


NIMS 2017 Update Training Topics

- o NIMS 2017 History
- o NIMS 2017 Overview
- o NIMS 2017 Components
 - NIMS Fundamentals and Concepts of NIMS
 - Resource Management
 - Command and Coordination
 - Communications and Information Management
- o Sources of Additional NIMS Information




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NIMS 2017 – Update History

- FEMA led, **whole community** effort to update NIMS
- Retains key concepts and principles from 2004 and 2008 NIMS
- Incorporates policy updates from lessons learned from exercises and real-world incidents and disasters
- National engagement to review the NIMS document produced thousands of comments from whole community stakeholders
- Input from local, state, tribal and Federal subject matter experts
- Comments were adjudicated by an interdisciplinary panel
- Approved changes were incorporated into NIMS published in 2017




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NIMS 2017 – Overview (1 of 2)

NIMS 2017 strengthens guidance for effective incident management:

- Reflects and incorporates policy updates from lessons learned from exercises and real-world incidents and disasters
- Clarifies the processes and terminology for qualifying, certifying, and credentialing incident personnel, building a foundation for the development of a national qualification
- Clarifies that NIMS is more than just Incident Command System (ICS), and that it applies to all incident personnel, from the incident command post to the National Response Coordination Center
- Demonstrates the applicability of NIMS to all five mission areas (Prevention, Protection, Mitigation, Response and Recovery)
- Adds guidance on the Intelligence and Investigations function



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NIMS 2017 – Overview (2 of 2)

- Refines the model for the Operational Period Planning Cycle
- Provides expanded EOC guidance based on input from local, state, tribal and territorial EOC leaders
- Describes common functions and terminology for staff in Emergency Operations Centers (EOC), while remaining flexible to allow for differing missions, authorities, and resources of EOCs across the Nation
- Explains the relationship among Incident Command Structure (ICS), Emergency Operation Centers (EOCs), and senior leaders/ policy groups (Multiagency Coordination Group)
- Enhances guidance on information management processes



NIMS 2017 Components

Component	Contents
1	Fundamentals and Concepts of NIMS
2	Resource Management
3	Command and Coordination <ul style="list-style-type: none">• Incident Command System (ICS)• Emergency Operations Centers (EOC)• Multiagency Coordination Group (MAC Group)• Joint Information System (JIS)
4	Communications and Information Management

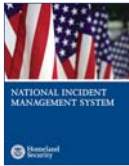


NIMS 2017 Component 1: Fundamentals and Concepts

- Component includes:
- High-level summary of NIMS
 - Brief history of NIMS
 - NIMS guiding principles:
 - Flexibility
 - Standardization
 - Unity of Effort (newly added NIMS Guiding Principle)
 - Overview of the other NIMS components



NIMS History and Objectives



What ? . . . NIMS provides a consistent nationwide template . . .

Who? . . . to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

How? . . . to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .

Why? . . . in order to reduce the loss of life and property, and harm to the environment.



NIMS: What It Is/What It's Not

NIMS is . . .

- A flexible framework of:
 - Doctrine
 - Concepts
 - Principles
 - Terminology
 - Organizational processes
- Applicable to all hazards and jurisdictions

NIMS is not . . .

- An operational incident management plan
- A resource allocation plan
- A terrorism/WMD-specific plan
- Designed to address international events



HSPD 5 Management of Domestic Incidents

- **Homeland Security Presidential Directive 5 (HSPD-5)** issued shortly after the September 11, 2001 attacks on America, directed the Secretary of Homeland Security to:
 - Develop and administer a National Incident Management System (NIMS).
 - Develop the National Response Framework (NRF).





The NIMS Mandate

- HSPD-5 requires all Federal departments and agencies to:
 - Adopt and use NIMS in incident management programs and activities.
 - Make adoption of NIMS a condition for Federal preparedness assistance (through grants, contracts, and other activities).
 - New York State has also adopted NIMS and the Incident Command System.



NIMS and Other Preparedness Efforts

-  **HSPD-7: Critical Infrastructure Identification, Prioritization, and Protection** established the U.S. policy for “enhancing protection of the Nation’s critical infrastructure and key resources.”
-  **HSPD-8: National Preparedness** directed DHS to develop a common, unified approach to “strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies.”



NIMS and the National Response Framework

- The National Response Framework (NRF):
 - Is a guide to how the Nation conducts all-hazards response.
 - Builds upon the NIMS coordinating structures to align key roles and responsibilities.
 - Links all levels of government, nongovernmental organizations, and the private sector.



