II. Command and Management

II-A-1-a. Most Incidents Are Managed Locally

NIMS:	NIMS: The initial response to most domestic incidents is typically handled by local "911" dispatch centers, emergency responders within a single jurisdiction, and direct supporters of emergency responders. Most responses need go no further. In other instances, incidents that begin with a single response discipline within a single jurisdiction may rapidly expand to multidiscipline, multijurisdictional incidents requiring significant additional resources and operational support. Whether for incidents in which additional resources are required or are provided from different organizations within a single jurisdiction or outside the jurisdiction, or for complex incidents with national-level implications (such as an emerging infectious disease or a bioterror attack), the ICS provides a flexible core mechanism for coordinated and collaborative incident management. When a single incident covers a large geographical area, multiple local ICS organizations may be required. Effective cross-jurisdictional coordination using processes and systems described in the NIMS is absolutely critical in this instance. [II-A-1-a (Page 7)]					
prod coo	The jurisdiction has implemented and institutionalized processes, systems,YESNO procedures, and/or plans to ensure effective cross-jurisdictional coordination between multiple local ICS organizations responding to an incident covering a large geographical area. Notes:					
(Ve	oluntary Information)	Projected Compliance Date:,				
Su	pporting Documentation:	Compliance Strategy:				

II-A-1-b. Field Command and Management Functions

NIMS:	accordance with a standard set o However, Incident Commanders o organizational structure to align a	mand and management functions in the first of the first organizations, doctrine, and generally retain the flexibility to make a secessary with the operating chaptish the mission in the context of the first of the	procedure odify proce naracterist	es. edures c ics of th	eir	
plar •	The jurisdiction has implemented and institutionalized processes and/orYESNO plans to ensure: • field command and management functions are performed in accordance with a standard set of ICS organizations, doctrine, and procedures. • Incident Commanders have the authority and flexibility to modify procedures and organizational structure as necessary to align with the operating characteristics of their specific jurisdiction or to accomplish the mission in the context of a particular hazard scenario. Notes:					
(V	oluntary Information)	Projected Compliance Date:,				
Su	upporting Documentation:	Compliance Strategy:				

II-A-1-c. ICS Is Modular and Scalable

NIMS: ICS is designed to have the following operating characteristics; it should be:

- suitable for operations within a single jurisdiction or single agency, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement;
- applicable and acceptable to users throughout the country;
- readily adaptable to new technology;
- adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond; and

	pected to respond; and izational structure that is based on t	he size and	comple	exity
through the following operating ch suitable for operations within suitable for operations within multiagency involvement. suitable for operations within multiagency involvement. readily adaptable to new to adaptable to any emergence incident management agence scalable in organizational complexity of the incident.	e its ICS is modular and scalable aracteristics: a single jurisdiction or agency. a single jurisdiction with multiple jurisdictions with	Y	ES	_NO
(Voluntary Information)	Projected Compliance Date:			
Supporting Documentation:	Compliance Strategy:			

II-A-1-d. ICS Has Interactive Management Components

	IIMS: These set the stage for effective and efficient incident management and emergency response. [II-A-1-d (Page 8)]				
The jurisdiction has im procedures, and/or pla components.	YES _	NO			
Notes:					
(Voluntary Information)	Projected Compliance Date:	.,			
Supporting Documentation	Compliance Strategy:				

II-A-1-f. ICS Incorporates Measurable Objectives

	sure fulfillment of incident manageme and is communicated throughout the e				
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure its: • ICS incorporates measurable objectives to ensure fulfillment of incident management goals. • incident management objective-setting begins at the top and is communicated throughout the entire organization. Notes:					
(Voluntary Information)	Projected Compliance Date:				
Supporting Documentation:	Compliance Strategy:				

II-A-1-g. Minimal Disruption

NIMS:	processes. This will facilitate its acc	have the least possible disruption on exis ceptance across a Nationwide user comm from normal operations. [II-A-1-g (Page 9	nunity and ensure
prod	e jurisdiction has implemented and inscedures, and/or plans to ensure its IC ruption on existing systems and p	CS has the least possible	YESNO
	Notes:		
(Ve	oluntary Information)	Projected Compliance Date:,	
Su	pporting Documentation:	Compliance Strategy:	

II-A-1-h. Broad Applicability

NIMS:	MS: ICS should be user friendly and be applicable across a wide spectrum of emergency response and incident management disciplines. This will enable the communication, coordination, and integration critical to an effective and efficient NIMS. [II-A-1-h (Page 9)]					
prod app	The jurisdiction has implemented and institutionalized processes,YESNO procedures, and/or plans to ensure its ICS is user-friendly and applicable across a wide spectrum of emergency response and incident management disciplines. Notes:					
(Ve	oluntary Information)	Projected Compliance Date:,				
Su	pporting Documentation:	Compliance Strategy:				

II-A-2-a. Common Terminology

NIMS: ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and hazard scenarios. This common terminology covers the following:

- Organizational Functions. Major functions and functional units with domestic incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.
- Resource Descriptions. Major resources--including personnel, facilities, and major equipment and supply items--used to support incident management activities are given common names and are "typed" with respect to their capabilities, to help avoid confusion and to enhance interoperability. The process for accomplishing this task is specified in Chapter IV.
- Incident Facilities. Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.

