

CITY OF HAMILTON, OHIO

No. 110

ADMINISTRATIVE DIRECTIVE

Effective Date: 7-1-16

Supersedes No. 110, 01/15/13, (08/01/12),
112 (09/17/01) – Activation of Weather
Warning Equipment

Approved by: Joshua A. Smith,
City Manager

SUBJECT: DISASTER PLANNING – EMERGENCY OPERATIONS PLAN

PURPOSE: Establish an incident command structure and provide operational guidelines, assignments and responsibilities for use in a large scale disaster consistent with principles set forth by the national incident management system (NIMS).

1. Policy.

I. ORGANIZATIONAL STRUCTURE

THE PRINCIPAL OFFICIALS

RADIO CALL NO.

City Manager	601
Director of Public Safety	604
Fire Chief	550
Director of Electric	905
Director of Underground Utilities	940
Director of Public Works	605
Police Chief	526
Mayor	610
Director of Strategy and Information	
Director of Human Resources	

A. Incident Management Team

The Incident Management Team is comprised of five sections. Incident Command is the lead section and is headed by the **Incident Commander**. The Incident Commander will be the ranking official on the scene. As incidents expand in size, change in jurisdiction or discipline, or become more complex, command may change to “Unified Command”. Formal transfer of command always requires that there be a full briefing for the incoming Incident Commander and notification to all personnel that a change in command is taking place.

Depending on the size and type of incident or event, it may be necessary for the Incident Commander to designate personnel to provide the following services for the entire organization. In the Incident Command System, the following personnel make up the **Command Staff**. In accordance with NIMS, the individuals assigned to the Command Staff will perform the duties of:

- **Public Information Officer** who will distribute incident-related information, as needed, to the public, media, or other agencies. This individual is the conduit for information to internal and external stakeholders.
- **Safety Officer** who will monitor safety conditions and develop measures for assuring the safety of all assigned personnel.

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

These other sections make up what is known as the **General Staff** and are assigned functional authority. The City departments/divisions associated with each section are:

- Operations: Police, Fire, Public Works, Underground Utilities, and Electric
- Planning: Department of Human Resources, , Department of Strategy and Information
- Logistics: Health, Community Development
- Finance/Administration: Finance, Law

The Incident Commander will put one person in charge of each section. That person is called a **Section Chief** based on the NIMS Incident Command structure. Other supervisory personnel assigned to that section would report to the Section Chief. Some departments, Strategy and Information for instance, may be called upon by more than just one section chief.

Assignments to each section are determined by the City Manager and are outlined in this Emergency Operations Plan. In addition, directors will:

- Report to the **Incident Command Post (ICP)** or send a ranking individual in place of the City Manager.
- Meet with other principal officials to evaluate readiness or emergency phase and determine the best method to develop the recovery phase.

a. Incident Command Section – Incident Commander

The Incident Commander will determine the need for and location of the Incident Command Post if one has not already been established within proximity of the situation. The EMA **Emergency Operation Center (EOC)** located on Princeton Road *may* be used as an ICP. A Post may also be located at the Municipal Garage. Regardless, the City Manager or the Director of Public Safety will be stationed at the selected site.

The City Manager or, in the absence of the City Manager, the Director of Public Safety will coordinate and direct all phases of disaster management. The City Manager will set the incident objectives, strategies, and priorities. In the absence of the City Manager Director of Public Safety will assume command. The City Manager or Director of Public Safety has overall responsibility at the incident or event.

The Fire and Police Chiefs will notify the City Manager and the Director of Public Safety, of their physical location.