Collaborative Incident Management

- NIMS:
 - Is **not** an operational incident management or resource allocation plan.
 - Represents a core set of doctrines, concepts, principles, terminology, and organizational processes
 - Enables effective, efficient, and collaborative incident management.



NIMS Builds on Best Practices



- NIMS integrates emergency management best practices that:
 - Draw on the real world experience of the Wildland Fire Community, our Military, and Local Responders.
 - Lay the groundwork for the components of NIMS.
 - Provide for the further development and refinement of supporting national standards, guidelines, protocols, systems, and technologies.



NIMS Is Dynamic

- NIMS:
 - Is **not** a static system.
 - Fosters the development of specialized technologies that facilitate response.
 - Allows for the adoption of new approaches that will enable continuous refinement of the system.
 - Is meant to apply to domestic incidents or events.



NIMS Three Guiding Principles

- **Flexibility, Standardization** along with **Unity of Effort** are the Three Guiding Principles of NIMS 2017
- **Flexibility** is the ability to be applied to any size or manner of incident or event.
- **Standardization** through common terminology, position titles, and procedures to be utilized.
- **Unity of effort** means coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.



Standardization Benefits

- **Standardized organizational structures:**
 - Improve integration and connectivity among jurisdictions and disciplines.
 - Allow those who adopt NIMS to work together by using consistent terminology.
 - Fosters cohesion among various response organizations.





Overview of NIMS Components (2, 3, 4)

- Definitions of the three other NIMS framework components:
- **Resource Management** describes standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, both before and during incidents in order to allow organizations to more effectively share resources when needed.
 - **Command and Coordination** describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.
 - **Communications and Information Management** describes systems and methods that help to ensure that incident personnel and other decision makers have the means and information they need to make and communicate decisions.

NIMS 2017 Component 2: Resource Management

- Reorganizes key resource management activities to address resource planning (pre-incident) resource management activities (during incidents), and mutual aid
- Establishes a foundation for a national qualification system by clarifying processes for qualifying, certifying and credentialing incident personnel
- Emphasizes the role of the **Authority Having Jurisdiction (AHJ)**





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NIMS Qualification, Certification and Credentialing Process

- The NIMS qualification, certification and credentialing process supports sharing of personnel resources for mutual aid.
- Nationally standardized criteria and minimum qualifications for positions provide a consistent baseline for qualifying and credentialing the incident workforce.
- This is a decentralized process that relies on Authorities Having Jurisdiction (AHJ).
- Each jurisdictional authority develops, implements, maintains, and oversees the qualification, certification, and credentialing process within its organization or jurisdiction.



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Resource Typing

Resource typing establishes common definitions for capabilities of personnel, equipment, teams, supplies, and facilities. Typing definitions include the following information:

- **Capability:** the core capability for which the resource is most useful
- **Category:** the function for which a resource would most likely be used such as firefighting, law enforcement, health and medical, etc.
- **Kind:** a broad classification such as personnel, teams, facilities, equipment and supplies
- **Type:** a resource's level of minimum capability to perform its function; based on size, power, capacity (for equipment) or experience and qualifications (for personnel or teams)

The Resource Typing Library Tool (RTL) is an online catalog of NIMS resource typing definitions and job titles/position qualifications available through the FEMA website (link provided at the end of this presentation).



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Credentialing

Qualifying, certifying and credentialing are essential steps, led by an Authority Having Jurisdiction (AHJ) to help ensure that deploying emergency management personnel can perform their assigned role.

- **Qualification:** personnel meet minimum established criteria - training, experience, physical and medical fitness, capability – to fill specific positions
- **Certification/Recertification:** recognition from an AHJ or a third party stating that an individual is qualified for a specific position
- **Credentialing:** documentation from an AHJ or a third party, usually in the form of an identification card or badge, that identifies personnel and verifies their qualifications for a particular position



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Authority Having Jurisdiction (AHJ)

- The AHJ is a public or private sector entity that has the legal authority to establish and administer processes to qualify, certify, and credential personnel for incident-related positions.
- The AHJ may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police, fire, or public health department.
- The AHJ derives authority to credential from the elected official or, in the private sector, from the senior executive.
- New York is known as a "Home Rule" state under New York State Executive Law Art. 2B et.al. Local Senior Elected Officials have the Authority within their geographical jurisdiction to extend these permissions.



