

National Incident Management System

NYS Training Program Plan

MARCH 2021



Homeland Security
and Emergency Services

Preface

On March 1 2004, the National Incident Management System (NIMS) was founded as a result of Homeland Security Presidential Directive 5 (HSPD-5). The NIMS guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents. This consistency provides the foundation for the utilization of NIMS in response to a variety of incidents, ranging from traffic accidents to national disasters. NIMS provides communities with the vocabulary, systems, and processes needed to successfully deliver the capabilities described in the National Preparedness System.

Also defined by NIMS are the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents. NIMS was updated in both 2007 and 2008 based on input from stakeholders within every level of the nation's response community and from lessons learned in recent incidents. As of 2017, NIMS has been updated to reflect progress since 2008, based on lessons learned, best practices, and changes in national policy, including updates to the National Preparedness System. This 2017 update:

- Reiterates concepts and principles of the earlier versions of NIMS;
- Provides additional guidance for EOCs; and
- Describes how NIMS command and coordination mechanisms fit together.

As recipients and subrecipients of Federal preparedness grants, jurisdictions and organizations must achieve, or be actively working to achieve, all of the NIMS Implementation Objectives. These objectives require AHJs to ensure that all incident personnel receive training pertinent to their incident responsibilities, in alignment with the *NIMS Training Program*. (NIMS Training Guidelines, 2020).

The jurisdictions and organizations involved in managing incidents vary in their authorities, management structures, communication capabilities, protocols, and many other factors. NIMS provides a common framework to integrate these diverse capabilities and achieve common goals. The guidance contained under the NIMS protocol incorporates solutions developed over decades of experience by incident personnel across the Nation.

NIMS Grant Requirement

HSPD-5 established ambitious deadlines for NIMS adoption and implementation, including the requirement that, beginning in Fiscal Year 2005, Federal departments and agencies make adoption of the NIMS a requirement, to the extent permitted by law, for providing Federal preparedness assistance through grants, contracts, or other activities. Other grants provided by FEMA may have other requirements aside from adhering to the NIMS and must be met in order for a grant to be provided.

Additionally, jurisdictions may need to complete other required training associated with the receipt of federal homeland security grant funding. For example, agencies that receive federal

Emergency Management Performance Grant (EMPG) funding may need to complete additional emergency management related training beyond the NIMS training. New York State may also add additional requirements, beyond NIMS, such as the New York State Emergency Management Certification and Training program requirements for grant funding.

NIMS Training Program Overview

Updated in 2020, the NIMS Training Program defines a national NIMS training curriculum and personnel qualifications, as well as training guidance for NIMS concepts and principles to incident personnel for developing their training plans. The NIMS training program seeks to:

1. Describe the national approach to NIMS training
2. Define NIMS training for all incident personnel
3. Provide guidance to individuals and organizations wishing to pursue advanced qualifications
4. Define components of an organizational training plan
5. Define roles and responsibilities at all levels to provide consistent NIMS training on a national scale.

A critical tool in implementing NIMS nationally is the use of a well-developed training system which facilitates NIMS protocols throughout the United States. Charged with the development of NIMS documents and standards, DHSES in conjunction with other training partners has laid out the basis for the NIMS Training Program. New York State has prepared this NIMS training guidance in accordance with NIMS training program, NIMS compliance requirements, historical efforts in New York State, and the analysis of practical implementation of the intent of NIMS. Training Partners include:

- Division of Homeland Security and Emergency Services
- Office of Emergency Management
- Division of State Police
- Department of Environmental Conservation
- Office of Fire Prevention and Control
- Department of Agriculture and Markets
- Department of Transportation
- Division of Criminal Justice Services
- Department of Health

NIMS Core Curriculum

Overview

The NIMS Training Program identifies those courses critical to train personnel capable of implementing all functions of emergency management.