The City Manager or Director of Public Safety is responsible for notifying other City personnel through staff members and others assigned for this purpose.

b. Incident Command Section – Command Staff

If available, the Director of Public Safety will assume the role of Public Information Officer (PIO); otherwise, the Incident Commander will make this assignment along with positions of Liaison Officer and Safety Officer.

c. Operations Section

This function conducts tactical operations to carry out the plan. Operations develop the tactical objectives and organization to support those objections. Operations also directs all tactical resources and reports to the Director of Public Safety.

i. Police Chief

- a. The Police Chief will put the Police Division on whatever alert is deemed necessary and will be responsible for notification and deployment of the Police personnel.
- b. The Police Shift Commander will notify the Police Chief of other circumstances as covered by the Division Emergency Book.
- c. The Police Division will maintain continuous communication with the City Manager and Director of Public Safety. (See Mayor’s option – Hamilton City Charter §3.04.
- d. Police Chief is responsible for:
 - All police services.
 - Coordinating activities with all other state and local law enforcement agencies.
 - Protecting damaged property.
 - Supervising damaged auto identification.
 - Missing persons.
 - Providing security services wherever needed.
 - Coordinating 911 Communication Center efforts.
 - Referring to established departmental procedures for handling the crisis.

ii. Fire Chief

- a. The Fire Chief will assemble whatever quantity of staff and equipment is deemed necessary and will be responsible for notification and deployment of the Fire personnel.
- b. Fire Chief is responsible for:
 - Providing necessary rescue and fire fighting services from the readiness phase through the recovery phase.
 - Determining the location, set up and provide triage of disaster victims.
 - Coordination with other fire service agencies.
 - Providing inspection services for building inspection team.
 - Referring to established departmental procedures for handling the crisis.

iii. Director of Public Works

- a. Director shall be responsible for:
- All Public Works services.
 - Clearing all City streets and removal of trees.
 - Emergency landfilling or burning.
 - Continuing refuse collections.
 - Emergency street changes.
 - Removal of damaged autos.
 - Providing necessary heavy equipment from area contractors and trucking firms.
 - Emergency fuel supply and transportation.
 - Consulting with the Incident Commander (City Manager or Director of Public Safety) to work with local Emergency Management Agency to perform damage assessment for further declaration at the State/Federal level.

iv. Director of Underground Utilities

- a. Director shall be responsible for:
- Restoration of gas and water services.
 - Providing water main repairs for fire fighting services.
 - Supplying manpower to other departments if available and necessary.
 - Coordinating efforts of other utility companies if necessary especially those called in for mutual aid.
 - Checking operations of the Water Reclamation Plant, Water Reclamation Lift Stations, and Collection Systems (install backup equipment as needed).
 - Checking operations of the Water Treatment Plants, booster stations, and storage facilities (install backup equipment as needed).
 - Check operations of the gas and water distribution systems.
 - Coordinating effort to restart gas service to customers.
 - Referring to established departmental procedures for handling the crisis.
 - Coordinating in the distribution of portable electric generators to customers with emergency medical needs for electric service.
 - Providing necessary support to restore and support communications systems.

v. Director of Electric

- a. Director shall be responsible for:
- Restoration of electric service.
 - Acquiring backup from other generation and distribution operators.
 - Coordinating efforts of other utility companies if necessary especially those called in for mutual aid.
 - Supplying manpower to other departments if available and necessary.
 - Referring to established departmental procedures for handling the crisis.
 - Providing emergency power for Command Post, Strategy and Information and the City Garage.

d. Planning Section

This function prepares and documents the Incident Action Plan (IAP) to accomplish the objectives, collects and evaluates information, maintains resource status, and maintains documentation for incident records.

i. Director of Human Resources

a. Director shall be responsible for:

- Coordinating call-in for City Manager other than Police, Fire, Public Works and all Utilities.
- Tracking all call-in material in the Incident Command Post.
- Being available for special assignments as they occur.

ii. Director of Strategy and Information

a. Director shall be responsible for:

- Providing assistance to other departments as needed.

e. Logistics Section

This function provides support, resources, and all other services needed to meet the operational objectives.

i. Health Commissioner

a. Director shall be responsible for:

- Providing temporary shelters in public schools and buildings with the aid of the Board of Education and Red Cross.
- Providing necessary nursing services.
- Providing adequate check on food and water quality.
- Coordinating emergency needs of local hospital facilities.
- Providing housing investigation personnel for Community Development Director.
- Providing adequate portable toilets to meet sanitary needs of the disaster area.
- Providing nursing assistance to Fire Department at triage location.
- Referring to established departmental procedures for handling the crisis.

