

**TEHACHAPI VALLEY HEALTHCARE DISTRICT
STRATEGIC PLANNING COMMITTEE**

AGENDA

**September 15, 2022
Tehachapi CA 93561
12:30 pm
116 W E Street
Tehachapi, CA 93561**

I. CALL TO ORDER

II. PUBLIC COMMENTS ON ITEMS NOT APPEARING ON THE AGENDA

This portion of the meeting is reserved for persons desiring to address the Committee on any matter not on the agenda over which the District has jurisdiction. You may state your name and address for the record. Time is limited to 3 minutes per speaker. The Committee can take no action on your presentation, but can seek clarification to points made in your presentation or comments. Additionally, members can ask staff for factual information, refer the item to staff and/or calendar the item on a future agenda. Any person desiring to speak on an agenda item will be given an opportunity to do so prior to the Committee taking action on the item.

III. APPROVAL OF MINUTES

A. July 14, 2022

IV. OLD BUSINESS

- A. TVHD Emergency Plan – Phase 1
- B. National Incident Management System (NIMS)

NEW BUSINESS

A. Architect

VI. REPORTS

None

VII. BOARD COMMENTS ON BUSINESS NOT APPEARING ON THE AGENDA

VIII. ADJOURNMENT

TEHACHAPI VALLEY HEALTHCARE DISTRICT
STRATEGIC PLANNING
MINUTES
June 16, 2022
12:30 pm

Board Members Present: Christine Sherrill, Mike Nixon

Staff Present: Caroline Wasielewski, CEO, Lisa Hughes, Business Manager

Guest Present: None

Transcribed by: Recorded and Transcribed by Caroline Wasielewski, CEO

Approval: _____ **Date:** _____
Mike Nixon, Chair

COMMITTEE ACTIONS AND DIRECTION SHOWN IN CAPS AND BOLD

- I. **CALL TO ORDER**
- II. **PUBLIC COMMENTS ON ITEMS NOT APPEARING ON THE AGENDA**
None
- III. **APPROVAL OF MINUTES**
 - A. May 12, 2022
APPROVED by committee; SHERRILL/WASIELEWSKI
- IV. **OLD BUSINESS**
 - A. Strategic Plan FY23
Committee reviewed the final version of FY 23 Strategic Plan. This plan will be distributed at full board meeting for approval. They committee also reviewed the goal sheet for the end of FY22. Goals will be updated for the next fiscal year.
 - B. Community Emergency Plans
The committee reviewed emergency plans for Tehachapi Police Department and Bear Valley. CEO Wasielewski would like to find out how TVHD fits into the already created plans for Tehachapi. Some analysis needs to be done to find potential gaps and see if the healthcare district can fill the gaps. The committee would like to find an emergency preparedness specialist that can come and do a presentation for the committee. After review of the plans, the committee would like to draft a preliminary responsibility chart that lists different phases and levels of emergencies, and then align the best community resource to each phase. The healthcare district can act as a resource manager.

V. **NEW BUSINESS**

A. 115 W E Street

1. Grading Proposals

There is one proposal done and another company is submitting in the next week. The current estimate includes the land being construction ready, with compacted material of about 2-3 inches. The stone should come from Rosamond which will help defray expensive transportation costs.

2. Engineer Search

CEO Wasielewski and legal counsel Nave are re-writing the RFP to send out to find an engineer to assist with devoting and wiring the Design Build RFP.

VI. **REPORTS**

None

VII. **BOARD COMMENTS ON BUSINESS NOT APPEARING ON THE AGENDA**

Director Nixon spoke about the possibility of sponsoring a hole in the upcoming Police Foundation golf tournament. It will be on the full board agenda.

VIII. **Adjournment**

The meeting adjourned at 1:26 pm

TVHD Emergency Plan

Stallion Springs Community Emergency Response Team (SSCERT)

Continuity of Operations Actions

Notes on other agencies plans



STALLION SPRINGS COMMUNITY EMERGENCY RESPONSE TEAM (SSCERT)

If a wildfire, earthquake or any disaster strikes, is your family ready to get through it safely? When a major disaster happens, our local police and fire departments will most likely not have the resources to promptly respond to all emergency calls. With proper training, we can become our own first responders, helping our families and community get through a disaster safely and effectively.

The Stallion Springs Community Emergency Response Team (SSCERT) is part of a national program developed by FEMA that educates people about disaster preparedness, and how to support our local emergency services in the event of hazards that may impact our area. CERT offers a consistent, nationwide approach to volunteer training and organization that professional responders can rely on during disaster situations, allowing them to focus on more complex tasks. SSCERT also offers support at non-emergency events with in the Stallion Springs/Tehachapi community.

We have our CERT Basic Training course coming up in October (Oct 19, 22, 29, Nov 5). This 20 hour training course will provide basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. The course is free, and will certify you to become a member of SSCERT, or just for personal preparedness. Please contact SSCERT at stallionspringscert1@gmail.com or 661-412-2378 to sign up or get more information.

SSCERT, under the guidance of member Mary Vickery, helped coordinate the Houchin blood drive on July 23rd. There were registered 26 donors. We were able to collect 22 units of whole blood, 2 platelets, and 1 plasma. With every one unit saving three lives, your contributions and ongoing support will help save over 66 lives in our community! The next Houchin blood drive in Stallion Springs is scheduled for September 17th. Appointments are strongly recommended. Please visit Houchin Community Blood Bank online at hccb.com to make an appointment.

Anyone interested in our CERT Basic Training, community support and activities is invited to attend our monthly meetings and CERT Training & Reviews, usually held on the first Wednesday of each month at the Stallion Springs CSD building, 27800 Stallion Springs Drive.