[II-A-2-a (Page 9)]				
The jurisdiction has implemented and insprocedures, and/or plans to ensure its IC organizational functions, resource descri	S uses common terminology for	\	/ES	_NO
(Voluntary Information)	Projected Compliance Date:,			
Supporting Documentation:	Compliance Strategy:			

II-A-2-b. Modular Organization

NIMS:	The incident command organization is based on the size and complexity environment created by the incident established, each of which may be management and external coordinatexpansion of the ICS modular org Commander (IC), who bases the complexity increases, the organizesponsibilities are delegated. Commanagement positions expands incident. [II-A-2-b (Page 10)]	of the incident, as well as the spect. When needed, separate functions further subdivided to enhance interstion. Responsibility for the estab ganization ultimately rests with the on the requirements of the situation expands from the top down oncurrently with structural expands.	cifics of the hazard al elements can be rnal organizational lishment and he Incident uation. As incident on as functional nsion, the number of
The jurisdiction has implemented and inst procedures, and/or plans to ensure its ICS • places responsibility for the establis ICS modular organization on the IC • expands from the top down as inc functional responsibilities are delegated expands the number of managem with structural expansion to adequate of the incident. Notes:		ishment and expansion of the IC. cident complexity increases and pated. ment positions concurrently quately address the requirements	YESNO
(Vo	oluntary Information)	Projected Compliance Date:,	
Su	pporting Documentation:	Compliance Strategy:	

II-A-2-c. Management by Objectives

NIMS: Management by objectives represents an approach that is communicated throughout the entire ICS organization. This approach includes the following:

• establishing overarching objectives;

- developing and issuing assignments, plans, procedures, and protocols;

on.
NO

II-A-2-d. Reliance on an Incident Action Plan

NIMS:		ide a coherent means of communicati s of both operational and support acti				
pro a co	The jurisdiction has implemented and institutionalized processes,YESNO procedures, and/or plans to ensure its ICS relies upon an IAP to provide a coherent means of communicating the overall incident objectives in the context of operational and support activities. Notes:					
(V	oluntary Information)	Projected Compliance Date:,				
Su	upporting Documentation:	Compliance Strategy:				

II-A-2-e. Manageable Span of Control

	Span of control is key to effective a control of any individual with incrange from three to seven suborand safety factors, and distances b span-of-control considerations. [II-A	ident management supervisory in dinates. The type of incident, natural etween personnel and resources a	responsibility should re of the task, hazards			
proce span	The jurisdiction has implemented and institutionalized processes,YESNO procedures, and/or plans to ensure its ICS provides for a manageable span of control where supervisors are expected to manage a range of three to seven subordinates. Notes:					
(Vol	untary Information)	Projected Compliance Date:	.,			
Sup _l	porting Documentation:	Compliance Strategy:				

II-A-2-f. Predesignated Incident Locations and Facilities

NIMS:	Various types of operational location incident to accomplish a variety of processing, mass care, and evacuate facilities based on the requirement facilities include incident command areas, and others, as required. [II-A	ourposes, such as decontamination ation. The IC will direct the identif ants of the situation at hand. Typic posts, bases, camps, staging area	n, donated goods iication and location of cal predesignated
The jurisdiction has implemented and institutionalized processes,YESI procedures, and/or plans to ensure its ICS designates the IC to direct the identification and location of facilities based on the requirements of the situation at hand. Notes:			
(V	oluntary Information)	Projected Compliance Date:,	
Su	upporting Documentation:	Compliance Strategy:	

II-A-2-g. Comprehensive Resource Management

NIMS:	Maintaining an accurate and up-to component of domestic incident in processes for categorizing, order It also includes processes for rein are defined as personnel, teams, equivailable for assignment or allocation response activities. [II-A-2-g (Page 1)]	management. Resource manage ing, dispatching, tracking, and in mbursement for resources, as a muipment, supplies, and facilities a man in support of incident management	ement includes recovering resources. ppropriate. Resources vailable or potentially
prod trac	jurisdiction has implemented and inscedures, and/or plans for categorizin cking, and recovering resources to ure of resource use. Notes:	g, ordering, dispatching,	YESNO
(Ve	oluntary Information)	Projected Compliance Date:	,
Su	pporting Documentation:	Compliance Strategy:	

II-A-2-h. Integrated Communications

NIMS:	communications plan and interop This integrated approach links the of involved and is necessary to maintal common situational awareness and	litated through the development and use of a common derable communications processes and architectures. It is perational and support units of the various agencies in communications connectivity and discipline and enable interaction. Preparedness planning must address the list necessary to achieve integrated voice and data actions. [II-A-2-h (Page 11)]		
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure an integrated communications capability, which includes: • the development and use of a common communications plan. • the development and use of interoperable communications processes and architectures. The jurisdiction's preparedness planning addresses equipment, systems, and protocols necessary to achieve integrated voice and data incident management communications. Notes:				
(V	oluntary Information)	Projected Compliance Date:,		
Su	pporting Documentation:	Compliance Strategy:		