NIMS training develops incident personnel capable of performing necessary functions in their Authority Having Jurisdiction (AHJ) and assisting when mutual aid is necessary. Because incident personnel have diverse responsibilities and different knowledge and skill requirements, the NIMS Training Program provides customized training progressions for personnel in each of the four NIMS Command and Coordination systems: Incident Command System (ICS),

Emergency Operations Center (EOC), Joint Information System (JIS), and Multiagency Coordination Systems (MAC)

1. ICS – responsible for tactical activities on-scene
2. EOC – responsible for operational and strategic coordination, resource acquisition, and information gathering, analysis, and sharing
3. Public Information Officers (PIO) operating within the Joint Information System (JIS) – responsible for outreach and communication to the media and public
 - i. JIS ICS PIOs
 - ii. JIS EOC PIOs
4. MAC Group – responsible for policy guidance and senior-level decision-making

These systems guide how personnel work together during incidents. Courses for these systems are organized into Focus Areas. Focus Area training progressions include baseline training for all personnel, multiple levels of supervisory training based on an individual's level of incident responsibility, and advanced training for individuals seeking advanced position qualifications.

An AHJ may determine that additional, advanced training is necessary to meet the requirements for a qualification program (such as NQS), but FEMA does not require this additional training for preparedness grant eligibility.

Each AHJ determines which personnel will take which courses. Organizational leaders should base their determination on an individual's level of incident responsibility, incident frequency, and the organization's relevant emergency management plans. AHJs should coordinate their efforts with local and state emergency management agencies.

Regardless of Focus Area, all NIMS training falls into three basic categories, which share many of the same foundational courses

- **All Incident Personnel:** Associated courses provide the foundational knowledge to help nonsupervisory incident personnel understand where they fit in the overall incident structure. Many incident personnel never advance beyond these baseline courses.
- **Incident Personnel with Leadership Responsibilities:** Associated courses provide additional background on external incident management systems for mid-level incident personnel responsible for establishing the initial incident command or for those preparing for a future supervisory role.
- **Incident Personnel Designated as Senior Leaders/Supervisors:** Courses provide enhanced knowledge and increased comfort in using NIMS structures and processes, for senior level incident personnel. Trainees are typically those designated as ICS or EOC leaders/supervisors for large or complex incidents that extend beyond a single operational period and generate an Incident Action Plan (IAP).

Incident Complexity

Incident complexity is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to:

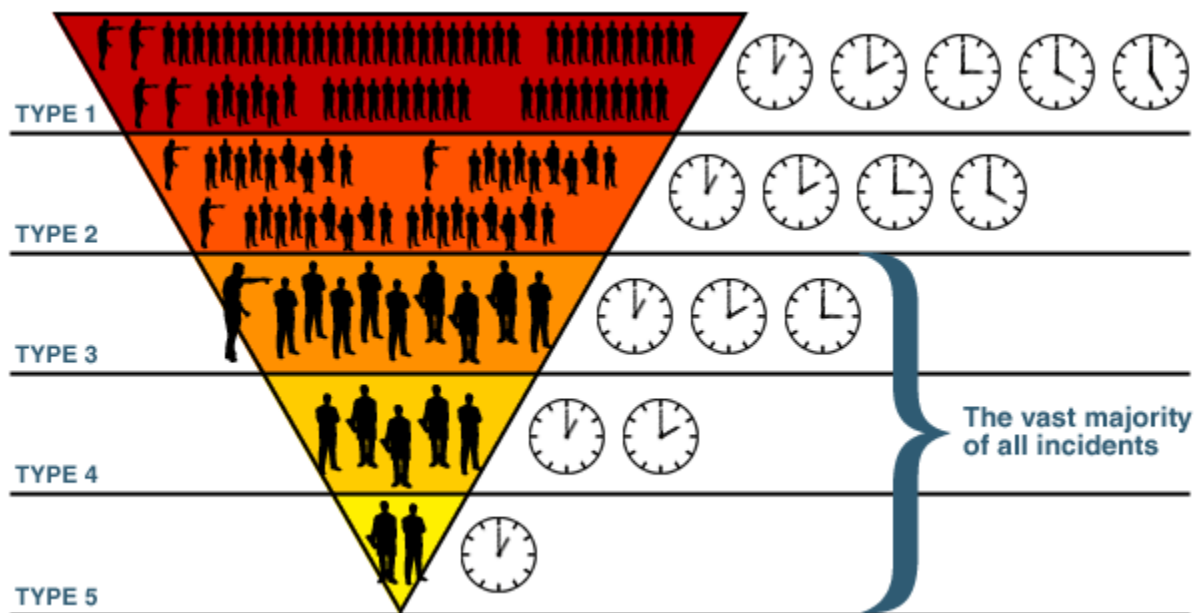
- Area involved
- Threat to life and property
- Political sensitivity
- Organizational complexity
- Jurisdictional boundaries
- Values at risk
- Weather
- Strategy and tactics
- Agency policy