Wednesday – August 3, 2022 – 6:30 PM - topic: TBD

Wednesday – September 7, 2022 – 6:30 PM – topic: TBD

Interested in joining SSCERT, or just learn to be better prepared for an emergency/disaster? Only you can make your community the place in which you want to live, by getting involved and setting the example for others to follow! Learn more at www.stallionspringscert.org.

www.stallionspringscert.org stallionspringscert1@gmail.com 661-412-2378

Stallion Springs CERT was established in 2003, and is under the guidance of the Stallion Springs Police Department. Our CERT members also volunteer at non-emergency events within our Stallion Springs Community, Tehachapi communities, and Kern County communities after additional CERT certifications. SSCERT supports our Stallion Springs Police (SSPD), other Law Enforcement agencies and community groups at their events as Medical/ Safety Monitors, Traffic Control, Logistics support, searching for lost/missing persons, searching for lost/missing equipment, etc. We also support the Kern County Fire Department, when requested.

Continuity of Operations Actions

Executive Summary

California must be prepared to continue operations during any type of threat or emergency, and must be able to quickly and effectively resume essential business functions if these operations are interrupted. The overall purpose of continuity planning is to ensure the safety and security of the public, and the resumption of time-sensitive operations and services for all California citizens regardless of the type of emergency. The guide provides the framework for the implementation and recovery actions necessary to continue essential functions during any emergency or situation until restoration of normal operations.

Statutory, Regulatory, or Administrative Requirements (Including as Policy/ Procedure)

- The Emergency Services Act, Section 8650
- Executive Order W-9-91
- G.C. Code § 8560
- California State Emergency Plan (SEP)
- Executive Order S-04-06
- Cal OES Executive Branch Continuity Plan
- State Administrative Manual, Management Memo 02-09 (#6)
- PPD-8/NSPD-51/HSPD-20
- FCD 1 and 2
- CGC 1 & 2

Operational Objectives

The guide looks at the overall capacity and capability for State Agencies and Departments to continue organizational essential business functions and sustain the eleven State Essential Functions (SEFs) across a wide range of emergencies. To re-establish core essential business functions, each state agency must use the following operational objectives:

State Operational Objectives	
Objective Number	Operational Objectives - coordinate the capability to continue Mission Essential Functions (MEFs) and State Essential Functions (SEFs) across a wide range of emergencies.
1	Ensure continuous performance of organizational critical business functions and sustain SEFs during an emergency.
2	Reduce injury or loss of life and minimize damage and losses.
3	Protect, maintain and preserve communications and technological capabilities.
4	Protect essential facilities, equipment, essential records and other assets.
5	Reduce or mitigate disruptions to operations.
6	Facilitate decision-making for execution of the Plan and conduction of operations and subsequent implementation.
7	Achieve a timely and orderly recovery from an emergency and resumption of full service to California citizens.

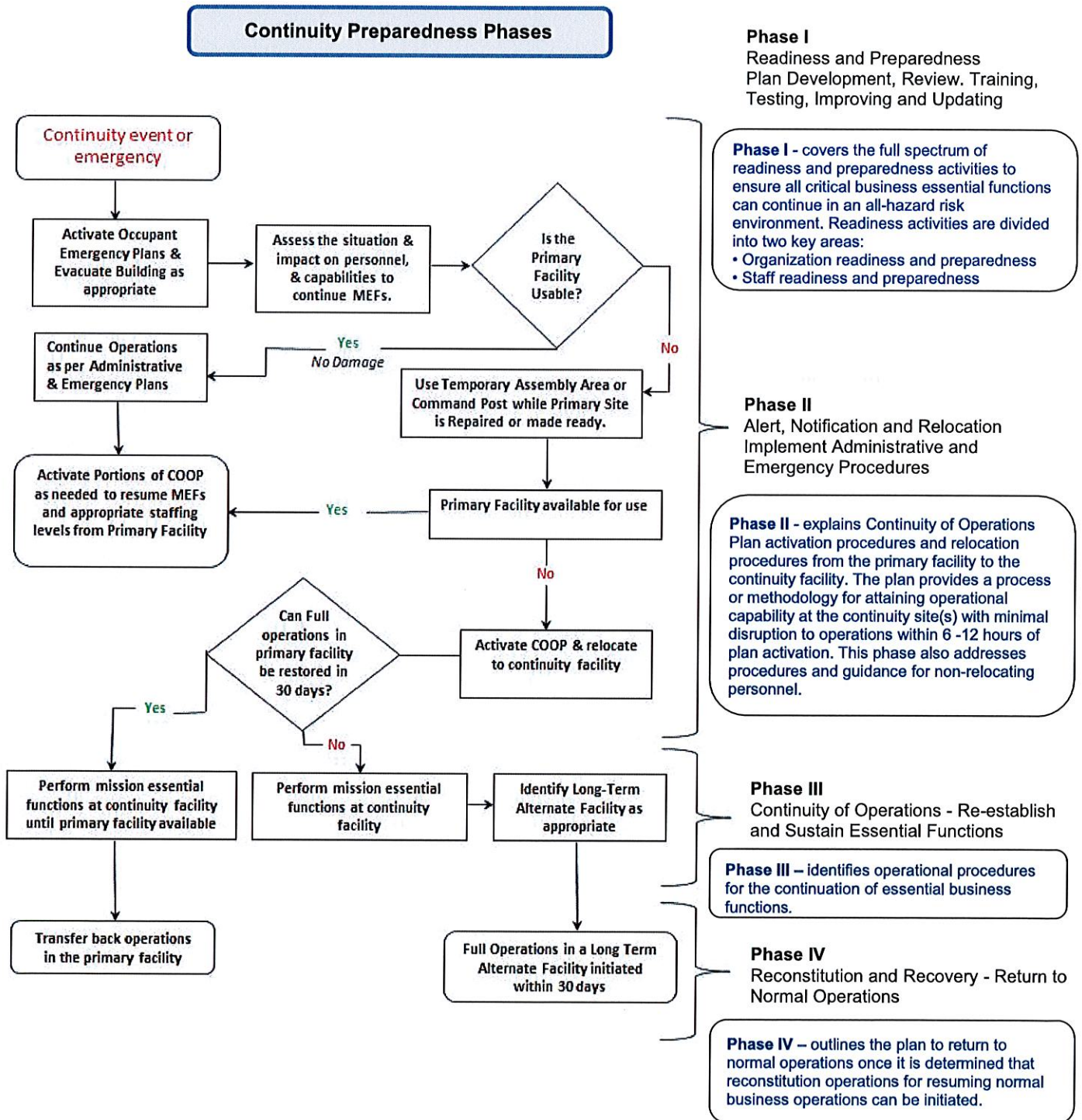
State Essential Functions (SEFs)