II-A-2-i. Establishment and Transfer of Command

NIMS:	The command function must be of operations. The agency with prim designates the individual at the scommand is transferred, the production for continuing safe and the scommand is transferred.	nary jurisdictional authority over cene responsible for establishin cess must include a briefing that	the incident og command. When captures all essential
The jurisdiction has implemented and instit procedures, and/or plans to ensure: • the command function is clearly estincident operations. • the agency with primary jurisdictional designates the individual at the scential scaptures all essential information for operations.		established at the beginning of all authority over the incident scene responsible for mand includes a briefing that	YESNO
	Notes:		
(Ve	oluntary Information)	Projected Compliance Date:,	
Su	pporting Documentation:	Compliance Strategy:	

II-A-2-k. Unified Command

NIMS:	In incidents involving multiple jurinvolvement, or multiple jurisdict allows agencies with different leg responsibilities to work together authority, responsibility, or according	ions with multiagency involvemental, geographic, and functional au effectively without affecting indiv	nt, Unified Com thorities and	
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure in incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiply jurisdictions with multiagency involvement: • its Unified Command structure allows agencies with different legal geographic, and functional authorities and responsibilities to work together effectively. • its Unified Command structure does not affect individual agency authority, responsibility, or accountability. Notes:		cidents involving multiple Itiagency involvement, or multiple nt: ws agencies with different legal, es and responsibilities to work s not affect individual agency untability.	YES	NO
(Ve	oluntary Information)	Projected Compliance Date:,		
Su	upporting Documentation:	Compliance Strategy:		

II-A-2-I. Accountability

NIMS: Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. **To that end, the following principles must be adhered to:**

- Check-In. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the IC.
- Incident Action Plan. Response operations must be directed and coordinated as outlined in the IAP.
- Unity of Command. Each individual involved in incident operations will be assigned to only one supervisor.
- Span of Control. Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.

as they occur. [II-A-2-I (Page 12)]	
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure: • all responders, regardless of agency affiliation, report in to receive an assignment in accordance with procedures established by the IC. • response operations are directed and coordinated as outlined in the IAP. • each individual involved in incident operations is assigned to only one supervisor. • supervisors adequately supervise and control their subordinates. • supervisors communicate with and manage all resources under their supervision. • supervisors record and report resource status changes as they occur. Notes: Notes:	NO
(Voluntary Information) Projected Compliance Date:, Supporting Documentation: Compliance Strategy:	

II-A-2-m. Deployment

	el and equipment should priate authority. [II-A-2-n	l respond only when requested on (Page 12)]	or when di	spatched	l by
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure personnel and equipment respond only when requested or dispatched by an appropriate authority.		Y	ES	_NO	
Notes: _					
(Voluntary Infor	rmation)	Projected Compliance Date:,			
Supporting Docu	mentation:	Compliance Strategy:			

II-A-2-n. Information and Intelligence Management

nization must establish a process for gathering, sharing, information and intelligence. [II-A-2-n (Page 12)]
nstitutionalized processes,YESNO , sharing, and managing ence.
Projected Compliance Date:,
Compliance Strategy:
<i>i</i>

II-A-3-a. Command and General Staff Overview

NIMS:	NIMS: The ICS organization has five major functions. These are: command, operations, planning, logistics, and finance and administration (with a potential sixth functional area to cover the intelligence function. (1) Command. Command comprises the IC and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the IC. (2) General Staff. The General Staff comprises incident management personnel who represent the major functional elements of the ICS including the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. Command Staff and General Staff must continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC. [II-A-3-a (Page 12)]					
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure its Command Staff and General Staff continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC. Notes:		mmand Staff and General Staff ormation and estimates of the				
(Vo	oluntary Information)	Projected Compliance Date:,				
Su	pporting Documentation:	Compliance Strategy:				

II-A-3-b-1-a. Single Command IC

NIMS:	Command Staff assignments required to support the command function. (1) The Command Function. The command function may be conducted in two general ways: (a) Single Command IC. When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single IC should be designated with overall incident management responsibility by the appropriate jurisdictional authority. (In some cases in which incident management crosses jurisdictional and/or functional agency boundaries, a single IC may be designated if all parties agree to such an option.) Jurisdictions should consider predesignating ICs in their preparedness plans. The designated IC will develop the incident objectives on which subsequent incident action planning will be based. The IC will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and releasing of incident resources. [II-A-3-b-1-a (Page 13)]					
prod	cedures, and/or plans to ensure the Command Staff is responsan incident. a single IC is designated for jurisdiction with no functional cross-jurisdictional or multifure has considered predesignate the IC develops incident of action planning will be based.	or incidents that occur within a single al agency overlap or when all parties to a unctional response agree to a single IC. ting ICs in its preparedness plans. bjectives on which subsequent incident d. ad all requests pertaining to the incident resources.	YESNO			
(Ve	oluntary Information)	Projected Compliance Date:	_1			
Su	pporting Documentation:	Compliance Strategy:				