ii. Director of Community Development

a. Director shall be responsible for:

- Begin call-in program for personnel needed and where to report.
- Prepare to institute evaluation teams to accomplish the structural conditions in coordination with the Fire Department.
- Coordinate aid to victims with other social agencies.
- Visit shelters to determine needs of victims and possible City assistance.

f. Finance/Administration Section

This function provides support, resources, and all other services needed to meet the operational objectives.

i. Director of Finance

a. Director shall be responsible for:

- Coordinate emergency supplies as needed during the emergency.
- City Stores and Purchasing.
- Provide manpower to other departments as needed.

ii. Director of Law

- a. Director shall be responsible for:
- Availability for emergency legal services.

II. TYPES OF DISASTERS

A. Flood or High Water

If a flood or high water is expected to significantly impact the City:

- The Butler County Communication Center will notify the principal officials.
- City Manager or Public Safety Director will determine if Incident Command Post is to be used.
- The EOC at EMA will be the Incident Command Post unless notified otherwise.
- The Director of Public Safety shall coordinate and direct the disaster emergency phase and the recovery phase, acting with the authority of the City Manager.

B. Fire

If a large fire occurs that reaches a stage that will significantly impact a portion of the City,

- The Fire Chief or Command Officer will notify the principal officials of the disaster.
- A Fire Incident Command Post should already be set up and in operation in proximity to the scene.
- The Director of Public Safety shall coordinate and direct the disaster emergency phase and the recovery phase, acting with the authority of the City Manager.

C. Civil Disturbance – Riot

If a large civil disturbance occurs that reaches a point of disaster:

- The Chief of Police or Command Officer will notify the principal officials.
- A Police Incident Command Post should already be in operation in proximity to the scene.
- The Director of Public Safety will coordinate and direct the disaster emergency phase and the recovery phase acting with the authority of the City Manager.

D. Tornado

It is possible for a tornado to cause significant damage and casualties in a matter of minutes. If there should be a touchdown within the city:

- The City Manager or Director of Public Safety will determine the need for and location of the Incident Command Post. The City Manager or Director of Public Safety will be stationed at the selected Incident Command Post.
- All directors will report to the Incident Command Post.
- The Director of Public Safety will coordinate and direct the disaster emergency phase and the recovery phase acting with the authority of the City Manager.

INFORMATION - The Warning System

The City has agreed to follow guidelines developed by the Butler County Emergency Management Agency (EMA). Their Standard Operating Guideline EMA 10-002 states,

in part, “Once one or any Agency in Butler County has activated their Tornado Sirens, every and all Agencies will follow with the same Tornado activation creating one County-wide Tornado alert system.”

EMA 10-002 states that once the National Weather Service issues a tornado warning or a Doppler indicated cell, “...all Agencies responsible for activating Tornado Sirens will activate the sirens they are responsible for immediately.”

In addition, EMA 10-002 states sirens should be activated upon notification from a credible source which includes “Law Enforcement Officials, Fire and EMS Officials, Emergency Management Officials, NWS Weather Spotters or numerous calls from the public in a specific area.”

It goes on to state that, “Any Police Chief, Fire Chief, Butler County Sheriff or Emergency Management Director or their designee” has authority to “activate the County-wide alert system with credible information or actual eye-witness sighting.”

Please reference the Butler County Emergency Management Agency Standard Operating Guideline EMA 10-002 for more information.

E. Terrorism/Weapons of Mass Destruction

Significant damage and casualties can be the result of such an incident. If this type of event occurs:

- All directors will report to the Incident Command Post.
- The Director of Public Safety will coordinate and direct the disaster emergency phase and the recovery phase acting with the authority of the City Manager.

F. Hazardous Materials Release

A release such as this can take several forms. How much of the City can be affected is dependent on the type of hazardous material, how it was released, the direction of travel, etc. If this type of event occurs:

- All directors will report to the Incident Command Post.
- The Director of Public Safety will coordinate and direct the disaster emergency phase and the recovery phase acting with the authority of the City Manager.