Incident complexity is considered when making incident management level, staffing, and safety decisions. Incident complexity is assessed on a five-point scale ranging from Type 5 (the least complex incident) to Type 1 (the most complex incident). The Five Types are:

- Type 5:
 - Incident Commander (IC) position is filled, but Command and General Staff positions are not needed to reduce workload or span of control
 - One or more resources are needed and receive direct supervision from the IC
 - The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.
 - Resources may remain on scene for several hours but require no logistical support
 - Formal incident planning process not necessary
 - Examples include a vehicle fire, a medical response to an injured/sick person, or a high-risk felony traffic stop. Planned events can include a 5K or 10K road race.
- Type 4
 - IC/Unified Command role is filled, but Command and General Staff positions are typically not necessary
 - Resources receive direct supervision either from the IC/Unified Command or through an ICS leader position
 - Multiple resources may be necessary
 - Resources may remain on scene for up to 24 hours and may require limited logistical support
 - Formal incident planning process not necessary
 - Examples include a barricaded suspect, a hazardous materials (HAZMAT) spill on a roadway or waterway, a large commercial fire, or a localized flooding event affecting a neighborhood or subdivision. Planned events can include a march, protest, festival, fair, or parade.
- Type 3:
 - IC/Unified Command role is filled
 - Command Staff positions are filled to reduce workload or span of control

- One or more General Staff position(s) are filled to reduce workload or span of control
 - Numerous kinds and types of resources may be required.
 - Resources may need to remain on scene for over a week and will require logistical support.
 - Incident typically extends into multiple operational periods.
 - Number of responders depends on the kind of incident but could include several hundred personnel
 - Formal incident planning process initiated and followed
 - Examples would include a tornado that damage a small section of a city, village, or town; railroad tank car HAZMAT leak requiring evacuation of a neighborhood or section of a community; or an active shooter. Planned events can include a county fair or an auto racing event.
- Type 2:
- IC/Unified Command role is filled
 - All Command Staff positions are filled
 - All General Staff positions are filled
 - Incident extends into numerous operational periods
 - Numerous kinds and types of resources may be required.
 - Resources may need to remain on scene for two to three weeks and will require complete logistical support, as well as possible personnel replacement
 - Number of responders depends on the kind of incident but could include over 1,000 personnel
 - Formal incident planning process initiated and followed
 - Examples would include a tornado with damage to an entire section of a city, village, or town; a railroad tank car HAZMAT leak requiring a several-days-long evacuation of an entire section of a city, village, or town; a wildland fire in an area with numerous residences, requiring evacuations and several days of firefighting to bring under control; or a river flooding event affecting an entire section of a city, village, or town, with continued precipitation anticipated. Planned events can include a VIP visit, a large demonstration or strike, or a large concert.
- Type 1:
- IC/Unified Command role is filled
 - Unified Command is complex due to the number of jurisdictions involved
 - All Command Staff positions are filled; many include assistants
 - All General Staff positions are filled; many include deputy positions
 - Incident extends into many operational periods
 - Resources may need to remain on scene for two to three weeks and will require complete logistical support, as well as possible personnel replacement
 - Numerous kinds and types of resources may be required, including many that trigger a formal demobilization process
 - Length of resource commitment may necessitate a transfer of command from one incident management team to a subsequent incident management team

- Department of Defense (DOD) assets and other nontraditional organizations like Voluntary Organizations Active in Disaster (VOAD) and nongovernmental Organizations (NGO) may be involved in the response, requiring close coordination and support
- Number of responders depends on the kind of incident but could include over 1,000 personnel
- Formal incident planning process initiated and followed
- Examples include a tornado with damage or destruction to an entire community; a multi-level terrorist attack; a Category 3, 4, or 5 hurricane; a pandemic; a large wind-driven wildland fire threatening an entire city, village, or town, causing several evacuations and destroying many homes, businesses, and critical infrastructure assets; or a widespread river flooding event in a city, village, or town, with continued precipitation anticipated. Planned events could include a political convention, the Super Bowl, the World Series, or a presidential visit.