II-A-3-b-1-b. Unified Command

	D I DI CIIIIO COIIIII		
NIMS:	UC is an important element in multijumanagement. It provides guidelines functional responsibilities to coordinate overcomes much of the inefficiency of from different functional and geography government, operate without a commutation of the inefficiency of the incident and those able to provide structure and contribute to the provide structure and contribute to th	to enable agencies with different leate, plan, and interact effectively. A and duplication of effort that can or othic jurisdictions, or agencies at dimon system or organizational frame actional responsibility for any or a specific resource support particulations of determining overall incut joint planning for tactical activation dent objectives; ensuring the interior and making optimum use of the UC structure will depend on the ministrative jurisdictions are involved in the designation of a single IC may and the designation of a single IC may	egal, geographic, and as a team effort, UC ccur when agencies fferent levels of ework. All agencies all aspects of an icipate in the UC ident strategies; ities is accomplished egration of tactical of all assigned the location(s) of the ed) and the type of re required). In the case
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure all agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the UC structure.			
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure it is prepared to participate in the Unified Command structure by contributing to the process of: • determining overall incident strategies. • selecting objectives. • jointly planning tactical activities in accordance with approved incident objectives. • integrating tactical operations. • approving, committing, and making optimum use of all assigned resources. Notes:			
(Vo	oluntary Information)	Projected Compliance Date:,	
Su	pporting Documentation:	Compliance Strategy:	

II-A-3-b-1-b-iii. Incident Action Plan

U o g	IC. A single individual, the factorial in the IAP. The Operations	loped by the Planning Section Chief and e Operations Section Chief, directs the a Section Chief will normally come from the a ement. UC participants will agree on the [II-A-3-b-1-b-iii (Page 15)]	actual implement agency with the	tation
 The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure, when operating under a UC structure: the Planning Section Chief develops the IAP, which is approved by the UC. the Operations Section Chief directs the tactical implementation of the IAP. all participants agree on the designation of the Operations Section Chief. 		YES	NO	
	Notes:			
(Volu	ntary Information)	Projected Compliance Date:,		
Suppo	orting Documentation:	Compliance Strategy:		

II-A-3-b-1-b-iv. Command Practices

NIMS:	UC works best when the participal Command Post and observe the for each operational period; keep establish consolidated incident of establish a single system for order or oral, evaluated and updated at decisionmaking and documentation.	following practices: select an Ope each other informed of specific bjectives, priorities, and strategi ering resources; develop a const gregular intervals; and establish	perations Section Chief requirements; ies; coordinate to olidated IAP, written
prod	e jurisdiction has implemented and inscedures, and/or plans to ensure partice collocate at the Incident Command select an Operations Section Chickeep each other informed of spectodevelop a consolidated IAP, writte updated at regular intervals. establish procedures for joint decoumentation.	cipating members of the UC: I Post. ef for each operational period. ific requirements. en or oral, that is evaluated and cisionmaking and	YESNO
(Ve	oluntary Information)	Projected Compliance Date:,	
Su	upporting Documentation:	Compliance Strategy:	

II-A-3-b-2. Command Staff Responsibilities

NIMS:	In an Incident Command organization and various special staff positions. report directly to the Incident Commare not a part of the ICS General Statypically identified in ICS: Public Additional positions may be required location(s) of the incident(s), or a IC. [II-A-3-b-2 (Page 16)]	The special staff positions are spenand, and are assigned responsibilitation and are assigned responsibilitation and the special function officer, Safety Officingly, and the sature, so	cifically designated, lity for key activities that ecial staff positions are er, and Liaison Officer. acope, complexity, and
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure necessary special staff positions (such as a Public Information Officer, Safety Officer, and Liaison Officer) are specifically designated, report directly to the Incident Command, and are assigned responsibility for key activities that are not a part of the ICS General Staff functional elements.			YESNO
	Notes:		
(V	oluntary Information)	Projected Compliance Date:	
Su	upporting Documentation:	Compliance Strategy:	

II-A-3-b-2-a. Public Information Officer

NIMS:	The PIO is responsible for interface with incident-related information reinformation on the incident's cause other matters of general interest for perform a key public information-ror unified, only one incident PIC from other agencies or departmental incident-related information. [II-	equirements. The PIO develops ace, size, and current situation; resorter both internal and external consumonitoring role. Whether the com. I should be designated. Assistated involved. The IC must applied.	ccurate and complete urces committed; and umption. The PIO may also mand structure is single ants may be assigned
proc	jurisdiction has implemented and i cedures, and/or plans to ensure when the PIO develops accurate and incident for both internal and external one incident PIO is designated to command). The IC approves the release of a Notes:	en a PIO is designated: complete information on the ernal consumption. ated (even under Unified	YESNO
(\/c	oluntary Information)	Projected Compliance Date:	
,	pporting Documentation:	Compliance Strategy:	