III. ESSENTIAL PERSONNEL

Personnel designated as “essential” will vary and change depending upon the situation. The City Manager and/or the Public Safety Director along with the appointing authority will define the need for essential personnel.

IV. INCIDENT MANAGEMENT

A. Every Director and Chief is responsible for maintaining current information and supplies for their department’s operation in the Incident Command Post.

B. Incident Action Plan (IAP) Formulation:

1. The City Manager or Director of Public Safety will give the disaster details to the principal officials for evaluation at the Incident Command Post.

2. If a principal official cannot be present at the Incident Command Post, or is otherwise not available, a ranking member of the division/department with acting authority to make and/or recommend decisions, will be present at the Incident Command Post.
3. The principal officials will recruit necessary staff assistance from their department into the Incident Command Post.
4. The principal officials will be in charge of the:
 - Preparedness
 - Response
 - Recovery
 - Mitigation
5. A person will be assigned by the City Manager or Director of Public Safety to record keeping responsibilities for the disaster. This person will not be one of the principal officials. A detailed record of actions taken will be created including but not limited to the following:
 - Check-in of Incident Command Post personnel - names, arrival and departure times
 - Check-in of non-City personnel at the Incident Command Post - names, arrival and departure times
 - Agencies contacted and time of contact
 - Significant events, accomplishments, changes in tactics and strategy
 - Information received related to loss of life including the time of reports and person/agency making the report
 - Any information the Incident Management Team chooses to record
6. The principal officials will develop an Incident Action Plan for each phase of the disaster. For each phase, the effectiveness of the plans will be continuously monitored reviewed and changed as needed.

V. EMERGENCY OPERATIONS PLAN DEVELOPMENT AND MAINTENANCE

- At the direction of the City Manager, the Director of Public Safety, with safety representatives from Police and Fire, this plan will be:
 - Reviewed annually to ensure compliance with NIMS objectives;
 - Revisions will be presented to City Management and staff for consideration before incorporating into a future version of the EOP.
- Directors will be responsible for ensuring their departmental plans are current with regard to procedures, personnel, organizational contacts, and resources.

VI. AUTHORITIES AND REFERENCES

Hamilton Administrative Directives:

- 204 Contracting and Purchasing Procedures
- 402 Bomb Threat Procedure

Hamilton Codified Ordinances:

- 169.07 Emergency Contracts
- 301.11 Emergency Vehicle
- 301.27 Public Safety Vehicle
- 315.11 Conduct of Public During an Event
- 331.20 Emergency or Public Safety Vehicles at Stop Signals or Signs
 - 509 Disorderly Conduct and Peace Disturbance
 - 509.02 Failure to Disperse
 - 509.05 Misconduct at an Emergency
 - 509.06 Inducing Panic
 - 509.01 Riot
 - 509.10 State of Emergency
 - 509.12 Misconduct at Fires
- 903.02 Snow and Ice Emergency; Prohibition of Parking on City Streets
- 940.17 Spill Control Plans
- 1751.17 Roadways

Butler County Emergency Management Agency Standard Operating Guidelines:

- 10-002 Activation of Tornado/Weather Warning Sirens

Appendix A – Glossary

For the purpose of NIMS, the following terms and definitions apply:

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 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 Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Common Operating Picture:	A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.
Communications Unit:	An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer

	or mobile van) used to support an Incident Communications Center.
Cooperating Agency:	An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.
Coordinate:	To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.
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 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 <i>Emergency Responder</i> .
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, nonemergency 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 <i>Division</i> .)
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, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
Incident Action Plan:	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 major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
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-state, local, and tribal-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
Multiagency Coordination Entity:	A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.
Multiagency Coordination Systems:	Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.
Multijurisdictional 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 state, local, and tribal aspects of governance and policy.
National Disaster Medical System:	A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the 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 state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.
National Response Plan:	A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-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 nonemergency 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, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.
Recovery Plan:	A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.
Resources:	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
Resource Management:	Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.
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.
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.

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 multijurisdictional. (See <i>Area Command</i> .)
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.

**Appendix B
 Acronyms**

For the purposes of NIMS, the following acronyms apply:

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
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

Incident Management Team Organizational Chart