Clocks do not depict the length of the incident.

Baseline Training

The following courses are designed to provide a “baseline” for **all incident personnel**, as they introduce basic NIMS and Incident Command System-(ICS) concepts and provide the foundation for higher-level Emergency Operations Center- (EOC), Multiagency Coordination System- (MACS), and ICS-related training:

All ICS Personnel: All incident personnel working within the ICS should complete the following courses for foundational knowledge of incident response:

- **IS-700 NIMS, an Introduction:** This course introduces the NIMS concept. NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.
- **ICS-100 Introduction to the Incident Command System:** This course introduces ICS and provides the foundation for higher level ICS training. It describes the history, features and principles, and organizational structure of the system. It also explains the relationship between ICS and NIMS.

As incidents grow in complexity, so do the responsibilities of personnel in leadership positions. Personnel with leadership responsibilities must complete varying levels of training to ensure effective management of an incident. Required trainings for personnel are identified in each respective training progression.

Training Progressions

ICS Training Progression

Personnel who will operate within ICS (field personnel) follow the ICS training progression. Each AHJ determines how far individuals need to progress based on their role within ICS and the size and complexity of the incidents that personnel respond to on a regular basis.

ICS Personnel with Leadership Responsibilities: Supervisory personnel working within the ICS should complete the following courses for additional background in incident management systems with leadership responsibilities:

- **IS-800: National Response Framework, An Introduction** – This course introduces participants to the concepts and principles of the National Response Framework (NRF).
- **IS-200: Basic Incident Command System for Initial Response, ICS-200** – This course enables personnel to operate efficiently within the ICS during an incident or event.
 - **It is recommended** that after the completion of **IS-200**, personnel working with the ICS gain experience before taking more advanced training courses.

ICS Personnel Designated as Senior Leaders/Supervisors: Leaders who would be assigned key roles in management of **complex** incidents should complete this level of training. These courses apply higher-level concepts, methods, and tools for larger, more complex incidents:

- **G0191: Emergency Operations Center/Incident Command System Interface**
 - This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.
- **E/L/G0300: Intermediate Incident Command System for Expanding Incidents, ICS-300** – This course provides training for personnel who require advanced ICS knowledge.

- FEMA recommends that students take the two-day classroom version of ICS-200 before attending ICS-300 to ensure they have the foundational knowledge necessary to be successful in ICS-300.
- **E/L/G0400: Advanced Incident Command System for Command and General Staff–Complex Incidents, ICS-400** – This course provides training in managing large, complex incidents or events.
 - FEMA recommends that students not take ICS-400 immediately following ICS-300 but instead wait to take ICS-400 after gaining additional ICS experience.

EOC Training Progression

Personnel who staff an EOC follow the EOC training progression. Each AHJ determines how far individuals need to progress based on their role within the EOC and the size and complexity of incidents they will support.

All EOC Personnel: Personnel who staff an EOC follow the EOC training progression.

- **IS-100: Introduction to the Incident Command System, ICS 100** – This course introduces ICS and provides the foundation for higher-level ICS training.
- **IS-700: National Incident Management System, An Introduction** – This course introduces NIMS concepts and principles.

EOC Personnel with Leadership Responsibilities: Supervisory personnel working within an EOC should complete the following courses for additional background in incident management systems with leadership responsibilities:

- **IS-800: National Response Framework, An Introduction** – This course introduces participants to the concepts and principles of the NRF.
- **IS-2200: Basic EOC Functions** – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.
 - FEMA recommends that personnel with leadership responsibilities in an EOC complete IS2200 instead of IS-200.
- **G0191: Emergency Operations Center/Incident Command System Interface** – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.

EOC Personnel Designated as Senior Leaders/Supervisors: EOC leaders need enhanced knowledge. This course applies higher-level concepts, methods, and tools for larger, more complex incidents:

- **E/L/G2300: Intermediate EOC Functions** – This course describes the role, design, and function of EOCs as components of a Multiagency Coordination System (MACS).