II-A-3-b-2-b. Safety Officer

	B = Bi Gaioty Gillion		
NIMS:	safety, including the health and sa responsibility for the safe conduct and supervisors at all levels of incl. IC for the set of systems and prhazardous environments, coordimplementation of measures to general safety of incident opera prevent unsafe acts during incide designated, in spite of the famay be involved. Assistants may be involved. Assistants may be involved assistants may be involved assistants may be involved. Assistants may be involved assistants may be involved assistants may be involved. Assistants may be involved assistants may be involved. Assistants may be involved assistants may be involved.	ons and advises the IC on all matters of the property of emergency responder person of incident management operations ident management. The SO is, in the cocedures necessary to ensure or dination of multiagency safety effort promote emergency responder sations. The SO has emergency authors. The SO has emergency authors that multiple jurisdictions and/by be required and may be assigned by the solution of the solution of the solution operational safety and issues across jurisdictions, acrond nongovernmental organizations, or jurisdictions that contribute to the individual identities or responsibiling. Rather, each entity contributes to a volved in incident operations. [II-A-3]	nnel. The ultimate rests with the IC or UC urn, responsible to the agoing assessment of orts, and afety, as well as the thority to stop and/or e, a single SO should for functional agencies ed from other agencies chief, and Planning ety and emergency e coordination of cross functional ations. It is important to be joint safety willity for their own the overall effort to
prod	environments, coordination of mu implementation of measures to presafety, and the general safety of ithe SO has emergency authority during incident operations. In only one incident SO is designated the SO, Operations Section Chi	en a Safety Officer is designated: Itions and advises the IC on all fety. It the set of systems and ongoing assessment of hazardous Iltiagency safety efforts, romote emergency responder incident operations. It to stop and/or prevent unsafe acts Ited (even under Unified Command). Itef, and Planning Section Chief iterational safety and emergency sues. Ingement functions and issues inctional agencies, and with inent organizations.	
(Ve	oluntary Information)	Projected Compliance Date:	,
Su	pporting Documentation:	Compliance Strategy:	

II-A-3-b-2-c. Liaison Officer

NIMS:	The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination. [II-A-3-b-2-c (Page 17)]				
prod	e jurisdiction has implemented and instruction plans to ensure when the LNO is the point of contact for regovernment agencies, nongovernment private entities, in either a single or agency and organizational representations with their Notes:	n a Liaison Officer is designated: epresentatives of other eental organizations, and/or UC structure. sentatives have the authority to all matters, following	Y	ES	_NO
(Vo	oluntary Information)	Projected Compliance Date:	·		
Su	pporting Documentation:	Compliance Strategy:			

II-A-3-c-1-a. Operations Section Chief

NIMS:	incident-related operational acti objectives for each operation establishing their own suppor or more deputies assigned, with in the case of multijurisdictional designated for each operation	s responsible to the IC or UC for the vities. The Operations Section Clal period, with other section chierting objectives. The Operations Softh the assignment of deputies from a incidents. An Operations Section hal period and should have direct corresponding period of respon	hief will establish tactical efs and unit leaders Section Chief may have one other agencies encouraged of Chief should be to tinvolvement in the
proc	jurisdiction has implemented and cedures, and/or plans to ensure the is responsible to the IC or UC for incident-related operational at establishes tactical objective is designated for each operational period of responsib	he Operations Section Chief: or the direct management of all activities. as for each operational period. onal period. a preparation of the IAP for their	YESNO
(Vo	oluntary Information)	Projected Compliance Date:	,
Su	pporting Documentation:	Compliance Strategy:	

II-A-3-c-1-b. Branches

NIMS:	MS: Branches may be used to serve several purposes, and may be functional or geographic in nature. In general, branches are established when the number of divisions or groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief (a ratio of 1:5 is normally recommended, or 1:8 to 1:10 for many larger-scale law enforcement operations). [II-A-3-c-1-b (Page 19)]			
prod nun	e jurisdiction has implemented and it cedures, and/or plans to ensure bra aber of divisions or groups exceeds the Operations Section Chief.		YE	SNO
(V	oluntary Information)	Projected Compliance Date:	,	
Su	pporting Documentation:	Compliance Strategy:		

II-A-3-c-1-c. Divisions and Groups

manageable span of contrestablished to divide an in Groups are established to certain types of incidents, for functional group in the Opera	IMS: Divisions and Groups are established when the number of resources exceeds the manageable span of control of the IC and the Operations Section Chief. Divisions are established to divide an incident into physical or geographical areas of operation. Groups are established to divide the incident into functional areas of operation. For certain types of incidents, for example, the IC may assign intelligence-related activities to a functional group in the Operations Section. There also may be additional levels of supervision below the Division or Group level. [II-A-3-c-1-c (Page 19)]				
resources exceeds the man Operations Section Chief. • Divisions are established geographical areas of opera	established when the number of ageable span of control of the IC and the to divide an incident into physical or tion. divide the incident into functional areas				
(Voluntary Information)	Projected Compliance Date:,	-			
Supporting Documentation:	Compliance Strategy:				

II-A-3-c-1-d. Resources

NIMS: Resources refer to the combination of personnel and equipment required to enable incident management operations. Resources may be organized and managed in three different ways, depending on the requirements of the incident: (i) Single Resources. These are individual personnel and equipment items and the operators associated with them. (ii) Task Forces. A Task Force is any combination of resources assembled in support of a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader. (iii) Strike Teams. Strike Teams are a set number of resources of the same kind and type that have an established minimum number of personnel. The use of Strike Teams and Task Forces is encouraged, wherever possible, to optimize the use of resources, reduce the span of control over a large number of single resources, and reduce the complexity of incident management coordination and communications. [II-A-3-c-1-d (Page 20)]				
The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure resources are organized and managed, depending on the requirements of the incident, as either single resources, Task Forces, or Strike Teams. Notes:				
(Ve	oluntary Information)	Projected Compliance Date:, _		
Su	apporting Documentation:	Compliance Strategy:		