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Resources - Preparedness Activities

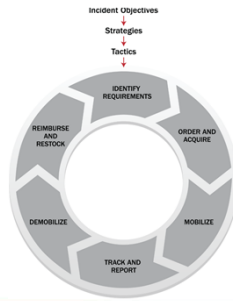
- **Before an incident** jurisdictions and organizations develop resource plans.
- This resource planning includes *identifying resource requirements* based on an assessment of threats and vulnerabilities and developing strategies to obtain the needed resources.
- Resource management *strategies* include stockpiling resources, *establishing mutual aid agreements* to obtain resources from neighboring jurisdictions, determining approaches to reassigning resources from non-essential tasks, and developing contracts to rapidly acquire resources from vendors when needed.
- A resource inventory is used to track resource availability and enables organizations to acquire resources promptly when needed for an incident.



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Resources - Activities During an Incident

- The resource management process is the six resource management tasks performed in an incident. (Management By Objectives)
- The resource management process includes methods to identify requirements, order and acquire, mobilize, track and report, demobilize and reimburse and restock resources in an incident.



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Alternative Text Slide 28

The graphic depicts the NIMS Resource Management process. The Resource Management Process defines the six resource management tasks performed in an incident. At the beginning of the cycle incident objectives, strategies and tactics are used to identify resource requirements. In the second step these resource requirements are ordered and acquired. In the third step the resources are mobilized. In the fourth step these resources are tracked and reported on during utilization. In the fifth step the resources are demobilized when no longer required for the incident. Finally, the cost of using the resource is reimbursed to the resource's owner, and any depleted items are restocked for future requirements.



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Mutual Aid

Mutual Aid Agreements and Compacts

- Establish the legal basis for two or more entities to share resources
- Address issues including liability, compensation and procedures
- Exist between communities, tribal governments non-governmental organizations and the private sector, within a state, between states- (Emergency Management Assistance Compact-EMAC), between Federal agencies, and internationally

Mutual Aid Process

- A request for resources is received from requesting jurisdiction.
- The request is evaluated by the providing jurisdiction to determine if they can accommodate a temporary loss of the resource.
- If the providing jurisdiction can accommodate the request, they deploy the resource to the requesting jurisdiction.



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Continuity Capability

- Continuity planning should address:
 - Essential functions.
 - Orders of succession.
 - Delegations of authority.
 - Continuity facilities.
 - Continuity communications.
 - Vital records management.
 - Human capital.



NIMS 2017 Component 3: Command and Coordination

- Defines the fourteen NIMS Management Characteristics
- Describes four NIMS Command and Coordination structures:
 - Incident Command System (ICS)
 - Emergency Operations Centers (EOCs)
 - Multiagency Coordination Group (MAC Group)
 - Joint Information System (JIS)



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NIMS Management Characteristics

NIMS bases incident management and coordination on fourteen NIMS Management Characteristics

- Common Terminology
- Modular Organization
- Management by Objectives
- Incident Action Planning
- Manageable Span of Control
- Incident Facilities and Locations
- Comprehensive Resource Management
- Integrated Communications
- Establishment and Transfer of Command
- Unified Command
- Chain of Command and Unity of Command
- Accountability
- Dispatch/ Deployment
- Investigation and Intelligence Management



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NIMS Command and Coordination Structures – Incident Command System (ICS)

- The Incident Command System (ICS) is used for on-scene Management of Incidents
- When an incident occurs or threatens, local emergency personnel manage response using ICS.
- As the situation expands, local EOCs may be activated to support the on-scene personnel.



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Manageable Span of Control

"The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this (ie. 3-7). The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation."



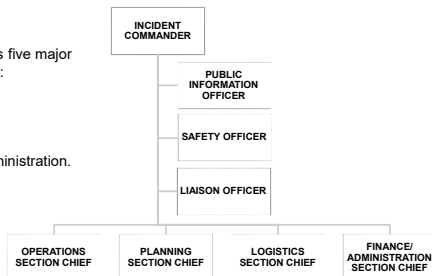
(My guideline would be "how many people can you listen to at one time.")



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Incident Command System Structure

- ICS still includes five major functional areas:
- Command
 - Operations
 - Planning
 - Logistics
 - Finance/Administration.



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Intelligence/ Investigations Placement in ICS

The Intelligence/ Investigations (I/I) function may be used for incidents involving intensive intelligence gathering and investigative activities. The IC/UC can place the I/I function in multiple locations within the incident command structure based on factors such as the nature of the incident, the level of I/I activity, and the relationship of I/I to other incident activities. The I/I function can be placed in the Planning Section, in the Operations Section, within the Command Staff, as a separate General Staff section, or in some combination of these locations.