JIS/PIO Training Progression

The JIS integrates incident information and public affairs into a cohesive organization to provide coordinated and complete information before, during, and after incidents. A JIS cuts across the three levels of incident management (on-scene/tactical, center/coordination, and policy/strategic) and helps ensure coordinated messaging among all incident personnel.

JIS/PIO personnel, whether assigned to work in an ICS or an EOC environment, should follow the JIS/PIO Training Progression. Each AHJ determines how far individuals need to progress based on their role within incident command, and the size and complexity of incidents they are preparing for.

All JIS/PIO Personnel: These courses provide baseline training for all incident JIS personnel. Some personnel assigned to JIS roles but not assigned as a PIO may not progress beyond these courses. For those who do, these courses provide the foundation upon which higher-level training builds:

- **IS-100: Introduction to the Incident Command System, ICS 100** – This course introduces ICS and provides the foundation for higher-level ICS training.
- **IS-700: National Incident Management System, An Introduction** – This course introduces NIMS concepts and principles.
- **IS-29: Public Information Officer Awareness** – This course provides introductory information for JIS personnel.

JIS/PIO Personnel with Senior Leadership Responsibilities: These courses provide basic training for JIS personnel with leadership responsibilities—not only individuals serving in designated leadership positions, but also personnel preparing for a future supervisory role:

In EOC:

- **IS-800: National Response Framework, An Introduction** – This course introduces participants to the concepts and principles of the NRF.
- **IS-2200: Basic EOC Functions** – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.

- FEMA recommends that **EOC PIOs** complete IS-2200 instead of IS-200.

or

In ICS

- **IS-200: Basic Incident Command System for Initial Response, ICS-200** – This course enables personnel to operate efficiently within the ICS during an incident or event.
 - FEMA recommends that **ICS PIOs** complete IS-200 instead of IS-2200.
- **G0290: Basic Public Information Officer** – This course prepares participants to function as PIOs.

JIS/PIO Personnel Designated as Senior Leaders/Supervisors: These courses, designed for JIS leaders and supervisors—such as EOC PIOs or PIOs rostered on an Incident Management Team (IMT)— apply higher-level concepts, methods, and tools for larger, more complex incidents:

In EOC:

- **G0191: Emergency Operations Center/Incident Command System Interface** – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.
- **E/L/G2300: Intermediate EOC Functions** – This course describes the role, design, and function of EOCs as components of a MACS.
 - FEMA recommends that **EOC PIOs** complete E/L/G2300 instead of E/L/G0300.

or

In ICS

- **E/L/G0300: Intermediate ICS for Expanding Incidents, ICS-300** – This course provides training for personnel who require advanced ICS knowledge.
 - FEMA recommends that **ICS PIOs** complete E/L/G0300 instead of E/L/G2300.
 - FEMA recommends that students take the two-day classroom version of ICS-200 before attending ICS-300 to ensure they have the foundational knowledge necessary to be successful in ICS-300.
- **E/L/G0400: Advanced Incident Command System for Command and General Staff—Complex Incidents, ICS-400** – This course provides training in managing large, complex incidents or events.
 - FEMA recommends that students not take ICS-400 immediately following ICS-300 but instead wait to take ICS-400 after gaining additional ICS experience.

MAC Group Training Progression

MAC Groups, sometimes called Policy Groups, typically consist of agency administrators or organizational executives or their designees.

Executives and senior officials, whether elected or appointed, must have a clear understanding of their roles and responsibilities for successful emergency management and incident response. To that end, it is vital that they receive NIMS training.

All MAC Group Personnel: One course provides baseline training for senior officials. In addition, MAC Group personnel need a briefing from the emergency management director:

- **G0402/ICS-402: ICS Overview for Senior Officials (Executives, Elected, and Appointed)** – This course provides an orientation to NIMS components for senior officials
- **Briefing from the Emergency Management Director** – MAC Group members should meet with their emergency management director to understand the jurisdiction's threats and hazards, as well as their role in emergency response

Each of these training progressions has additional advanced training opportunities. The training progressions described are the minimum requirements based on response responsibilities. A list of additional advanced trainings can be found in Appendix D.