II-A-3-c-2. Planning Section

NIMS: The Planning Section collects, evaluates, and disseminates incident situation information and intelligence to the IC or UC and incident management personnel. prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops and documents the IAP based on guidance from the IC or UC. The Planning Section comprises four primary units, as well as a number of technical specialists to assist in evaluating the situation, developing planning options, and forecasting requirements for additional resources. The Planning Section is normally responsible for gathering and disseminating information and intelligence critical to the incident, unless the IC places this function elsewhere. The Planning Section is also responsible for developing and documenting the IAP. The IAP includes the overall incident objectives and strategies established by the IC or UC. In the case of UC, the IAP must adequately address the mission and policy needs of each jurisdictional agency, as well as interaction between jurisdictions, functional agencies, and private organizations. The IAP also addresses tactical objectives and support activities required for one operational period, generally 12 to 24 hours. The IAP also contains provisions for continuous incorporation of "lessons learned" as incident management activities progress. An IAP is especially important when (a) resources from multiple agencies and/or jurisdictions are involved; (b) multiple jurisdictions are involved; (c) the incident will effectively span several operational periods; (d) changes in shifts of personnel and/or equipment are required; or there is a need to document actions and/or decisions. [II-A-3-c-2 (Page 20)]

The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure the Planning Section:

____YES ____NO

- collects, evaluates, and disseminates incident situation information and intelligence to the IC or UC and incident management personnel.
- prepares status reports, displays situation information, and maintains status of resources assigned to the incident.
- develops and documents the IAP based on guidance from the IC or UC.
- gathers and disseminates information and intelligence critical to the incident, unless the IC places this function elsewhere.

The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure the IAP:

- includes the **overall incident objectives and strategies** established by the IC or UC.
- adequately addresses the mission and policy needs of each jurisdictional agency in the case of UC.
- adequately addresses the interaction between jurisdictions, functional agencies, and private organizations in the case of UC.
- addresses tactical objectives and support activities required for each operational period, generally 12 to 24 hours.
- contains provisions for continuous incorporation of "lessons learned" as incident management activities progress.
- is developed when resources or authorities from multiple agencies and/or jurisdictions are involved.
- is developed when the incident will **effectively span several operational periods.**
- is developed when changes in shifts of personnel and/or equipment are required.
- is developed when there is a need to document actions and/or decisions.

II. Command and Management

Notes:	
(Voluntary Information)	Projected Compliance Date:,
Supporting Documentation:	Compliance Strategy:

II-A-3-c-3. Logistics Section

NIMS:	The Logistics Section is responsible effective and efficient incident made off-incident locations. It also proving maintenance and fuel, food service support, and emergency respondence required. [II-A-3-c-3 (Page 22)]	nagement, including ordering re rides facilities, transportation, su ses, communications and inform	esources from upplies, equipment nation technology
prod	e jurisdiction has implemented and instructions, and/or plans to ensure the Louis responsible for all support require effective and efficient incident manaresources from off-incident locations provides facilities. provides transportation. provides supplies. provides equipment maintenance provides food services. provides communications and information provides emergency responder maintenance inoculations, as required.	ogistics Section: rements needed to facilitate agement, including ordering s. and fuel. ormation technology support. edical services, including	YESNO
(Ve	oluntary Information)	Projected Compliance Date:,	
Su	pporting Documentation:	Compliance Strategy:	

II-A-3-c-4. Finance/Administration Section

NIMS:	incident management activities reservices. Not all incidents will receases that require only one spec	n is established when the agency(sequire(s) finance and other adminiquire a separate Finance/Administific function (e.g., cost analysis), the planning Section. [//-A-3-c-	strative suppo ration Section. his service may	In
pro	e jurisdiction has implemented and inscedures, and/or plans to ensure: • a Finance/Administration Section agency(s) involved in incident man finance and other administrative sure a technical specialist is assigned to one specific Finance/Administra	n is established when the agement activities require(s) upport services. the Planning Section when only tion function is required.	YES	NO
(V	oluntary Information)	Projected Compliance Date:, _		
Su	upporting Documentation:	Compliance Strategy:		

II-A-3-c-5. Information and Intelligence Function

NIMS:	NIMS: The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the IC, who have proper clearance and a "need-to-know" to ensure that they support decision-making. [II-A-3-c-5 (Page 23)]				
prod app who	The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure information and intelligence is appropriately analyzed and shared with personnel, designated by the IC, who have a proper clearance and a "need-to know" to ensure that they support decisionmaking.				
	Notes:				
(Vo	oluntary Information)	Projected Compliance Date:,			
Su	pporting Documentation:	Compliance Strategy:			

II-A-3-c-5-a. Information and Intelligence Function (organization)