Listed below is an insert from Cal OES's Continuity Guidance and Executive Branch Continuity Plan that uses an "all hazards" strategy for the coordination of state agencies to provide support for the re-establishment of State Essential Functions. These specific eleven areas support an enduring constitutional government and continuing government vital services for California citizens that if significantly disrupted, could degrade the fundamental mission of all state and local agencies as responsible and reliable public institutions.

State Essential Functions	LEAD Responsible Agency and/or Department Head
Government Leadership (GL) – Provides visible and effective leadership for the people of California while restoring and maintaining critical state essential functions.	Governor Secretary of State (Lines of Succession validated)
Public Safety (PS) – Maintains public safety and security for the people of California and decreases their vulnerability to threats and hazards.	Cal STA
Emergency Management (EM) – Protects and preserves the lives, property and environment for the people of California from the effects of natural, technological or human-caused disasters.	Cal OES
Medical/Health (MH) – Ensures the continuity and strength of California's medical, public health, mental-health organizations and systems. Supports the health and well-being of the people of California.	CHHS
Social Services and Education (SSE) – Ensures the continuation of essential social services for the people of California, including services for vulnerable populations, victims of crime and special needs populations. Supports the continued operation of California's educational systems (both public and private) at all levels of government.	CHHS
Critical Infrastructure (CI) – Preserves California's infrastructure, including its transportation systems, energy systems, utilities, dams and other critical components. Supports and sustains the personnel required to operate and maintain the physical infrastructure.	Cal STA/CNRA (CUEA) (BCSHA)
Financial, Economic and Business (FEB) – Ensures the financial and economic security of California's business, financial systems/institutions and its citizens. Preserves and supports California's labor/workforce. Protects and preserves California's tax and revenue collection capabilities to ensure continuity of California's government.	Cal STA/DOF (BCSHA)
Information Technology/Communications (ITC) – Protects, maintains and preserves California's communications and technological capabilities. Ensures continued interoperability of California's communications systems.	CTA/Dept. of Tech
Agriculture (AG) – Promotes and preserves the livelihood of California's agricultural community and all its members. Ensures continuation of existing agriculture training and education programs. Ensures that California's agriculture remains strong and competitive.	CDFA
Environment (EN) – Protects, preserves and restores California's natural environment, ecosystems, resources and natural habitats and the impacts of natural disasters or other events.	Cal EPA
Information Collaboration (IC) – Encourages and enhances information sharing and collaboration between Local/State/ Federal and Private Sectors to more effectively respond and recover from all threats and protect the citizens of California.	Cal OES

Continuity of Operations Decision Matrix

Continuity Preparedness Phases



Phase II - Activation Checklist

Phase II Activation – Alert/Notification and Relocation	
Item	Task
1	Receive notification of emergency
2	If necessary, conduct evacuation
3	Account for all staff
4	If necessary, contact Emergency Responders (Fire, Police, EMS)
5	Ensure that employee health and safety measures are put into effect
6	Contact Building Maintenance for shutting down utilities to limit further damage
7	Direct and assist emergency personnel as required
8	Notify Executive Management and activate Continuity Plan as necessary
9	If necessary, invoke Orders of Succession
10	Initiate notification of all staff including continuity personnel
11	Convene Divisional meeting at assembly area or other pre-determined site.
12	<p>Assemble supporting elements required for re-establishing and performing essential functions at continuity facility location:</p> <ul style="list-style-type: none"> ▪ Establish over all operational objectives ▪ Prioritize MEFs and set Recovery Time Objectives (RTOs) ▪ Identify critical staffing requirements and health/safety concerns ▪ Identify critical resource requirements ▪ Identify communication concerns <ul style="list-style-type: none"> - IT & T-Comm.'s Systems and equipment - Required Vital files, records and databases ▪ Discuss the Public and Employee information message
13	Assemble remaining documents required for performance of all other essential functions to be performed at the alternate facility location
14	Notify all support agencies and critical contacts of the activation.
15	Prepare designated communications and other equipment for relocation
16	Take appropriate preventive measures to protect other communications and equipment that will not be relocated
17	Make computer connectivity and phone line transfers to designated alternate facility
18	Ensure go-kits are complete and ready for transfer
19	Continuity personnel begin movement to continuity facility
20	Evaluate the safety of the selected continuity facility prior to deployment
21	Develop and deliver status report
22	Notify remaining staff and appropriate agencies of movement to continuity location