	All Personnel	Personnel with Leadership Responsibility	Designated Leaders or Supervisors in more complex incidents
ICS	IS-100 IS-700	IS-800 IS-200	G0191 E/L/G0300 E/L/G0400
EOC	IS-100 IS-700 Jurisdiction-specific EOC training	IS-800 IS-2200 G0191	E/L/G2300
JIS-ICS	IS-100 IS-700 IS-29 or IS-702 or G0289	IS-800 IS-200 G0290	G0191 E/L/G0300 E/L/G0400
JIS-EOC	IS-100 IS-700 IS-29 or IS-702 or G0289	IS-800 IS-2200 G0290	G0191 G0291 E/L/G2300
MAC Group	N/A	N/A	G0402

Note: A person completing training programs may follow multiple progression tracks, meeting the requirements set for each command system.

Refresher Training

FEMA recommends retaking courses every three years; however, this is just a recommendation, not a requirement. Organizations have the authority to adjust, based on need and resource limitations. Consideration should be given to the frequency of the type of event trained personnel respond. If personnel are responding frequently and maintaining the skills acquired during training, then the authority having jurisdiction could utilize the experience as the refresher training. Skills should be practiced or refreshed to maintain the common vocabulary, systems, and processes needed to successfully respond.

Conclusion

On a yearly basis, the Nation faces a wide variety of complex threats and hazards. The varied capabilities and resources of organizations across the Nation prove to be critical assets but applying these capabilities in a coordinated manner can be challenging. Together, the components of NIMS enable nationwide unity of effort through shared vocabulary, systems, and processes to deliver the capabilities described in the National Preparedness System. NIMS, and the protocols, concepts, principles, procedures, structures, and processes provide the Nation's responders with the important training and guidelines required to meet the challenges they face.

Each authority having jurisdiction should evaluate the types of incidents that regularly occur within their jurisdiction and determine the appropriate level of training for incident response and support personnel. Training should be based on the role and complexity of incidents faced within the jurisdiction. Training needs to remain current and the skills learned need to be utilized/practiced. Refresher training should be considered as part of any training program for skills not regularly exercised.

America's preparedness work is never finished. Although the Nation is safer, stronger, and better prepared than it was a decade ago, the commitment to safeguard the Nation against its greatest risks, now and for decades to come, remains resolute. By bringing the whole community together now to address future needs, the Nation will continue to improve its preparedness to face whatever challenges unfold.

Appendix A. Common Terminology

Agency: A government element with a specific function offering a particular kind of assistance.

Area Command: An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations.

Authority Having Jurisdiction (AHJ): An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, non-government organization, private sector company, or a tribal or local agency such as a police, fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team.

Chain of Command: The orderly line of authority within the ranks of incident management organizations.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Emergency Operations Center (EOC): The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

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

Incident: An occurrence, natural or manmade, that necessitates a response to protect life or property. In this document, the word “incident” includes planned events as well as emergencies and/or disasters of all kinds and sizes.

Incident Command: The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command System (ICS): A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

Incident Commander: The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations.

Incident Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

Incident Management: The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Personnel: All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

Joint Information System (JIS): integrate incident information and public affairs into a cohesive organization to provide coordinated and complete information before, during, and after incidents.

Multiagency Coordination (MAC) Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

Multiagency Coordination (MAC) System: An overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/policy groups, and JISs.

National Incident Management System (NIMS): A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

Nongovernmental Organization (NGO): A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with the government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths, but are typically 12 to 24 hours.