			<u> </u>
NIMS:	The intelligence and information fun Within the Command Staff. This of for tactical or classified intelligence as supporting Agency Representatives Within the Planning Section. This need for tactical intelligence and whas a Branch Within the Operation incidents with a high need for tactical law enforcement is a member of the option may be most appropriate who or when there is a need to manage sensitive intelligence or information, for which intelligence plays a crucial how it is organized, the information operations as directed by the IC. operational security activities, as information of all types (e.g., class information, proprietary and pershandled in a way that not only sate to those who need access to it so missions. The information and operactivities that fall under the responsance in the coordinating information and operactivities that fall under the responsance in the coordinating information and appears activities that fall under the responsance in the coordinating information and appears activities that fall under the responsance in the coordinating information and operactivities that fall under the responsance in the coordinating information and appears activities may affect in the coordinating information and operactivities activities may affect in the coordinating information and operactivities activities may affect in the coordinating information and operactivities activities may affect in the coordinating information and operactivities activities activities may affect in the coordinating information and operactivities activities activities may affect in the coordinating information and operactivities activities activities activities may affect in the coordination and operactivities activities a	ption may be most appropriate in it and in which incident-related intelligent, through real-time, reach-back cape option may be most appropriate in the no law enforcement entity is a rest of section. This option may be most intelligence (particularly classified and intelligence (particularly classified and incident is heavily influenced and/or analyze a large volume of control of the throughout the incident life cy on and intelligence function is also and information related securional as the complex task of ensistified information, or export-control of the information but also that they can effectively and sa telligence function also has the informational-security matters with propositional of the PIO, particularly of the PIO, particularly	precidents with little need gence is provided by cabilities. (b) As a Unit of an incident with some member of the UC. (c) ast appropriate in dintelligence) and when staff Section. This is by intelligence factors lassified or highly to a terrorism incident, and cecurity and cecurity and cerify plans and cecurity and cerify plans and cerify plans and cecurity and cerify plans and cecurity and cerify plans and cecurity a
prod fund Sect	jurisdiction has implemented and inscedures, and/or plans to organize the ction either within the Command Station, as a branch within the Operation peral Staff Section.	e intelligence and information ff, as a unit within the Planning	YESNO
	jurisdiction has implemented and inscedures, and/or plans to ensure the in		
func	ction is responsible for: developing, conducting, and mar	-	
	security plans and operations as dir safeguarding sensitive information	rected by the IC, including	
•	coordinating information and open the public awareness activities of the	erational security matters with	
	·		
(Vo	Dluntary Information)	Projected Compliance Date:,	
,	pporting Documentation:	Compliance Strategy:	_

II-A-4-a. Description

NIMS: An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations. An agency administrator or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is established either to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large incident that involves multiple ICS organizations, such as would likely be the case for incidents that are not site specific, geographically dispersed, or evolve over longer periods of time, (e.g., a bioterrorism event). In this sense, acts of biological, chemical, radiological, and/or nuclear terrorism represent particular challenges for the traditional ICS structure and will require extraordinary coordination between Federal, State, local, tribal, private-sector, and nongovernmental organizations. Area Command is also used when there are a number of incidents in the same area and of the same type, such as two or more hazardous material (HAZMAT) or oil spills, and fires. These represent incidents that may compete for the same resources. When incidents do not have similar resource demands, they are usually handled separately and are coordinated through an Emergency Operations Center (EOC). If the incidents under the authority of the Area Command are multijurisdictional, then a Unified Area Command should be established. This allows each jurisdiction to have representation in the command structure. Area Command should not be confused with the functions performed by an EOC. An Area Command oversees management of the incident(s), while an EOC coordinates support functions and provides resources support. [II-A-4-a (Page 25)] ____YES ____ NO The jurisdiction has implemented and institutionalized processes, procedures, and/or plans to ensure an Area Command is established, when necessary, to: • oversee the management of multiple incidents that are each being handled by a separate ICS organization. • oversee the management of a very large incident that involves multiple ICS organizations. • manage a number of incidents in the same area and of the same tvpe. The jurisdiction has implemented and institutionalized processes. procedures, and/or plans to ensure if incidents under the authority of an Area Command are multijurisdictional, a Unified Area Command is established. Notes: _ (Voluntary Information) Projected Compliance Date: _____, ___ Supporting Documentation: Compliance Strategy:

II-A-4-b. Responsibilities

NIMS:	incident-related priorities; allo incidents are properly manage and do not conflict with each oneeds and report them to EOC	ity, an Area Command has the responder cate critical resources according ted; ensure that incident managementher or with agency policy; identifies and/or multiagency coordination to covery is coordinated to assist in the Page 25)]	o priorities; ensure that ent objectives are met fy critical resource n entities; and ensure
proc resp	ensure incident management of conflict with each other or with identify critical resource need multiagency coordination entities	n Area Command has the iorities. ording to priorities. nanaged. objectives are met and do not agency policy. s and report them to EOCs and/or s. recovery is coordinated to assist in erations.	YESNO
(Vo	oluntary Information)	Projected Compliance Date:	.,
Su	pporting Documentation:	Compliance Strategy:	

II-B-2-a. Emergency Operations Center (see paragraph 3)

NIMS:	temporary, short-term needs on the size of the jurisdiction workload. EOCs may be org specific organizational str functions: coordination; c	ganizations and facilities or may be est s. The physical size, staffing, and equip n, resources available, and anticipated i ganized and staffed in a variety of ways. ucture used, EOCs should include th ommunications; resource dispatch a alysis, and dissemination. [II-B-2-a (P	ping of an EOC will depend ncident management Regardless of the ne following core and tracking; and
prod fund			YESNO
	110.00.		
(Ve	oluntary Information)	Projected Compliance Date:	
Su	pporting Documentation:	Compliance Strategy:	