Phase III – Continuity of Operations Checklist

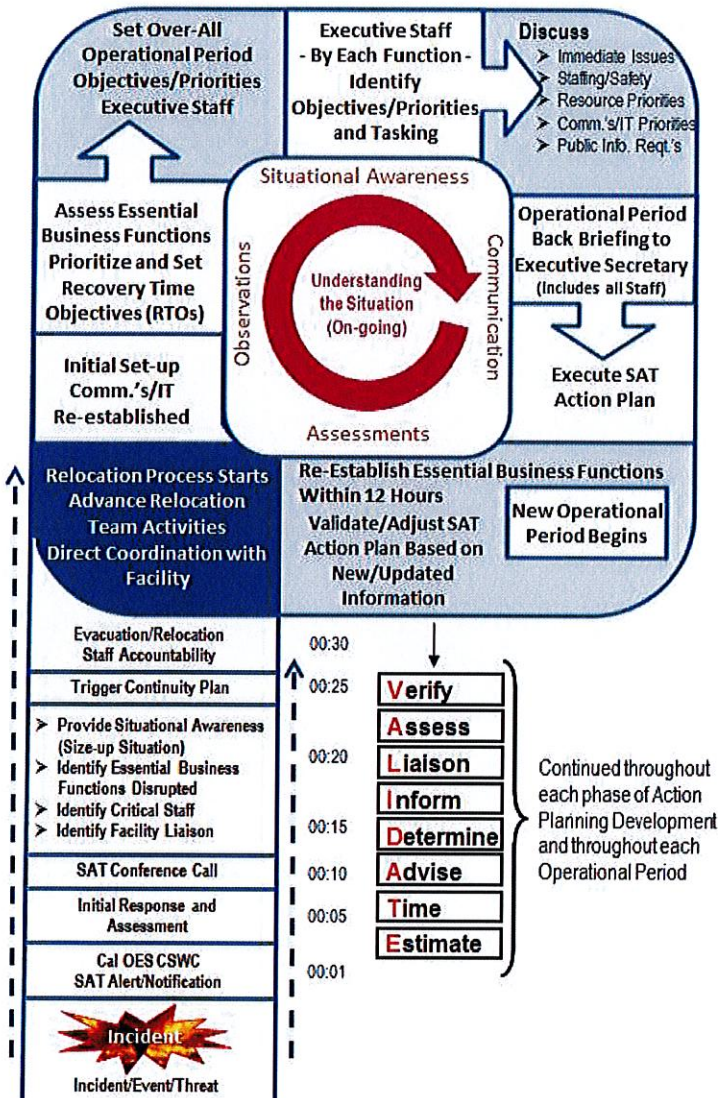
Phase III - Continuity Operations	
Item	Task
23	Notify other State and Federal agencies, and surrounding jurisdictions as appropriate that operations have shifted to a continuity facility.
24	Organize staff and account for non-continuity personnel
25	Develop shift rotations as required
26	Determine which mission essential functions have been affected
27	Develop and deliver status report
28	Prioritize remaining essential functions for restoration
29	Track status and restoration efforts of all essential functions
30	Administrative actions to assemble: <ul style="list-style-type: none"> ▪ Onsite telephone ▪ E-mail and telephone directory ▪ Workforce office plan
31	Occupy workspace: <ul style="list-style-type: none"> ▪ Stow gear and equipment ▪ Vital files, records and databases ▪ Test telephone, fax, e-mail, radio and other communications ▪ Establish communications with essential support and office elements
32	Ensure all vital records, systems and equipment are available at alternate facility location
33	Coordinate procurement of additional equipment, as required

Phase IV – Reconstitution and Recovery Checklist

Phase IV - Reconstitution and Recovery	
34	Appoint reconstitution team
35	Survey condition of original facility and determine feasibility of salvaging, restoring or returning to original facility when emergency subsides or is terminated
36	Develop long term reconstitution and recovery plans should original facility cannot be re-occupied.
37	Inventory and salvage useable equipment, materials, records and supplies from damaged facility, if possible
38	Evaluate original or new facility to assure that all critical services and support are available and operational.
39	Conduct transition of mission essential functions, personnel and equipment from continuity facility back to designated facility
40	Conduct transition of remaining essential function, personnel and equipment from continuity facility back to designated facility
41	Schedule and conduct initial debrief with staff and identify key issues, lessons learned and best practices.

Senior Activation Team ICS "P" Cycle

Purpose: Achieve a proactive response by providing guidance to an organization from a Senior Activation Team (SAT) that establishes an initial action plan within the first 4 hours. The Planning "P" illustrates the incident planning process for the initial operational period and/or related all four continuity phases:



Continuity Action Planning Process

This Incident Command System (ICS) planning process helps establish Management by Objective (MBO) and operational priorities. This process becomes the roadmap for implementation by addressing five critical elements in re-establishing essential business functions with 12 hours of activation.

SAT INITIAL ACTION CHECKLIST

(Multi-hazard Incident Response Planning)

EDO through the Warning Center initiates alert/notification of SAT upon:

- Loss of infrastructure.
- Damage to facilities.
- Loss of communications/network.
- Localized HazMat event.

Within the first 5 minutes, determine whether initial SAT conference call will be conducted to obtain situational awareness and begin the planning process.

STEP 1 - ESTABLISH CURRENT OBJECTIVES

- Size-up situation – does Continuity Plan need to be implemented? If yes...
 - Identify alternate facility and trigger advance/relocation team.
- Identify and assign liaison officer with Incident Command.
- Establish organizational overall control objectives.
- Does incident impact essential business functions?
 - If so, prioritize and set targets for service resumption based on current assessment.
- Review organizational Mission Essential Functions (MEFs), prioritize and set targets for service resumption based on current assessment.
- Discuss immediate and emerging issues.