Appendix B. NIMS Implementation Objectives

	NIMS Implementation Objectives	Example Indicators
General <i>Vision: Policies and processes are in place to support NIMS implementation</i>	1. Adopt the National Incident Management System (NIMS) throughout the jurisdiction or organization to prevent, protect against, mitigate, respond to, and recover from incidents.	A current and valid legal authority indicating that NIMS is the system of choice for the jurisdiction or organization.
	2. Designate and maintain a point of contact (POC) to serve as the principal coordinator for the implementation of NIMS.	Stakeholder notification including contact information for a current NIMS point of contact responsible for the overall coordination and development of NIMS-related activities and documents for the jurisdiction.
	3. Ensure that incident personnel receive pertinent NIMS training in alignment with the NIMS Training Program.	Official training guidance that specifies: <ul style="list-style-type: none"> • Which training courses incident personnel must take; • How long they have to complete the training after they join the jurisdiction or organization; and • Frequency of refresher training.
Resource Management <i>Vision: Consistent, interoperable identification, management, and sharing of incident resources</i>	4. Identify and inventory deployable incident resources consistent with national NIMS resource typing definitions and job titles/position qualifications, available through the Resource Typing Library Tool. (NIMS pages 6-7, http://www.fema.gov/resource-management-mutual-aid).	Up-to-date resource inventory (such as the Incident Resource Inventory System) that uses NIMS resource-typing definitions for all shareable or deployable resources.
	5. Adopt NIMS terminology for the qualification, certification, and credentialing of incident personnel. (NIMS page 8) Developing or participating in a qualification, certification and credentialing program that aligns with the National Qualification System (NQS) is recommended, but not required.	Official guidance document specifying how incident personnel are qualified, certified, and credentialed consistent with NIMS terminology.
	6. Use the NIMS Resource Management Process during incidents (identify requirements, order and acquire, mobilize, track and report, demobilize, reimburse and restock). (NIMS page 12)	Current standard operating procedures align with the NIMS Resource Management Process Exercise or real-world incident documentation indicating the appropriate use of NIMS Resource Management process and NIMS resource typing definitions.
	7. At the jurisdictional level, develop, maintain, and implement mutual aid agreements (to include agreements with the private sector and nongovernmental organizations).	Mutual aid agreements are up-to-date and in effect, covering neighboring jurisdictions, the private sector, and nongovernmental organizations.

NIMS Implementation Objectives		Example Indicators
Command and Coordination <i>Vision: Integrated decision making and unity of effort among all incident personnel</i>	8. Apply ICS as the standard approach to the on-scene command, control, and coordination of incidents.	Exercise or real-world incident documentation or after-action reports indicating consistent use of NIMS principles, procedures, and structures including the Incident Command System (ICS), Multiagency Coordination (MAC) Groups, and Joint Information Systems (JIS). Standard operating procedures and emergency operations plans that reflect NIMS guidance such as the NIMS Management Characteristics, ICS, MAC Groups, and JIS.
	9. Implement JIS for the dissemination of incident information to the public, incident personnel, traditional and social media, and other stakeholders.	
	10. Use MAC Groups/Policy Groups during incidents to enable decision making among elected and appointed officials and support resource prioritization and allocation.	
	11. Organize and manage EOCs and EOC teams consistent with pertinent NIMS guidance.	Emergency Operations Plans (EOP), Standard Operating Procedures (SOP), organizational charts, or training program materials reflecting NIMS EOC guidance.
Communications and Information Management <i>Vision: Information gets to who it needs to, when it needs to, and in a means they can understand.</i>	12. Apply plain language and clear text communications standards.	SOPs, standard operating guidelines, and training program materials direct the use of plain language and clear text for incident communications.
	13. Enable interoperable and secure communications within and across jurisdictions and organizations.	Exercise and/or real-world incident documentation and/or after action report indicate that: <ul style="list-style-type: none"> • Communications and information systems are reliable and scalable and can function in any type of incident; • Communications systems are resilient and redundant; • Incident data, networks, and systems are appropriately protected and secure; • Appropriate communication guidance is incorporated into EOPs or supporting plans or annexes; and • Incident communications personnel have experience establishing and supporting interoperable communications.
	14. Develop, maintain, and implement procedures for data collection, analysis, and dissemination to meet organizational needs for situational awareness.	Exercise or real-world incident documentation indicate that incident personnel are collecting, analyzing, and disseminating situational awareness effectively and consistently with NIMS guidance. Data collection plans and SOPs align with NIMS guidance on information management and NIMS command and coordination structures.