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Area Command (Applicable to Pandemics)

Area Command is used to oversee the management of:

- Multiple incidents that are each being handled by an Incident Command System organization; or
- A very large incident that has multiple Incident Management Teams assigned to it.

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Area Command: Primary Functions

- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints.
- Establish critical resource use priorities between various incidents.
- Ensure that Incident Management Team personnel assignments and organizations are appropriate.
- Maintain contact with officials in charge, and other agencies and groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.

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Incident Management Team (IMT) Incident Management Assistance Team (IMAT)

IMT: IMTs are rostered groups of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions. IMTs exist at local, regional, state, tribal, and national levels and have formal notification, deployment, and operational procedures in place. IMTs can be delegated the authority to act on behalf of the affected jurisdiction or organization.

IMAT: Some IMTs are referred to as Incident Management Assistance Teams (IMAT) to clarify that they *support* on-scene personnel and/or the affected jurisdiction(s). IMATs exist at various levels of government and within the private sector. As an example, FEMA IMATs deploy to incidents to help identify and provide Federal assistance, and coordinate and integrate inter-jurisdictional response in *support* of an affected state or tribe.



Incident Action Planning

Operational Period Planning Cycle

The Planning "P" as provided in the additional materials.



Alternative Text Slide 41

The graphic depicts the Planning "P" chart. The Planning "P" process begins with the initial response and the information gathering and sharing. The steps in these processes are incident/threat, notification, initial response and assessment, agency administrator briefing (if appropriate), incident briefing ICS 201, initial UC meeting (if Unified Command), IC/UC sets initial incident objectives, and initial strategy meeting and information sharing. After this initial step the process moved to being a cycle of tactics meeting, preparing for planning meeting, planning meeting, IAP preparation and approval, operational period briefing, begin operational period, execute plan and assess progress, IC/UC validate or adjust objectives, strategy meeting if objectives adjusted, and then back to tactics meeting to begin the cycle over again. Information gathering and sharing is happening continuously throughout this process.




Overall Priorities

- Initial decisions and objectives are established based on the following priorities:
 - #1: Life Safety
 - #2: Incident Stabilization
 - #3: Property Conservation



Planning Process – Incident Action Plan




Events

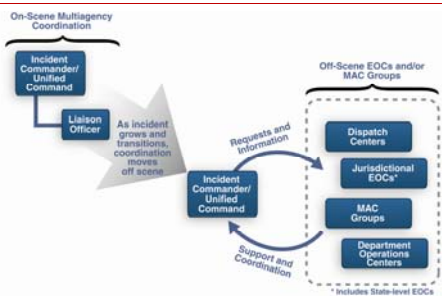


Incidents


- Understand the Situation
- Establish Incident Objectives and Strategy
- Develop the Plan
- Prepare and Disseminate the Plan
- Execute, Evaluate, and Revise the Plan



On-Scene and Off-Scene Multiagency Coordination



The diagram illustrates the flow of information and coordination between on-scene and off-scene multiagency coordination. On the left, 'On-Scene Multiagency Coordination' includes the 'Incident Commander/ Unified Command' and a 'Liaison Officer'. A grey arrow points from the Liaison Officer to the Incident Commander/ Unified Command, with the text 'As incident grows and transitions, coordination moves off scene'. On the right, 'Off-Scene EOCs and/or MAC Groups' are shown in a dashed box, including 'Dispatch Centers', 'Jurisdictional EOCs*', 'MAC Groups', and 'Department Operations Centers'. A note below this box states '*Includes State level EOCs'. Bidirectional arrows connect the Incident Commander/ Unified Command to the Off-Scene EOCs and/or MAC Groups, labeled 'Requests and Information' (pointing right) and 'Support and Coordination' (pointing left).



NIMS Command and Coordination Structures – Emergency Operations Centers (EOCs)

- Emergency Operations Centers (EOCs) are used for the offsite support to on-scene ICS operations.
- If the incident is large or complex, local Emergency Operations Centers activate.
- Common EOC functions include information management, resource management, and communicating policy decisions.



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Emergency Operations Centers (EOCs)

- Jurisdictions and organizations across the Nation use EOCs
- EOCs are locations where staff from multiple agencies assemble to provide coordinated support to incident command, on-scene personnel, and/or other EOCs.
- The purpose, authorities, and composition of the teams that staff EOCs vary widely, but generally, the teams consolidate and exchange information, support decision making, coordinate resources, and communicate with personnel on scene and at other EOCs.
- **NIMS 2017** identifies three common ways of organizing EOC Teams:
 1. ICS or ICS-like structure
 2. Incident Support Model structure
 3. Departmental structure

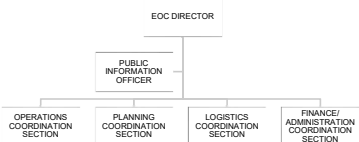


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EOC Structures (1 of 3)

ICS or ICS-like EOC Structure



Many jurisdictions/organizations configure their EOCs using the standard ICS organizational structure. The structure is familiar to many people, and it aligns with the on-scene incident organization.