STEP 2 - ASSESS CRITICAL RESOURCE REQUIREMENTS

- Identify internal and external resource requirements to support activation. (Look at critical support requirements for 24, 48 and 72 hours plus.)
- Identify alternative ways of providing resource requirements following a disruption, the costs and implications.
- Quantify the people, technology, telephone and support resources required.
- Select, using a procurement process, the resource and service suppliers and products required to meet the essential functional needs.

STEP 3 - ASSESS CRITICAL STAFFING AND SAFETY

- Determine functional/critical staffing requirements.
- Identify health and safety issues or concerns.
- Identify communication/IT information flow procedures.
- Develop, review and approve Safety Message.
- Develop and manage an employee information line.
- Identify telecommuting policies and procedures related to the incident.

STEP 4 - ASSESS COMMUNICATION REQUIREMENTS (Internal/External)

- Provide means of communicating internally and externally.
- Provide a centralized flow of information as an incident/threat unfolds.
- Identify communication/IT system's needs (phone, radio, internet and support).
- Provide access to data/information systems to create a common operating picture and situational awareness.
- Develop and manage an employee information line/portal to pass critical information and updates.

STEP 5 - PUBLIC INFORMATION MESSAGE – (Internal/External)

- Gather and prepare information specific to this incident/threat.
- Identify any restrictions in content of media release information.
- Establish a unified message following the event with prompt and accurate responses to the public and media.
- Coordinate local Public Relations activities and determine strategies for communicating with the public and private sectors.
- Manage media information requests and public information/media releases.
- Monitor rumor control and set-up information line specific to this event.

Senior Activation Team Conference Call

Upon receipt of the request to notify and/or activate Senior Activation Team members, the emergency communication center sends out a script message (specific to the disruption, incident or threat). Message will provide brief situational awareness and primary crisis conference line information: [() - Passcodes: Leader: Participant:]. An alternate crisis conference number will be used as a contingency [() - Passcodes: Leader: Participant:]. All Senior Activation Team members will be advised to join the call within 5 to 10 minutes of notice.

Senior Activation Team Conference Call/Planning Meeting (10 to 20 Minute Duration)		
Agenda	Topics Covered	Responsible to Facilitate
<input type="checkbox"/> Roll Call	Attendees	Duty Officer/Lead Coordinator
<input type="checkbox"/> Situation Summary	Recap on current situation.	Duty Officer/Lead Coordinator
<input type="checkbox"/> Assess the Situation	Discuss/Assess the situation: <ul style="list-style-type: none"> ▪ What has occurred? ▪ What actions are currently being taken? ▪ What end result is anticipated? (determine best course of action) Possible Courses of Action: <ul style="list-style-type: none"> ▪ Remain and operate with functional limitations ▪ Implement Continuity Plan and relocate to? ▪ Implement Devolution Plan (Active or Passive) 	Duty Officer/Lead Coordinator or designee recommends set Course of Action (COA)
<input type="checkbox"/> Situational Assessment	Discuss immediate issues and emerging issues that impact division essential functions. Identify and assign a liaison officer to Incident Command (if required).	Director of Operations or designee Feedback from all SAT Members Facilities Manager/IC provide situational updates
<input type="checkbox"/> Action Plan Objectives & Priorities	Set overall objectives and priorities that focus on immediate and emerging issues impacting functional operations. Ensure set objectives and priorities meet current situational requirements. Look at both state and organizational essential functions when prioritizing & set recovery time resumption strategy (if required).	Duty Officer/Lead Coordinator or designee
<input type="checkbox"/> Critical Resource Status <input type="checkbox"/> Transportation Movement Plan	Identify critical resource requirements (in order of priority). Discuss movement plans for key personnel and equipment, if required.	Lead Coordinator, Executive Staff, Business Services Officer, Logistics Chief or designee
<input type="checkbox"/> IT/T-Comm.'s Update	Discuss communications plan, data, IT equipment, support functions, activities and issues that need to be resolved.	Chief Information Officer (CIO), Information Security Officer, Telecommunications or designee
<input type="checkbox"/> Health and Safety Update Employee Safety Concerns/ Issues <input type="checkbox"/> Assess/Identify Critical Staffing Needs <input type="checkbox"/> Set Organization Assignments	Discuss any health and safety concerns/issues that have direct impact on the planning process. Assess and identify critical staffing requirements to achieve overall objectives and set organizational assignments. Develop Message-for Employee Call In # and Safety Message	Human Resource Officer, EEO, Union, Business Services Officer or designee
<input type="checkbox"/> Public Information	Discuss public information/media and community relations needs/issues. Advise on issues related to employees, local and state government, private sector and the general public.	Public Information Officer (PIO) or designee
<input type="checkbox"/> Next Meeting	Confirm date, time and conference line to be used for next meeting. Identify any action items required for next meeting and adjourn.	Duty Officer/Lead Coordinator
Emergency Response Group Members Overall Responsibilities <ul style="list-style-type: none"> ▪ Each member must be prepared to provide an initial report of the impact to essential business functions, if required. ▪ Members make recommendations as to whether to suspend non-essential business functions and/or relocate to an alternate facility, based on the information received. ▪ Lead Coordinator or designee will make a determination based on the recommendations and provide direction on actions to be taken. ▪ Lead Coordinator or designee will determine the need for subsequent conference calls and provide the date and time information. 		