Appendix C. Key Links

NIMS 2017 Doctrine: [National Incident Management System Doctrine](https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf),
https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

National Qualification System Information:

Supplemental Guidance- <https://www.fema.gov/emergency-managers/nims/components/nqs-supplemental-documents>

Job Titles and Position Qualifications- <https://www.fema.gov/emergency-managers/nims/components/positions>

NQS Position Task Book- <https://www.fema.gov/emergency-managers/nims/components/position-task-books>

FEMA Training Descriptions: <https://training.fema.gov/nims/>

- *Each course has a dedicated link with a description and overview of the course

NYS DHSES NIMS: <http://www.dhSES.ny.gov/training/NIMS/>

DHSES NIMS Training- <http://www.dhSES.ny.gov/training/NIMS/nims-ics-training.cfm>

DHSES Supporting Guide- <http://www.dhSES.ny.gov/training/NIMS/documents.cfm>

DHSES NIMS Component- <http://www.dhSES.ny.gov/training/NIMS/components.cfm>

Appendix D. Additional Advanced Training

Additional Advanced Training for ICS

- E/L0950 NIMS ICS All-Hazards Incident Commander Course
- E/L0952 NIMS ICS All-Hazards Public Information Officer Course
- E/L0954 NIMS ICS All-Hazards Safety Officer Course
- E/L0956 NIMS ICS All-Hazards Liaison Officer Course
- E/L0958 NIMS ICS All-Hazards Operations Section Chief Course
- E/L0960 NIMS ICS All-Hazards Division/Group Supervisor Course
- E/L0962 NIMS ICS All-Hazards Planning Section Chief Course
- E/L0964 NIMS ICS All-Hazards Situation Unit Leader Course
- E/L0965 NIMS ICS All-Hazards Resources Unit Leader Course
- E/L0967 NIMS ICS All-Hazards Logistics Section Chief Course
- E/L0969 NIMS ICS All-Hazards Communications Unit Leader Course
- E/L0970 NIMS ICS All-Hazards Supply Unit Leader Course
- E/L0971 NIMS ICS All-Hazards Facilities Unit Leader Course
- E/L0973 NIMS ICS All-Hazards Finance/Administration Section Chief Course
- E/L0975 NIMS ICS All-Hazards Finance/Administration Unit Leader Course
- E/L0984 NIMS ICS All-Hazards Task Force/Strike Team Leader Course
- E/L0986 NIMS ICS All-Hazards Air Support Group Supervisor Course
- E/L0987 NIMS ICS All-Hazards Introduction to Air Operations Course

Additional Advanced Training for EOC

- FEMA's Emergency Management Professional Program (EMPP): The EMPP provides a structured framework for acquiring the knowledge, skills, and abilities to enter and progress through the emergency management field and meet the challenges of a complex, dynamic environment. The EMPP curriculum is designed to provide a lifetime of learning for a career in emergency management. It includes three academies: Basic, Advanced, and Executive.

- Group Training for EOC Leaders and Supervisors: In addition to individual training, EOC team training is available through EMI's IEMC. This exercise-based training allows EOC personnel to practice simulated crisis situations within a structured learning environment. The organization selects the hazards and core capabilities to simulate.

Additional Advanced Training for JIS/PIO

- E0388: Advanced Public Information Officer – This course focuses on PIO responsibilities in large-scale emergency situations, especially escalating incidents, and includes incident action planning related to the JIC.
- E0389: Master Public Information Officer, Part 1 – This course demonstrates how to use networking to influence programs, applies strategic and executive concepts to a public information study case, and promotes public information training and exercises in the organization by developing a specific TEP.
- E0390: Master Public Information Officer, Part 2 – This course performs organizational analysis of a JIC functional exercise and discusses techniques for analyzing interpersonal relationships within a JIC.
- E0394: Master Public Information Officer, Part 3 – This course reviews multiple JIC functional exercise reports, discusses how strategic PIO leaders coordinate stakeholders' actions to achieve a common purpose, and asks students to develop, design, and implement a research project.
- E/L0952: NIMS ICS All-Hazards Public Information Officer – This course focuses on developing a strong set of core PIO skills.

Advanced Training for Senior Officials

- G0191: Emergency Operations Center/Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.
- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.
- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.
- IS-800: National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the NRF.
- IS-200: Basic Incident Command System for Initial Response, ICS-200 – This course enables personnel to operate efficiently within the ICS during an incident or event.
- IS-2200: Basic EOC Functions – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.
- EMI IEMC – This is an exercise-based training series for EOC personnel.

Appendix D. References

National Incident Management System Guideline for the National Qualification System (pp. 1-55). (2017). Washington, DC: Department of Homeland Security.

National Incident Management System training program. (2020). Washington, D.C.: U.S. Dept. of Homeland Security.

National Incident Management System. (2017). Washington, DC: Department of Homeland Security.