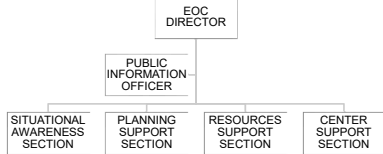


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EOC Structures (2 of 3)

Incident Support Model (ISM) EOC Structure



Jurisdictions/organizations that focus their EOC team's efforts on information, planning, and resource support may choose to separate the situational awareness function from planning and combine operations and logistics functions into an incident support structure.



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EOC Structures (3 of 3)

Departmental EOC Structure



Jurisdictions/organizations may opt instead to use their day-to-day departmental/agency structure and relationships in their EOC. By operating in the context of their normal relationships, department/agency representatives can function in the EOC with minimal preparation or startup time.



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EOC Activation and Deactivation

- EOCs are activated for various reasons based on the needs of a jurisdiction, organization, or Incident Commander; the context of a threat; the anticipation of events; or in response to an incident.
- EOCs frequently have multiple activation levels to allow for a scaled response, delivery of the needed resources, and a level of coordination appropriate to the incident.
- The next slide outlines the three activation levels in NIMS 2017:




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EOC Center Activation Levels

Level	Activation Level Title	Description
3	Normal Operations/ Steady-State	<ul style="list-style-type: none"> Activities that are normal for the center, when no incident or specific risk or hazard has been identified, are underway. This includes routine watch and warning activities if the center normally houses this function.
2	Enhanced Steady State/ Partial Activation	<ul style="list-style-type: none"> Certain EOC Team members/ organizations are activated to monitor a credible threat, risk or hazard and/or to support the response to a new and potentially evolving incident.
1	Full Activation	<ul style="list-style-type: none"> EOC team is activated, including personnel from all assisting agencies, to support the response to a major incident or credible threat.



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NIMS Command and Coordination Structures – Multiagency Coordination Group (MAC Group)

- Multiagency Coordination Groups (MAC Group) are composed of agency administrators, executives or their designees.
- Also referred to as policy groups
- MAC Groups provide offsite support of ICS and EOC organizations through:
 - ✓ High level strategic policy guidance
 - ✓ Scarce resource allocation





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Describing the MAC Group

- Multi Agency Coordination (MAC) Groups are part of the off-site incident management structure of NIMS.
- MAC Group members are typically **agency administrators or senior executives from stakeholder agencies** impacted by and with resources committed to the incident.
- The MAC Group may also include representatives from non-governmental organizations.
- During incidents MAC Groups act as a policy-level body, support resource prioritization and allocation, make cooperative multi-agency decisions and enable decision making among elected and appointed officials with those managing the incident (IC/UC).**
- MAC Groups do not perform incident command functions.
- MAC Groups **do not** replace the primary functions of operations, coordination, or dispatch organizations.



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NIMS Command and Coordination Structures – Joint Information System (J.I.S.)

The J.I.S. integrates incident information and public affairs to provide consistent, coordinated, accurate, accessible, timely and complete information to the public and stakeholders during incident operations.

- JIS operates across and supports the other NIMS structures: ICS, EOCs and MAC Group
- Other functions; Developing & Executing public information plans, Addressing and managing rumors and inaccurate information
- A Joint Information Center - physical location (JIC) manages these JIS activities



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Multiagency Coordination Systems (MACS)

- **NIMS 2017** defines MACS as "an overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/ policy groups and JISs."

This broadens the definition of MACS to include the Command and Coordination architecture for tactical coordination (ICS), operational support coordination (EOCs), policy level coordination (MAC Group) and their support through coordinated information (JIS).

Terminology hint; any phrase that uses "system" is a process to accomplish something, "center" is the location where that process happens.



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NIMS 2017 Component 4: Communications and Information Management

- Communications Management
- Incident Information
- Communications Standards and Formats


- Enhances information management processes:
- Guidance on data collection plans
- Integrates social media considerations
- Highlights the use of geographic information systems (GIS)




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Thank You For Your Attention



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2017 Bridging Content by Gregg Blosat, C.O.P. Solutions, Inc.




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- **ATTENDANCE**
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