Senior Activation Team Initial Action Planning Worksheet

Senior Activation Team Initial Action Planning Process

1. ORGANIZATIONAL OVERALL CONTROL OBJECTIVES: (applies for the duration of the incident and/or continuity phase)

- Establish organizational overall control objectives.
 - Prioritize essential functions and establish resumption strategy
 - Collect, analysis, validate and disseminate critical information requirement
 - Stabilize the situation (identify and mitigate impacted essential business functions)
 - Integrate support efforts for a unified operational structure
 - Deliver coordinated, prompt, reliable, and actionable information that is clear and consistent
- Discuss current and immerging issues.

2. ESSENTIAL BUSINESS FUNCTION PRIORITIES: (executive staff essential business functions)

Organizational Structure	Essential Business Functions	Action Planning Process
<input type="checkbox"/>	Email Services Websites Databases Applications Communications Vital Services Critical Staffing Essential Records	Prioritize essential business function resumption strategy Identify Resource Requirements Assess staff and safety needs Assess comm.'s/IT requirements (internal and external) Develop Public information Message (internal and external)

Resumption Strategy (recovery time objectives - RTOs)

Immediate	6 Hours	12 Hours	24 Hours	48 Hours	72 Hours Plus

Notes:

National Incident Management System (NIMS)

FAQ about NIMS

The National Incident Management System is a structure for management large-scale or multi-jurisdictional incidents. It is being phased in at the federal, state and local levels. Eventually, any jurisdiction seeking federal Homeland Security grant money will have to demonstrate that it is NIMS compliant.

The following NIMS FAQ was prepared by NIMS on-line, which has additional information at www.nimsonline.com.

What is NIMS?

NIMS is the first-ever standardized approach to incident management and response. Developed by the Department of Homeland Security and released in March 2004, it establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations.

Developed by the Secretary of Homeland Security at the request of the President, the National Incident Management System (NIMS) integrates effective practices in emergency response into a comprehensive national framework for incident management.

The NIMS will enable responders at all levels to work together more effectively and efficiently to manage domestic incidents no matter what the cause, size or complexity, including catastrophic acts of terrorism and disasters.

Federal agencies also are required to use the NIMS framework in domestic incident management and in support of state and local incident response and recovery activities.

The benefits of the NIMS system will be significant:

- Standardized organizational structures, processes and procedures;
- Standards for planning, training and exercising;
- Personnel qualification standards;
- Equipment acquisition and certification standards;
- Interoperable communications processes, procedures and systems;
- Information management systems with a commonly accepted architecture;
- Supporting technologies – voice and data communications systems, information systems, data display systems, specialized technologies; and
- Publication management processes and activities.

How long do jurisdictions have to adopt the NIMS?

The NIC will be developing additional NIMS compliance guidance as time progresses and jurisdictions will be provided resources to help them through the NIMS compliance process. The

NIMS should be seen as a living document that will require continuous maintenance by the jurisdictions implementing it.

Is the adoption of the NIMS a requirement for Department of Homeland security funds?

As mandated by Homeland Security Presidential Directive-5, beginning in FY 2005, adoption of NIMS will be a condition for the receipt of federal preparedness funds, including grants, contracts and other activities.

How will jurisdictions be measured, evaluated and assessed?

In the short term, jurisdictions will be considered to be in compliance the NIMS by adopting the Incident Command System and NIMS principles and policies. Other aspects of the NIMS will require additional development and refinement to enable compliance at a future date.

How will compliance be measured against NIMS evaluation criteria?

Compliance protocols, standards and guidelines for determining whether jurisdictions are compliant are currently under development. NIC customers will be notified and these materials are completed and posted on the [NIMS Integration Center Web page](#).

How will jurisdictions be measured against NIMS during the period 2005 to 2009?

The NIC will be developing additional NIMS compliance guidance as time progresses and jurisdictions will be provided resources to help them through the NIMS compliance process. The NIMS should be seen as a living document that will require continuous maintenance by the jurisdictions implementing it.

Do NIMS standards currently exist?

Standards are currently being developed specifically for NIMS by the NIC, however, there currently exist several standards for incident command or incident management systems, and these are being reviewed for consideration by the NIC. As NIMS standards are developed they will be posted on the NIC Web page and jurisdictions will be notified through information bulletins.

What is the NIC?

The NIMS Integration Center was established by the Secretary of Homeland Security to provide “strategic direction for and oversight of the National Incident Management System... supporting both routine maintenance and the continuous refinement of the system and its components over the long term.”The NIMS Integration Center is a multi-jurisdictional, multidisciplinary entity made up of federal stakeholders and state, local and tribal incident management and first responder organizations. It is situated in the Department of Homeland Security’s Federal Emergency Management Agency (FEMA).

The organization of the Center includes the following branches:

- Standards and Resources
- Training and Exercises

- System Evaluation and Compliance
- Technology, Research and Development
- Publications Management

The acting director of the NIMS Integration Center is Gil Jamieson, at DHS/FEMA.

Operations of the Center are currently in Phase I, which includes the development of NIMS awareness training, education and publications; NIMS training and guidance and tools to help participants understand and comply with NIMS; and the identification of existing capabilities, initiatives and resources for NIMS and the NIMS Integration Center. Phase I also will see the establishment of an Advisory Committee, functional working groups and the preparation of programs and processes.

What national standards will the NIC develop?

The NIC will facilitate the development of national standards needed in a range of areas to increase the effectiveness of incident response operations. For example, it will facilitate the development of national standards to ensure interoperability of equipment and communications and the certification of emergency response and incident management personnel. This means it will work on the development of standardized criteria for the qualification, training and certification of response personnel. It will promote compatibility among NIMS national level standards and those developed by other public, private and professional groups. And it will facilitate the development of a system of typed and categorized resources, to include equipment, teams and personnel

Why must organizations conduct National Incident Management System (NIMS) training and exercises?

HSPD-5 requires federal departments and agencies to make adoption of NIMS by state and local organizations a condition for federal preparedness assistance by FY 2005. Organizations and personnel at all governmental levels and in the private sector must be trained to improve all-hazard incident management capability. These organizations and personnel must also participate in realistic exercises to improve integration and interoperability.

How will the NIMS Integration Center (NIC) assist jurisdictions in meeting NIMS training and exercise needs?

The NIMS Integration Center will:

- Facilitate the development of and the dissemination of national standards, guidelines and protocols for incident management training;
- Facilitate the use of modeling and simulation in training and exercise programs;
- Define general training requirements and approved training courses for all NIMS users, including instructor qualifications and course completion documentation; and
- Review and approve, with the assistance of key stakeholders, discipline-specific training requirements and courses.

What role does the NIC have in determining emergency response personnel NIMS qualification and certification?

Under NIMS, preparedness is based on national standards for qualification and certification of emergency response personnel. Managed by the NIC, standards will help ensure that the participating agencies' and organizations' field personnel possess the minimum knowledge, skills and experience necessary to perform activities safely and effectively.

Will NIMS training be one of the NIMS-related standards?

Yes. The standards will include training, experience, credentialing, currency and physical and medical fitness. Personnel who are certified to support interstate incidents will be required to meet national qualification and certification standards.

What NIMS training is currently available to jurisdictions?

The Emergency Management Institute (A DHS/FEMA component) has developed a Web-based course that is entitled The National Incident Management System, an Introduction. The course is available free of charge to U.S. residents via the FEMA training website <http://training.fema.gov/EMIWeb/IS/is700.asp>.

The course describes the purpose, principles, key components and benefits of NIMS. Also included in the course are on-line "Planning Activity" tools that help the user to measure how compliant his/her organization is with NIMS.

What information does the National Incident Management System, an Introduction course provide?

After completing the course, participants will be able to:

- Describe the key concepts and principles underlying NIMS;
- Identify the benefits of using ICS as the national incident management model;
- Describe when it is appropriate to institute an Area Command;
- Describe when it is appropriate to institute a Multiagency Coordination System;
- Describe the benefits of using a Joint Information system (JIS) for public information;
- Identify the ways in which NIMS affects preparedness;
- Describe how NIMS affects how resources are managed;
- Describe the advantages of common communication and information management systems;
- Explain how NIMS influences technology and technology systems; and
- Describe the purpose of the NIMS Integration Center.

What is the Resource Typing System?

The NIC has developed a national Mutual Aid Glossary of Terms and Definitions as well as Resource Typing definitions for some of the most commonly used resources during a response. Resource typing is an integral component of the National Incident Management System (NIMS). It enhances the ability of emergency responders to find needed resources during a disaster. In compliance with NIMS and in support of the Incident Command System (ICS), the Resource Typing Definitions and Mutual Aid Glossary of Terms and Definitions also help promote common terminology of descriptions, standards, and types of local, state and federal response assets.

Resource typing definitions provide emergency managers with the information they need to request and receive the resources they need during an emergency or disaster. Typed definitions for 120 response resources have been completed. Like the Glossary, the Resource Typing Definitions will be continuously updated, revised, and expanded.

Eight groups representing key functional disciplines consisting of federal, state and local specialists were part of the effort to develop the definitions. Resources are classified by 'Category' which refers to function and 'Kind,' to include teams, personnel, equipment, and supplies. Information about level of capability is referred to as 'Type,' which is a measure of minimum capabilities to perform the function. Type I implies a higher capability than Type II. The metrics shown for each resource are measurements of standards and are applicable to like resources.

What is the National Mutual Aid and Resource Management System Initiative?

The National Mutual Aid and Resource Management System is an initiative undertaken by the Department of Homeland Security through the National Incident Management Systems (NIMS) Integrations Center (NIC) and the Federal Emergency Management (FEMA), in cooperation with the National Emergency Management Agency (NEMA). This system will enhance emergency readiness and response at all levels of government through a comprehensive and integrated system that will allow a jurisdiction to augment response resources if needed. The system will allow emergency management personnel to identify, locate, request, order and track outside resources quickly and effectively. It will allow them to obtain information on specific resource capabilities, location, cost and support requirements.

The key concepts of the National Mutual Aid and Resource Management System include:

- The use of pre-incident agreements (including mutual aid, Emergency Management Assistance Compact (EMAC), and others) by donor and requesting jurisdictions.
- Protocols for documenting and inventorying disaster response resources in terms of categories, kinds, components, metrics and typing definitions;
- A national deployable inventory of pre-identified credentialed, categorized and capability-typed resources. These resources would be entered into the system voluntarily by federal, state, tribal or local authorities, non-government, and/or private sector entities participating in mutual aid disaster response operations.
- An Automated Resource Management System (ARMS) to access and search the inventory/catalog to locate, request, order, and track resources requested by incident management personnel in need of assistance.

The initiative fosters a process for typing and inventorying federal, state and local resources. Officials at all levels currently are participating in the initiative and they are consulting key emergency management organizations and associations throughout the process.

Isn't FEMA already working on a National Mutual Aid and Resource Management System?

Yes. This FEMA initiative supports the NIMS and is part of the Center's Standards and Resources effort. The system's work team, the National Resource Management Working Group, has been working on a national protocol for typing response resources. The system will assist all federal, state and local jurisdictions locate, request and order resources through mutual aid agreements when local capabilities are overwhelmed.

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What is the Incident Command System (ICS)?

ICS is a standardized on-scene incident management concept designed specifically to allow responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries.

In the early 1970s, ICS was developed to manage rapidly moving wildfires and to address the following problems:

- Too many people reporting to one supervisor;
- Different emergency response organizational structures;
- Lack of reliable incident information;
- Inadequate and incompatible communications;
- Lack of structure for coordinated planning among agencies;
- Unclear lines of authority;
- Terminology differences among agencies; and Unclear or unspecified incident objectives.

In 1980, federal officials transitioned ICS into a national program called the National Interagency Incident Management System (NIIMS), which became the basis of a response management

system for all federal agencies with wildfire management responsibilities. Since then, many federal agencies have endorsed the use of ICS, and several have mandated its use.

An ICS enables integrated communication and planning by establishing a manageable span of control. An ICS divides an emergency response into five manageable functions essential for emergency response operations: Command, Operations, Planning, Logistics, and Finance and Administration. Figure 1 shows a typical ICS structure.

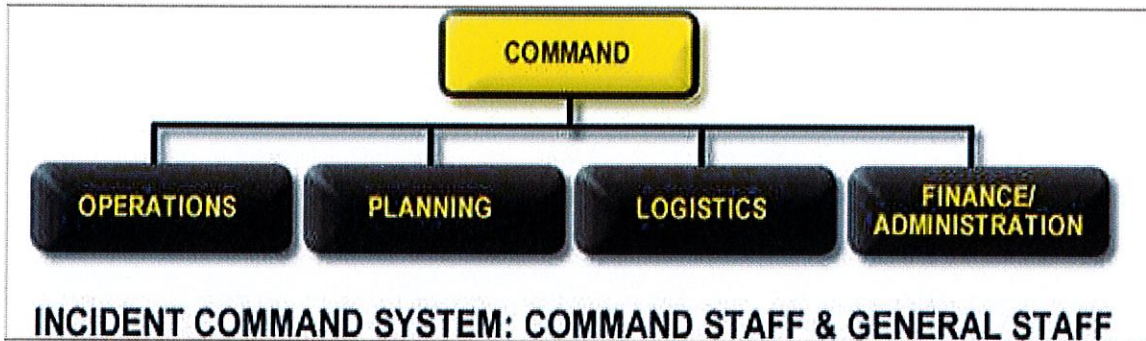


Figure 1

What is a Unified Command (UC)?

Although a single Incident Commander normally handles the command function, an Incident Command System (ICS) organization may be expanded into a Unified Command (UC). The UC is a structure that brings together the "Incident Commanders" of all major organizations involved in the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities. The UC links the organizations responding to the incident and provides a forum for these entities to make consensus decisions. Under the UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the operation to create an integrated response team.

The UC is responsible for overall management of the incident. The UC directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. Members of the UC work together to develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of the individual response organizations.

We currently use the ICS for our incident response operations. How will our current ICS system relate to the NIMS?

The NIMS utilizes ICS as a standard incident management organization for the management of all major incidents. These functional areas include command, operations, planning, logistics and finance/administration. Additionally, the principle of unified command has been incorporated into NIMS to ensure further coordination for incidents involving multiple jurisdictions or agencies. This unified command component not only coordinates the efforts of many jurisdictions, but also provides for and assures joint decision on objectives, strategies, plans, priorities and public communications.

Is current Incident Command System (ICS) training applicable to NIMS?

The NIMS recognizes the National Wildfire Coordinating Group (NWCG) ICS training as a model for course curricula and materials applicable to the NIMS:

ICS-100, Introduction to ICS
ICS-200, Basic ICS
ICS-300, Intermediate ICS
ICS-400, Advanced ICS

The USFA's National Fire Academy and Emergency Management Institute both follow this model in their ICS training curricula. At the local level, agencies may contact the fire department for information and training on ICS.

What is a mutual aid agreement?

Mutual-aid agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. Each jurisdiction should be party to a mutual-aid agreement (such as the Emergency Management Assistance Compact) with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident. This would normally include all neighboring or nearby jurisdictions, as well as relevant private-sector and nongovernmental organizations. States should participate in interstate compacts and look to establish intrastate agreements that encompass all local jurisdictions. Mutual-aid agreements are also needed with private organizations, such as the American Red Cross, to facilitate the timely delivery of private assistance at the appropriate jurisdictional level during incidents.

At a minimum, mutual-aid agreements should include the following elements or provisions:

- definitions of key terms used in the agreement;
- roles and responsibilities of individual parties;
- procedures for requesting and providing assistance;
- procedures, authorities, and rules for payment, reimbursement, and allocation of costs;
- notification procedures;
- protocols for interoperable communications;
- relationships with other agreements among jurisdictions;
- workers compensation;
- treatment of liability and immunity;
- recognition of qualifications and certifications; and
- sharing agreements, as required.

Authorized officials from each of the participating jurisdictions will collectively approve all mutual-aid agreements.

Why do we need regional mutual aid agreements?

The concept of regional mutual aid is based on consistency and simplicity and is borne out of the prospect of a large-scale incident (such as WMD) involving multiple jurisdictions in the response. Coordination of resources and response personnel across multiple counties will be more effective if similar agreements are in place, expectations are consistent, and reimbursement procedures have been negotiated with regional input prior to an event.

What if my jurisdiction already has a mutual aid agreement in place with another jurisdiction?

The regional mutual aid agreements are designed to enhance this region's response capability and are not designed to supplant existing agreements. However, in the case of an existing agreement including components that conflict with the regional agreements, the regional agreements will prevail for guiding response.