II-B-2-b. Multiagency Coordination Entities

NIMS:	Regardless of form or structure, the principal functions and responsibilities of multiagency coordination entities typically include the following: ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information; establishing priorities between incidents and/or Area Commands in concert with the IC or UC(s) involved; acquiring and allocating resources required by incident management personnel in concert with the priorities established by the IC or UC; anticipating and identifying future resource requirements; coordinating and resolving policy issues arising from the incident(s); and providing strategic coordination as required. Following incidents, multiagency coordination entities are also typically responsible for ensuring that improvements in plans, procedures, communications, staffing, and other capabilities necessary for improved incident management are acted on. These improvements should also be coordinated with appropriate preparedness organizations, if these organizations are constituted separately. [II-B-2-b (Page 28)]			
prod esta			YESNO	
(Ve	oluntary Information)	Projected Compliance Date:,		
	pporting Documentation:	Compliance Strategy:		

II-C-1-a. The PIO Supports the Incident Command

NIMS:	Inder the ICS, the Public Information Officer (PIO) is a key staff member supporting the Incident Command structure. The PIO represents and advises the Incident Command on all public information matters relating to the management of the incident. The PIO handles media and public inquiries, emergency public information and warnings, rumo monitoring and response, media monitoring, and other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, particularly regarding information on public health and safety and protection. The PIO is also responsible for coordinating public information at or near the incident site and serving as the on-scene link to the Joint Information System (JIS). In a large-scale operation, the on-scene PIO serves as a field PIO with links to the Joint Information Center (JIC), which is typically collocated with the Federal, regional, State, local, or tribal EOC tasked with primary incident coordination responsibilities. The JIS provides the mechanism for integrating public information activities among JICs, across jurisdictions, and with private-sector and nongovernmental organizations. [II-C-1-a (Page 28)]				
 nongovernmental organizations. [II-C-1-a (Page 28)] The jurisdiction has implemented and institutionalized processes, procedures, and/or plans for the PIO to: represent and advise the Incident Command on all public information matters relating to the management of the incident. handle functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information relat to the incident, including handling media and public inquiries, emergency public information and warnings, rumor monitoring and response, and media monitoring. coordinate public information at or near the incident site. serve as the on-scene link to the Joint Information System (JI serve as a field PIO with links to the Joint Information Center (JIC) during a large-scale operation. 		t Command on all public management of the incident. inate, clear with appropriate ate and timely information related media and public inquiries, and warnings, rumor monitoring bring. or near the incident site. Joint Information System (JIS). the Joint Information Center	YESNO		
(Vo	oluntary Information)	Projected Compliance Date:,			
Su	pporting Documentation:	Compliance Strategy:			

II-C-1-b. Coordination and Integration

NIMS:	Public information functions mu and across functional agencies; with private sector and nongove	among Federal, State, local, and	d tribal partners; and
proc func	i jurisdiction has implemented and in bedures, and/or plans to coordinate actions: across jurisdictions and across for among Federal, State, local, and with private sector and nongove	and integrate public information unctional agencies. tribal partners.	YESNO
(Vo	oluntary Information)	Projected Compliance Date:	
Su	pporting Documentation:	Compliance Strategy:	

II-C-2-a. Joint Information System

NIMS:	delivery of understandable, tina crisis. It includes the plans, the public during incident operations related to an incident organization PIOs, staff, and Jinclude the following: interage	I, integrated, and coordinated mechanely, accurate, and consistent informations, and structures used to protocols, and encompasses all publicent, including all Federal, State, local ICs established to support an incide ency coordination and integration; deges; support for decision-makers; and II-C-2-a (Page 30)]	nation to the public in ovide information to information I, tribal and private ent. Key elements eveloping and
prod	ensure the delivery of understar consistent information to the public include plans, protocols, and sinformation to the public during in encompass all public information incident, including all Federal, sorganization PIOs, staff, and JIO perform interagency coordinate develop and deliver coordinate provide support for decisionn	Information System to: ted, and coordinated mechanism to indable, timely, accurate, and blic in a crisis. structures used to provide incident operations. tion operations related to an State, local, tribal, and private Cs established to support an incident. ition and integration. ted messages. nakers. otable.	YESNO
(Ve	oluntary Information)	Projected Compliance Date:,	
Su	pporting Documentation:	Compliance Strategy:	

II-C-2-b. Joint Information Center

NIMS: A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions. It is important for the JIC to have the most current and accurate information regarding incident management activities at all times. The JIC provides the organizational structure for coordinating and disseminating official information. JICs may be established at each level of incident management, as required. Note the following:

- The JIC must include representatives of each jurisdiction, agency, private sector, and nongovernmental organization involved in incident management activities.
- A single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations when the circumstances of an incident require. Multiple JICs may be needed for a complex incident spanning a wide geographic area or multiple jurisdictions.
- Each JIC must have procedures and protocols to communicate and coordinate effectively with other JICs, as well as with other appropriate components of the ICS organization.

ment activities. n required by the circumstances of an and coordinate with other JICs and ts of the ICS organization.	<u> </u>	NO
Projected Compliance Date:		
Compliance Strategy:		
	atives of each jurisdiction, agency, and nongovernmental organization ment activities. In required by the circumstances of an and coordinate with other JICs and ts of the ICS organization. Projected Compliance Date:	atives of each jurisdiction, agency, and nongovernmental organization ment activities. In required by the circumstances of an and coordinate with other JICs and ts of the ICS organization. Projected Compliance Date: