you feel might require "Critical Stress Management" (i.e., Debriefing)?			

**Please identify any additional issues or problems below:**

	Issues or Problem Statement	Recommended Solution	Agency(s) / Department s to be involved

**Additional Questions**

Identify the areas where EMAC needs improvement (check all that apply):

- Executing Deployment
- Command and Control
- Logistics
- Field Operations
- Mobilization and Demobilization

Comments:

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Identify the areas where EMAC worked well:

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Identify which EMAC resource needs improvement (check all that apply):

- EMAC Education
- EMAC Training
- Electronic REQ-A forms
- Resource Typing
- Resource Descriptions
- Broadcast Notifications
- Website

Comments:

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As a responder, was there any part of EMAC that did not work, or needs improvement? If so, what changes would you make to meet your needs?

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Please provide any additional comments that should be considered in the After Action Review process (use attachments if necessary):

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**Report reviewed/approved by:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## **NON-GOVERNMENTAL ORGANIZATIONS & VOLUNTEER/SERVICE PROGRAMS**

### ***NIMS Requirements***

For both to be fully effective, non-governmental organizations (NGOs) and volunteer/service programs (VSPs) must be integrated with government emergency management during all emergency management phases and at all levels.

NGOs and VSPs are a valuable source of information, resources, and expertise, particularly with issues such as: Special needs populations; language and cultural diversity; coordination of volunteer resources; and management of unsolicited donations. Many of these organizations have the ability to take on specific roles that can be relied on if appropriate training, resources, and activation protocols are provided.

### ***Checklist: Volunteer/Service Programs & Non-Governmental Organizations***

The checklist below may be used as a guide to assist County departments in addressing NIMS compliance requirements for NGOs and VSPs.

- Consider:
  - NGO and VSP representatives as part of an emergency or disaster council or committee;
  - Initiate and form partnerships with NGOs and VSPs.
- Update organization charts for emergency or disaster councils or committees in formal documentation and inclusion in the Emergency Operations Plan (or equivalent notes) to include NGOs and VSPs.
- In an updated Emergency Operations Plan identify how NGOs and VSPs are included in the NIMS response structure at the state level.
- By action:
  - Show invitation to NGOs and VSPs to programs that promote education on NIMS;
  - Show letter or other documentation that supports willful communication with these organizations to become educated on NIMS; and,
  - Show letter or other documentation that informs these same organizations to reach out to the NIMS web site and take IS 700 and 800.

- ❑ Establish or update agreements to reflect integration of NGO and VSP resources. Include notes on use of the NIMS protocols in response.
- ❑ Establish or update memoranda of understanding with NGO and VSP resources. Include notes on the use of the NIMS protocols in response.

### ***California-Specific Program Guidance***

The goal in this area is to develop a bi-directional process that includes the appropriate SEMS/NIMS protocols to ensure integration of personnel, resources, and information from NGOs and VSPs into emergency management and ensure effective coordination before, during and after response to an event.

- NGO and volunteer and national service personnel are to be integrated in the emergency response program in all phases of emergency management: preparedness, mitigation, response, and recovery.
- NGO and volunteer and national service sector personnel and resources provide response capabilities, not just logistical support.
- NGO and volunteer and national service sector personnel are to be included in the decision-making process at all levels of response, e.g., in the appropriate liaison, agency representative, multi-agency and operations roles.

Even without specific requirements, the recommendation is to integrate NGOs and VSPs as aggressively as possible. Integration strategies may include:

- Planning for the coordination of volunteer resources with a Volunteer Center or other organization or agency;
- Planning for management of unsolicited donations with Voluntary Organizations Active in Disaster (VOAD) and faith-based organizations; and,
- Coordination with 2-1-1 or Information and Referral Provider for compiling and disseminating information about community resources.

### ***Non-Governmental Organizations (NGOs)***

This large catchall category includes all nonprofit organizations and some proprietary businesses. For the purpose of this guidance, corporations and most businesses are part of the Private Sector and excluded from the NGO category.

- *Voluntary Organizations:* Also known as nonprofit organizations. Collectively, on a day to day basis, these organizations meet a variety of social needs in their respective communities. When a disaster strikes, many will respond.
- *American Red Cross:* A national voluntary organization that provides relief to victims of disasters and helps people prevent, prepare for and respond to

emergencies. Services include Disaster Welfare Inquiry, Family Assistance and Mass Care. Organized with both state and local chapters. See [www.redcross.org](http://www.redcross.org)

- *Community-Based Organizations:* Nonprofit organizations that serve the community and are further characterized by their service to specific groups of people, e.g., people with disabilities. Typically will respond at the time of a disaster to meet the needs of their clients and often an expanded clientele.
- *Faith-Based Organizations:* Predominantly national networks that provide assistance to disaster-affected communities, often sending teams from one part of the country to another. Most are affiliated with National VOAD (Voluntary Organizations Active in Disaster). See [www.nvoad.org](http://www.nvoad.org)
- *Information and Referral Providers:* Help people in need with information about community resources. They vary in size and hours of operation. Some specialize in a particular topic area, such as services for seniors. See [www.cairs.org](http://www.cairs.org)
- *2-1-1 Providers:* General information and referral providers that operate 24/7 on a county-wide basis. Only one can be designated per county. Are required to provide services during a disaster and to coordinate with local emergency service providers. Not yet available in every county. See [www.cairs.org](http://www.cairs.org)
- *Residential Care Facilities:* Board and care homes and other residential facilities for children, youth, seniors and people with disabilities. May be either proprietary or nonprofit.
- *Volunteer Centers:* Year-round local clearinghouses for recruiting and referring volunteers to agencies and organizations that need help. Many are prepared to implement this function in a disaster and some are already integrated with local government. Not available in all counties. Served by a state association, California Association of Volunteer Centers. See [www.volunteercentersca.org](http://www.volunteercentersca.org)

## ***Volunteer/Service Programs***

Volunteer/service programs are of two general types: national and community service programs and state or local volunteer programs. Some are fully government-funded and government-run. Others are founded on partnerships between government agencies and non-governmental organizations.

### **National and Community Service Programs**

Funded at the federal level and coordinated locally, these programs are designed to solve community problems and strengthen communities. Each sponsoring agency recruits service members who generally serve full-time for one year.

- *AmeriCorps\* State and National*: Makes grants to public and nonprofit organizations that sponsor service programs around the country. These groups recruit and train AmeriCorps members to meet critical community needs in education, public safety, health, and the environment. Over 60,000 members will serve in California this year. A few programs, such as Fresno Safe and Proud Neighborhoods and the AmeriCorps Local Readiness Teams Project focus on homeland security, disaster preparedness, and emergency management. See [http://www.csc.ca.gov/programs/ac\\_directory.asp](http://www.csc.ca.gov/programs/ac_directory.asp)
- *AmeriCorps \*VISTA (Volunteers in Service to America)*: Provides full-time members to nonprofit, faith-based and other community organizations, and public agencies to create and expand programs that bring low-income individuals and communities out of poverty. While emergency response is not the predominant focus of most programs, many VISTA members have helped in preparedness and response for local disasters. California has several hundred active VISTA members. See <http://www.nationalservice.gov/about/contact/stateoffices.asp>
- *AmeriCorps \*National Civilian Community Corps (NCCC)*: A full-time, team-based, residential program for men and women ages 18–24 designed to strengthen communities and develop leaders. In partnership with nonprofit organizations, state and local agencies, and faith-based and other community groups, members complete service projects focused on homeland security, public safety, public health and disaster relief. NCCC teams have extensive experience in actual disasters. See <http://www.americorps.gov/about/programs/nccc.asp>
- *Senior Corps*: Through grants and other resources—including the energy and efforts of citizens age 55 and over—Senior Corps helps local nonprofits, faith-based organizations and public agencies carry out their missions. Senior Corps funded programs are the following: [Foster Grandparents](#) connects volunteers age 60 and over with children and young people with exceptional needs. The [Senior Companion Program](#) brings together volunteers age 60 and over with adults in their community who have difficulty with the simple tasks of day-to-day living. The Retired and Senior Volunteers Program ([RSVP](#)) offers "one stop shopping" for all volunteers 55 and over who want to find challenging, rewarding, and significant service opportunities in their local communities. Some programs have assisted in disaster preparedness, relief and recovery. See <http://www.seniorcorps.gov/about/programs/index.asp>
- *Service-Learning Program*: K-12 schools, community colleges, California state universities (<http://www.calstate.edu/csl/>), and University of California campuses offer students community service opportunities connected to their academic/vocational courses. Service-learning opportunities include emergency management, disaster preparedness and recovery, and public safety. Students provide 10-80 hours of service in a semester.

## **Citizen Corps State and Local Volunteer Programs**

Citizen Corps is a national model for bringing together leaders from the relevant sectors of a given city or county to help make the community safer, stronger and better prepared. California has a state Citizen Corps Council and numerous local Citizen Corps Councils ([www.csc.ca.gov](http://www.csc.ca.gov)). Citizen Corps also includes a number of programs, the following of which are relevant to this discussion:

- *Community Emergency Response Teams (CERT)*. Typically administered by local fire departments, CERT offers training to citizens on fire suppression, light search and rescue and other skills that help them be better prepared to help themselves, their families and their neighbors in emergencies.
- *Medical Reserve Corps*: Local sponsors of Medical Reserve Corps teams train volunteers to assist the emergency medical response community during large-scale emergencies. Team members can also help meeting pressing public health needs throughout the year. Volunteers include currently practicing and retired healthcare professionals.
- *Volunteers in Police Service (VIPS)*: Administered by police departments. Provides training for volunteers so they can perform administrative and non-intervention policing activities, thus freeing up law enforcement professionals for frontline duty.
- *Other State and Local Volunteer Programs*: Key volunteer programs of great value to government are RACES and other amateur radio operator groups that assist with emergency communications in most jurisdictions in California. There are myriad other types of volunteer programs, some independent (e.g., Marin County Bicycle Coalition), some affiliated with a voluntary organization (e.g., American Red Cross Disaster Action Teams), and some affiliated with other types of organizations (e.g., corporations). Any or all of these could be affiliated with local or state government for purposes of assisting at the time of a disaster. A number of cities and counties have in-house volunteer programs that recruit and place volunteers within the jurisdiction's departments and programs. Staff of these in-house programs are beginning to be tapped for integration with the jurisdiction's emergency management program, in particular for assistance with coordination of volunteer resources.

## **Networks of Voluntary Organizations and Volunteer Programs**

A key shortcut to contacting many voluntary organizations and volunteer/service programs is through existing networks. A few types are listed below:

- *Individual Voluntary Organizations*: The American Red Cross is based on a national network of state and local chapters. The user should contact the level that most closely matches the user's geographical area. Other types of organizations that are

part of national networks are The Salvation Army; food banks (Second Harvest Food Banks), and humane societies (United States Humane Society). Information and referral services in California are linked by a state network (CAIRS) and a national network (AIRS). Volunteer Centers are linked through the CA Association of Volunteer Centers and nationally through the Points of Light Foundation.

- *Voluntary Organizations Active in Disaster (VOAD):* National VOAD (NVOAD), a member organization of major voluntary disaster relief organizations in the United States, is designed to enhance communication and coordination. A key value of the VOAD model is that members of the disaster relief community meet and communicate before the next disaster strikes. While the American Red Cross is a strong and visible member of NVOAD, most members are faith-based and include The Salvation Army, Lutheran Disaster Services and Church World Service. FEMA is an associate member. See [www.nvoad.org](http://www.nvoad.org).

NVOAD has a network of state VOAD chapters that cover 56 states and US territories. California is unique in having two state-level VOADs—Southern CA VOAD and Northern CA VOAD. When a large-scale disaster occurs, the state VOAD serving the affected area convenes one or more resource coordination meetings of its members and other cooperating agencies. The state VOAD also assists with launching and managing long-term recovery committees in communities that need them. California has a number of local VOADs. Most are county-based.

- *Interagency Disaster Collaborative Groups:* These county-based interagency networks, such as Collaborating Agencies Responding to Disasters (CARD), developed in the San Francisco Bay Area in response to the Loma Prieta Earthquake. They focus principally on preparedness for community-based organizations that serve vulnerable populations and on providing a bridge between these organizations and local government. Unlike most local VOADs, they have funding and paid staff. See [www.preparenow.org](http://www.preparenow.org).
- *Volunteer/Service Programs:* Among the family of volunteer/service programs are numerous networks, of which the following are examples. AmeriCorps programs in California are linked through the California Service Corps (<http://www.csc.ca.gov/index.asp>). City and county government in-house volunteer programs have a national network—NAVPLG.org.

### ***Placement of Voluntary Organizations and Volunteer Programs in the Emergency Response Organization***

The location of NGOs and VSPs in a jurisdiction's emergency response organization may vary, depending on whether the NGO or VSP in question has a pre-existing relationship with the government or represents a "new" resource. This placement varies as follows:

- For new (in other words, spontaneous) volunteers and VSPs that do not have a pre-existing agreement or understanding with the jurisdiction, the appropriate portal is the Personnel/Volunteer Coordination branch in Logistics.
- NGOs that represent new resources and that do not have a pre-existing agreement or understanding with the jurisdiction should report to the jurisdiction’s appropriate Liaison Officer in the Command section.
- There is not a standard location for NGOs and VSPs that do have a pre-existing agreement or understanding with the jurisdiction, or that are already integrated with the emergency management structure.

**Strategies for Integration of NGOs and Volunteer/Service Programs (Chart)**

The chart below lists a number of suggested strategies for user groups to implement NGO and Volunteer/Service Program (VSP) integration. They are grouped under the phases of emergency management.

<b>LOCAL GOVERNMENT STRATEGIES</b>
<b>Preparedness</b>
NGOs/VSPs participate in planning and oversight groups, e.g., EMAs, Disaster Councils
NGOs/VSPs partner with government for coordination of volunteer resources
NGOs/VSPs partner with government to encourage/facilitate CBO preparedness
Government requires community-based organization (CBO) grantees/contractees to be prepared
Government provides training and other technical assistance to NGOs/VSPs
NGOs/VSPs and local government help plan and participate in each other’s exercises; roles for VPs/VOs and government are written into each other’s exercises
NGOs/VSPs written into government emergency operations plans
Government written into NGO/VSP plans
There are written agreements/MOUs/contracts between government and NGOs/VSPs
There is guidance for local government and tribal organizations on planning for vulnerable populations and working with the CBOs that serve them
Local government considers financial support for NGO/VSP activities in preparing for and/or responding to disaster incidents
Government partners with NGOs/VSPs to collect and maintain records of locations of seniors and other vulnerable populations to facilitate future special responses to these people

NGOs/VSPs train local agencies, groups and individuals to purchase and maintain essential survival supplies for a minimum of 72 hours
NGOs/VSPs recruit and train volunteers and affiliate them with disaster response agencies
NGOs/VSPs train special populations and their caretakers to prepare themselves for independent survival for at least 72 hours
<b>Response</b>
Government partners with State VOAD and the American Red Cross to convene a post-disaster resource coordination meeting in the affected area
NGOs (e.g., American Red Cross, Volunteer Center, Information & Referral Provider) have seats in government EOCs
2-1-1 providers partner with government to provide information to the public about how and where to get assistance
<b>Recovery</b>
Government partners with state and local VOADs to launch long-term recovery committees
Government partners with NGOs to provide short-term recovery housing
<b>Mitigation</b>
Government VSP volunteers install smoke detectors in homes of elderly and disabled people
Government partners with NGOs/VSPs to create tool lending libraries for assisting CBO facility mitigation

## ***NGO & VSP Trends and Issues***

### **NGO and VSP Capacity and Funding**

NGOs and VSPs do not have unlimited capacity. While many may embrace playing a disaster role in coordination with government, staff time and resources may be scarce. Government needs to be aware of fund and time limitations and consider reimbursement of travel and maintenance expenses for their nonprofit partners. When tapping an NGO or VSP for a response role, government should consider either a contract or agreement through which cost recovery is possible.

### **NGO and VSP Activation**

In planning to partner NGOs for a response role, activation protocols and procedures must be clarified, especially if cost recovery is an issue. Related to this concern is

having points of contact for each other. This requires exchanging contact lists for each organization and keeping them up to date.

### **Developing Relationships**

Considering the quantity of needs and the number of NGOs and VSPs a jurisdiction may wish to involve, government will have to work strategically. Initial steps might include prioritizing planning issues; identifying NGO/VSP networks; and speaking with organizations with which the jurisdiction already has a relationship.

## PRIVATE SECTOR

### ***Introduction***

County departments are to ensure integration of personnel, resources, and information from private sector businesses and organizations into the public sector emergency management system and enhance effective coordination before, during, and after response to an event. This effort addresses an area that has received limited resources for inclusion in the existing SEMS. By involving the private sector in the development of these processes, full integration should be enhanced.

### ***California-Specific Program Guidance***

The following general guidance for private sector includes:

- Include private sector personnel in all phases of emergency management: preparedness, response, recovery and mitigation.
- Include private sector personnel and resources in response capabilities, not just logistical support, at all five SEMS levels.
- Include methods for the private sector to provide input in the decision-making process at all levels of response, e.g., in the appropriate liaison, agency representative, multi-agency and operations roles.
- Jurisdictions should evaluate the emergency service ordinance regarding inclusion of the private sector into the local disaster council, emergency management council, and planning arena.

### ***Checklist: Private Sector***

The checklist below may be used as a guide to assist County departments in addressing NIMS compliance requirements relating to the private sector.

- Consider including:
  - Consider including private sector representatives as part of the emergency or disaster council or committees.
  - Update organization charts for emergency or disaster council or committees in formal documentation and inclusion in the Emergency Operations Plan (or equivalent documents).

- In an updated Emergency Operations Plan identify how the private sector is included in the NIMS response structure at the field, city and county level.
- Suggested action:
  - Show invitation to outside associations, utilities, NGO and private sector groups to programs that promote education on the use of NIMS in this jurisdiction's emergency management program.
  - Show letter or other documentation that supports willful communication with these same groups to become educated on NIMS and the jurisdiction's plans to integrate private sector emergency response efforts with that of the jurisdiction's public sector response efforts.
  - Show letter or other documentation that encourages these same groups to reach out to the NIMS web site and take recommended training courses.
- Establish or update assistance agreements to reflect integration of private sector resources. Include notes on use of the NIMS protocols in response.
- Establish or update memorandums or memos of understanding with local private resources. Include notes on the use of the NIMS protocols in response.

## INTEROPERABILITY

### ***Introduction***

It has become increasingly clear to the public safety community that communications and interoperability cannot be solved by any one entity alone. The solution will require a partnership among public safety organizations at all levels and the communications industry in its various forms. The collaborative effort will be necessary to address, among other items:

- Legacy equipment issues
- Limited funding to replace outdated systems, and
- Inadequate radio spectrum (channels or frequencies)

Common communications and data standards and related testing and compliance mechanisms are fundamental to NIMS. Standardized communications during an incident are essential and NIMS prescribes interoperable communications systems for both incident and information management. Emergency responders and managers across all agencies and jurisdictions must have a common operating picture for a more efficient and effective incident response. Effective communications outside the incident structure, between other levels of government and between government and private entities, for resources and other support is also enhanced by adherence to such standards. Although much progress has been made in these areas, much more work remains to be done. Additional progress toward common communications and data standards and systems interoperability will be accomplished over time through a sustained collaborative effort facilitated by the NIMS Integration Center.

### ***NIMS Requirements***

County departments are, to the extent permissible by state and local law, ensure that relevant national standards and guidance to achieve equipment, communication, and data interoperability are incorporated into state and local acquisition programs.

## ***Checklist: Interoperability***

The checklist below may be used as a guide to assist County departments in addressing NIMS compliance requirements relating to interoperability.

### **Voice Communications**

Much work has been done by SAFECOM and its federal partners in defining the requirements that public safety agencies should adopt. More specifically, the California Statewide Interoperability Executive Committee (CALSIIEC) and the Public Safety Radio Strategic Planning Committee (PSRSPC) endorse the “Statement of Requirements for Public Safety Wireless Communications and Interoperability” released by the Department of Homeland Security. It is the Committees’ recommendation that any public safety communications equipment purchased by agencies within the State follow the Statement of Requirements document released by SAFECOM.

In accordance with the Urban Area Security Initiative (UASI) guidance for funding, UASI cities were required to adopt a Tactical Interoperable Communication Plan. All ten identified California UASI cities are in the final stages of complying with this requirement. Over the next several years these plans will be developed for the balance of the state.

- ❑ Establish standard and consistent terminology (in plain English) across the public safety sector.
- ❑ Accomplished compliance with the National SAFECOM standard of Requirements.
- ❑ Produce a Tactical Interoperable Communications Plan (TICP) in conjunction with agency’s immediate Mutual Aid Partners. (Currently, only required for UASI cities. UASIs receiving grant funding from DHS were required to submit their TICP to DHS by May 1, 2006.)
- ❑ Document the use of state managed mutual aid and interoperability frequencies is properly documented by Letters of Agreement with DGS and/or OES.
- ❑ Use of state managed mutual aid and interoperability frequency is in compliance with the following applicable plans:
  - Statewide Mutual Aid Radio System Plan (SMARS)
  - California Law Enforcement Mutual Aid Radio System Plan (CLEMARS)
  - California On-Scene Emergency Coordination Radio Plan (CALCORD)
  - FIRESCOPE VHF Radio 32 Channel Plan

### **Emergency Alert & Warnings Communications**

- ❑ Ensure Emergency Alert and Warning Programs are in compliance with local and State Emergency Alert System Plans.
- ❑ Ensure that Emergency Alert and Warning Programs make use of the Emergency Digital Information Service.

## ***California-Specific Program Guidance***

The ability of California's public safety agencies to communicate with each other and share information electronically during emergencies is limited because of the different systems used by the various responding agencies. The resolution of these problems is generally described in the term interoperability.

The NIMS implementation throughout state, relative to interoperability, will occur through the CALSIEC and the PSRSPC Committees collaboration, community outreach and strategic planning reports.

### **Data Interoperability**

California Response Information Management System (RIMS), an internet based system used for real-time reporting of emergency response information, among the five levels of government and five functional areas of emergency management, was designed based on the Incident Command System. The result is that RIMS provides for cross communication among the levels of government and emergency management functional areas in compliance with the NIMS standards.

As referenced above, the RIMS system is structured in accordance with the standard incident management organization of five functional areas -- command, operations, planning, logistics, and finance/administration -- for management of all major incidents. To ensure further coordination, and during incidents involving multiple jurisdictions or agencies, the principle NIMS concepts have been incorporated into RIMS. The NIMS structure of a unified command supports coordination efforts of many jurisdictions, and assures joint decision making regarding strategies, plans, priorities, and public communications. Thereby, RIMS also supports the NIMS preparedness measures including: planning, training, exercises, mission resource requesting and tasking, and publication management.

### ***Voice Communications***

In the area of voice communications, local and state agencies either have obsolete communication equipment or have invested in communication systems for local/regional use with little planning for statewide collaboration. This highly visible voice interoperability issue continues to be examined by the two key radio communication committees led by OES, the CALSIEC, representing various levels of government and tribal nations, and the Public Safety PSRSPC, made up of key state agencies.

### **CALSIEC**

The CALSIEC develops and maintains the agreements that define practices for the use of interoperability channels. It functions as part of the SEMS/NIMS. CALSIEC was established and operates under a Federal Communications Commission charter to the

states to administer that portion of the 700 MHz band designated as interoperability spectrum. California already had an existing structure in OES to administer other existing state and federally designated interoperability spectrum within the context of the Master Mutual Aid system. Building on that structure, the Director of OES chartered CALSIEC in 2003 to combine existing efforts and to provide a single body to administer all interoperability spectrum in California.

CALSIEC's structure follows the model recommended by the FCC. The recommendations recognized California's then-existing methods of administering the state's mutual aid channels, such as the California Law Enforcement Mutual Aid Radio System (CLEMARS) Executive Committee as examples of successful collaborations of local, state, and federal agency representation.

## **PSRSPC**

The PSRSPC was established by the Public Safety Communications Act of 2002 (Government Code section 8592 et seq.). The PSRSPC was established as a state government committee to address the issue of state agency public safety communications system modernization, and to promote interoperability.

The following state agencies are members of the PSRSPC:

- The California Highway Patrol
- The Department of Corrections
- The Department of Fish and Game
- The Department of Forestry and Fire Protection
- The Department of General Services
- The Department of Justice
- The Department of Parks and Recreation
- The Department of Transportation
- The Department of Water Resources
- The Emergency Medical Services Authority
- The Governor's Office of Emergency Services
- The Governor's Office of Homeland Security

(Note: The list of agencies may change based on Legislative action.)

In order to achieve the objectives of the Public Safety Communications Act of 2002, the Committee has gathered information on existing public safety communications and related collaborative efforts. PSRSPC has also heard from several local and regional programs and professional organizations representing public safety interests.

Both the CALSIEC and PSRSPC Committees will facilitate with the integration of NIMS requirements throughout state, while working towards improving California's interoperability capabilities. The committees will be reviewing and updating previous work efforts in this area, and will be developing a process for forward migration to meet the needs of California's public safety agencies.

## Emergency Alert and Warning

An acceptable communication alert and warning system requires the ability to communicate in a disaster and effectively warn the public. Communications interoperability and redundancy standards are critical to a system's success. An emergency alert and warning program requires emergency operations plans, standard operating procedures, checklists, and instructional guides, as they relate to various hazards in the identified jurisdiction. A training and exercise program for emergency management/response personnel and public officials is necessary in accordance with NIMS requirements. To successfully disseminate information to the public before, during and after a disaster event, a crisis communication and information systems should follow the NIMS model, which includes system standards, operating plans and procedures, as well as training and exercise programs.

In California, Local Emergency Communications Committees and a Statewide Emergency Communications Committee help manage the relationships among government agencies and the electronic media to ensure prompt public alerts and warnings.

### ***Supplemental Material***

The following links provide members of the public safety community and other constituents with information and resources to help them meet their communications and interoperability needs. The resources available through these linked web pages contain comprehensive information on topics relevant to public safety communications and features best practices that have evolved from real-world situations.

- *Data Interoperability Website*

Response Information Management System (RIMS) -

<http://www.oes.ca.gov/Operational/OESHome.nsf/978596171691962788256b350061870e/796532464bd18e7888256b3500619ac2?OpenDocument>

- *Emergency Alert and Warning Websites*

Emergency Management Accreditation Program – <http://www.emaponline.org>

Emergency Digital Information System - <http://www.edis.oes.ca.gov/>

Emergency Alert System – <http://eas.oes.ca.gov>

- *SAFECOM Program*

SAFECOM Program - <http://www.safecomprogram.gov/SAFECOM/>

SAFECOM Interoperability Planning Methodology -  
[http://www.safecomprogram.gov/SAFECOM/library/interoperabilitycasestudies/1223\\_statewidecommunications.htm](http://www.safecomprogram.gov/SAFECOM/library/interoperabilitycasestudies/1223_statewidecommunications.htm)

SAFECOM Interoperability Continuum Overview -  
<http://www.safecomprogram.gov/SAFECOM/tools/Continuum/continuum.htm>

SAFECOM Interoperability Continuum Brochure -  
[http://www.safecomprogram.gov/SAFECOM/library/interoperabilitybasics/1190\\_interoperabilitycontinuum.htm](http://www.safecomprogram.gov/SAFECOM/library/interoperabilitybasics/1190_interoperabilitycontinuum.htm)

SCIP Statewide Communications Planning Overview -  
<http://www.safecomprogram.gov/SAFECOM/tools/scip.htm>

SCIP Methodology (Virginia Planning Process) -  
<http://www.safecomprogram.gov/NR/rdonlyres/9628BE4B-E7A5-4F1B-9179-2CFCF2653CA9/0/SCIPMethodology.pdf>

SAFECOM Statement of Requirements (SoR) for Public Safety Communications  
- [http://www.safecomprogram.gov/NR/rdonlyres/A1118073-1B21-42DC-941F-C9DB26F4DBEF/0/PSCI\\_Statement\\_of\\_Requirements\\_v1\\_0.pdf](http://www.safecomprogram.gov/NR/rdonlyres/A1118073-1B21-42DC-941F-C9DB26F4DBEF/0/PSCI_Statement_of_Requirements_v1_0.pdf)

- *U. S. Department of Homeland Security*

*DHS Home* - <http://www.dhs.gov>

*DHS Structure and Organization* -  
[http://www.dhs.gov/dhspublic/theme\\_home1.jsp](http://www.dhs.gov/dhspublic/theme_home1.jsp)

*DHS Information Bulletins* - <http://www.ojp.usdoj.gov/odp/docs/bulletins.htm>

- *Federal Communications Commission*

*Public Safety Home* - <http://wireless.fcc.gov/publicsafety/>

*700 MHz Interoperability* -  
<http://wireless.fcc.gov/publicsafety/700MHz/interop.html>

*National Coordination Committee* - <http://wireless.fcc.gov/publicsafety/ncc>

- *FCC Planning Regions in California*

*Region 5 (Southern California) (700 MHz information in the "Documents" section)*  
- <http://www.cpra.org/resourcecctr.htm>

*Region 6 (Northern California) -*

<http://wireless.fcc.gov/publicsafety/700MHz/regions/region6.html>

- *National Public Safety Telecommunications Council*

*NPSTC Home -* <http://www.npstc.org/>

- *California Statewide Interoperability Executive Committee*

*California Statewide Interoperability Executive Committee (CALSIEC) -*

<http://www.calsiec.org/>

- *California's Public Safety Radio Strategic Planning Committee*

*California's Public Safety Radio Strategic Planning Committee (PSRSPC) -*

<http://psrspc.ca.gov/>

*ICS should be exercised, trained upon, and fully integrated as part of California's comprehensive interoperability landscape.*

## **PUBLIC INFORMATION**

### ***Introduction***

The SEMS provides for a structural method of sharing emergency or disaster related public information in a coordinated, accurate, and timely manner. This system of passing along coordinated public information through the Public Information Officer (PIO) is an established part of California emergency management. The SEMS structure identifies the PIO as part of Command/Management at the Incident Command Post (ICP) or Emergency Operations Center (EOC), respectively. In the Incident Command System the PIO reports directly to the Incident Commander. The PIO serves as the primary point of contact between the EOC or the ICP and the media and the public. The PIO will prepare information releases, brief media representatives, and provide for press conferences. Normally, the PIO function will also oversee the Rumor Control activity.

In emergencies and disasters involving multiple jurisdictions and federal responders, a Joint Information Center (JIC) may be established to coordinate information releases from a central point in close proximity to the incident.

### ***NIMS Requirements***

County departments must implement processes, procedures, and/or plans to communicate timely, accurate information to the public during an incident through a Joint Information System (JIS) and JIC.

### ***Checklist: Public Information***

The checklist below may be used as a guide to assist County departments in addressing NIMS compliance requirements relating to public information.

- Implement processes, procedures, and/or plans to communicate timely, accurate information to the public during an incident through a Joint Information System and JIC.
- Establish through procedures, standard operating procedures (SOPs), and executive direction, a Public Information position and respective duties for CEOC/DOC activation.

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- ❑ Ensure departments include in their plans, procedures, and field response guides, an Information Officer position and essential duties.
- ❑ Revise plans and procedures to ensure that a JIC representative is identified with defined scope of authority and procedures.
- ❑ Ensure that the agency's Public Information are coordinated but not subsumed by an activated JIC.
- ❑ Ensure Public Information Officer and staff receive training and refreshers appropriate to their position.

OEM-specific guidelines include:

- ❑ Ensure that Public Information follows SEMS procedures and protocols consistent with the jurisdiction.
- ❑ Public Information duties that expand beyond a single individual may be accomplished through the use of assistance. Assistants could be established for such sub-functions as:
  - Information Gathering
  - Media Center
  - Rumor Control
  - JIC
  - Print media dissemination
  - Broadcast media dissemination
- ❑ Establish thresholds for activation of a JIC.
- ❑ Coordinate training to include Public Information training with federal agencies, other state agencies, OES headquarters, regions, and operational areas.
- ❑ Ensure that the Public Information Officer Position and JIC concept are included in exercises and training.

### ***California-Specific Program Guidance***

Within SEMS the Information Officer is referred as the PIO at the EOC level. Consistent with SEMS, information flow and coordination follows from the field to the Department Operations Center (DOC) or local government EOC to the Operational Area (OA) EOC, to the OES Region to the State OES to FEMA (federal level) and back down the same route. This ensures consistency and accuracy in information releases.

In Incidents of National Significance, specific hazard responses such as nuclear power plant emergencies, and large incidents involving multiple jurisdictions and federal responders, a JIC may be established to coordinate information releases from a central point in close proximity to the incident. Under such circumstances jurisdictions will need representation at the JIC.

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Additional material may be found in the SEMS ACI: EOC Course G611 - *Local Government Management Section Function Specific Handbook - Public Information Officer* (Part III, Supporting Documentation, SEMS Guidelines 2001, Governor's Office of Emergency Services), available at:

<http://www.oes.ca.gov/Operational/OESHome.nsf/ALL/143C8AFE90AC7AAA88256DF90073DFBE?OpenDocument>