

THE STATE OF SOUTH CAROLINA

National Incident Management System (NIMS)

Strategic Implementation Plan

FY 2006 - FY 2007

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National Incident Management System (NIMS)

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FOREWORD

In Homeland Security Presidential Directive (HSPD)-5, Management of Domestic Incidents, the President directed the Secretary of Homeland Security to develop, submit for review to the Homeland Security Council, and administer a National Incident Management System (NIMS). This system will provide a consistent Nationwide approach for Federal, State, local, and tribal governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. Governor Mark Sanford endorsed the use of this system throughout South Carolina in Executive Order 2005-12, which follows this page.

The NIMS enhances the management of domestic incidents by establishing a single, comprehensive system for incident management and will help achieve greater cooperation among Departments and agencies at all levels of government. Implementing the NIMS strengthens our capability and resolve to fulfill our responsibilities to the people of South Carolina in times of emergency.

The following NIMS Implementation Plan will help ensure the State has fully incorporated the NIMS into our emergency response plans, procedures, and policies. This plan also provides a summary of responsibilities to ensure that all personnel are appropriately trained in the NIMS and prepared to effectively and efficiently execute their duties under the NRP (National Response Plan) at any time.



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Section A: Overall NIMS Implementation Strategy

Mark Sanford, the Governor of South Carolina, issued Executive order 2005-12 on June 3, 2005 directing the adoption of the National Incident Management System (NIMS) as the standard for incident management in the state. A copy of EO 2005-12 is included in Appendix A.

1) Adoption of NIMS

- a) The State of South Carolina has adopted the National Incident Management System (NIMS). In the remainder of this implementation plan and its appendices, references to NIMS should be understood to mean the entire NIMS unless a specific subsystem is noted. The subsystems of NIMS are as follows:

- 1) Command and Management, including ICS
- 2) Preparedness
- 3) Resource Management
- 4) Communications and Information Management
- 5) Supporting Technologies
- 6) NIMS Management and Maintenance

- b) It is recognized that full implementation of NIMS will take some time. This Implementation Plan provides a phased approach that is consistent with the Department of Homeland Security requirements for States and Territories for Fiscal Year 2006 included in Appendix B. This Implementation Plan describes the overall strategy for NIMS implementation for FY 2006 – FY 2007. Additionally, this plan addresses the following key aspects of NIMS implementation:

- NIMS Implementation Strategy
- NIMS Implementation Team Responsibilities
- Incorporating NIMS into Exercises and Contingency Planning
- Tracking Progress on NIMS Implementation efforts using NIMCAST
- Training
- Incident Typing/Resource
- Incident Management Teams (IMT's)
- Credentialing & Qualification/Certification procedures

2) Institutionalizing NIMS Incident Command System (ICS)

It is imperative for the successful implementation of NIMS into the State's culture that NIMS ICS principles be applied to day-to-day response missions. Use of NIMS ICS principles in daily operations will ensure that proficiency is maintained, allowing for the smooth expansion of the agency's ICS organization as an incident expands in size, complexity, or public interest. Without the commitment to use NIMS ICS principles in

everyday response operations, the frustration of trying to ramp up a large organization from an initial response will continue to manifest itself. The NIMS integration center made the following statement regarding the institutionalization of NIMS:

To institutionalize the use of ICS means that government officials, incident managers and emergency response organizations at all jurisdictional levels adopt the Incident Command System and launch activities [in FY 2005] that will result in the use of the Incident Command System for all incident response operations. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

At the policy level, institutionalizing the ICS means government officials, i.e. governors, mayors, county and city managers, tribal leaders and others:

1. Adopt through the ICS through executive order, proclamation or legislation as the jurisdiction's official incident response system; and
2. Direct that incident managers and response organizations in their jurisdictions train, exercise and use the ICS in their response operations.

At the organizational/operational level, evidence that incident managers and emergency response organizations are institutionalizing the ICS would include the following:

1. ICS is being integrated into functional and system-wide emergency operations policies, plans and procedures;
2. ICS training is planned or under way for responders, supervisors and command level officers;
3. Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multi-disciplines and jurisdictions.

While it is not expected that all these activities would be completed in FY 2006, it is expected that where possible they will be and that, at a minimum, planning for such activities would be initiated and actions taken to put them into practice.”

Simply adopting the NIMS with a resolution or proclamation will not ensure that NIMS is effectively implemented throughout the State. In addition to the general guidelines above for adopting and institutionalizing the NIMS, the state must also consider the need for a legislative solution to ensure the success of this initiative. The use of grant funding as an incentive for the adoption of the NIMS will carry this initiative only so far and at that point there must be comprehensive legislation that codifies the requirement, down to the municipal level of government, for the implementation of the NIMS. This effort should involve a review of existing legislation as well as the development of new Emergency Management legislation to close any gaps.

The actions outlined in the document are designed to provide the State of South Carolina with a Strategic Roadmap for coming into full compliance with the intent of NIMS Implementation including the institutionalization of NIMS within the State of SC.

Appendix A includes copies of the following NIMS Implementation documents:

1. Executive Order 2005-12 dated June 3, 2005
2. SCEMD Director Letter to County EM Directors dated March 31, 2005
3. Homeland Security Information Bulletin #1 dated July 1, 2005
4. Homeland Security Information Bulletin #2 dated February 14, 2006

Section B: NIMS Implementation Team

Implementation of the NIMS throughout South Carolina will require a statewide effort which will include State, Regional, County and Municipal entities. The governance structure that will be used to support implementation efforts consists of the State Agencies, the 46 County Governments and the 269 Municipal Governments located throughout the State of South Carolina. These responsibilities for NIMS Implementation efforts are broken down by governmental level and detailed below:

- 1) **NIMS Implementation Oversight** – State Counter Terrorism Coordinating Council (CTCC). No single agency within the State is equipped to manage implementation of NIMS throughout the entire state. The CTCC shall oversee the implementation of NIMS throughout the state of South Carolina. The CTCC has cross-agency, executive level representation and is ideal to oversee this critical initiative. In addition, there are four regional CTCC's that can oversee and track NIMS implementation efforts within their respective regions. The State and Regional CTCC's have the following responsibilities:
 - a) Include NIMS implementation updates on their regular meeting agendas and discuss efforts within their respective areas/regions to meet NIMS implementation requirements as outlined in this plan.
 - b) Assign a NIMS implementation subcommittee within each Region and at the State CTCC level to capture this information and provide regular updates to the CTCC Chair and members.
 - c) To ensure NIMS implementation is facilitated by state and local law, establish a legislative review subcommittee to review the existing state laws that relate to incident response and management. This subcommittee will make recommendations back to the State CTCC regarding appropriate changes and modifications to existing state laws, policies and regulations.

- 2) **State Level Responsibilities** - Listed below are responsibilities for the implementation of the NIMS throughout the State.

State Law Enforcement Division (SLED) – As the lead agency for Homeland Security in the state, SLED is responsible for the oversight of all Department of Homeland Security initiatives within the State. With respect to NIMS ICS Implementation SLED has the following responsibilities:

- a) As the Chair of the CTCC ensure the State and Regional CTCC's address NIMS Implementation issues as a part of their normal course of business and remain cognizant of NIMS Implementation milestones as laid out in this plan.
- b) As the primary agency interacting with DHS with respect to grant issues, SLED will ensure the NIMS Implementation funding needs are taken into account during the grant submission process. In anticipation of reductions in grant

- funding, begin to develop budget line items to support/sustain NIMS Implementation efforts in South Carolina.
- c) Ensure that all plans maintained by SLED are updated to reflect the adoption and use of NIMS ICS principles.
 - d) Ensure that SLED personnel are trained to the appropriate level as defined in the Training Section of this plan.
 - e) Ensure that SLED policy for qualification, certification and credentialing of their employees is consistent with policies currently under development with DHS.

State Emergency Management Division (SCEMD) – Assist SLED in the implementation of NIMS initiatives and provide direct oversight of Emergency Management activities related to the institutionalization of NIMS ICS throughout the State. Additionally, SCEMD is tasked with the following responsibilities:

- a) Ensure that SCEMD's State CTCC representative chairs the NIMS Implementation Oversight subcommittee and coordinates with Regional CTCC's to ensure these subcommittees are established.
- b) Ensure SCEMD NIMS Implementation funding needs are identified and taken into account during the grant submission process at the state level. Also incorporate NIMS Implementation needs into the SCEMD budget in anticipation of reductions in grant funding.
- c) Oversee the implementation of the National Incident Management System Capability Assessment Support Tool (NIMCAST) at the County and municipal level throughout South Carolina. This will likely require the six Regional Coordinators to assist with NIMCAST deployment below the county level.
- d) Maintain liaison with the NIMS Integration Center to facilitate the development of South Carolina policy and doctrine regarding NIMS initiatives.
- e) Ensure that all plans maintained by SCEMD are updated to reflect the adoption and use of NIMS ICS principles.
- f) Ensure the State WMD Exercise program incorporates the use of NIMS ICS in all exercises managed and funded by SCEMD.
- g) Provide a central point of contact via the State Training Officer for tracking all NIMS training that is conducted throughout the state and via the FEMA online training courses. Track all training and provide updates via the CTCC's on the status of the state's efforts to meet DHS minimum training requirements for each level of NIMS training as described in the Training Section (Section E) of this plan.
- h) Ensure that SCEMD personnel are trained to the appropriate level as defined in the Training Section (Section E) of this plan.
- i) Ensure that SCEMD policy for qualification, certification and credentialing of their employees is consistent with policies currently under development with DHS.
- j) Oversee the Resource Typing efforts throughout the state to ensure consistency with DHS established standards for typing and tracking resources.
- k) In conjunction with evolving DHS policy on the credentialing of First Responders, assess the state's current credentialing system and develop policy for

the credentialing of all State First Responders to ensure consistency with DHS guidelines as described in Section I of this plan.

State Training Academies (South Carolina Fire Academy (SCFA) and South Carolina Criminal Justice Academy (SCCJA)) – The State Academies have the following responsibilities under this plan:

- a) Incorporate NIMS courses into the training curriculum at the academy and ensure that graduates of entry level, intermediate level and advanced level training courses receive the appropriate level of NIMS training.
- b) Incorporate funding for NIMS training into grant/budget requests to ensure that these courses are integrated into the state training programs for agencies using the State Academies.
- c) Establish instructor qualification standards consistent with the recommendations provided by DHS discussed in the Training Section (Section E) of this plan.
- d) Provide qualified instructors to assist in the delivery of DHS required NIMS training to personnel throughout the state.
- e) Stock training materials for use by field instructors in the delivery of NIMS ICS Training throughout the state.
- f) Maintain liaison with the NIMS Integration Center to ensure that all training materials are kept up to date and are the latest versions provided by DHS.

State Agencies – All state agencies have the following responsibilities under this plan:

- a) Formally adopt the NIMS.
- b) Ensure Agency NIMS Implementation funding needs are identified and taken into account during the grant submission process at the state level. Incorporate NIMS Implementation needs into the Agency budget in anticipation of reductions in grant funding.
- c) Ensure that all plans maintained by the Agency are updated to reflect the adoption and use of NIMS ICS principles.
- d) Incorporate NIMS ICS principles into all Agency exercises. Additionally, ensure that NIMS ICS is used to manage all events and incidents involving Agency personnel.
- e) Ensure that Agency personnel are trained to the appropriate level as defined in the Training Section (Section E) of this plan. Provide Agency personnel training updates to SCEMD to assist in tracking training efforts throughout the State.
- f) Ensure that the agency policy for qualification, certification and credentialing of their employees is consistent with policies currently under development with DHS.
- g) Ensure that all Agency resources are appropriately typed as part of the overall Resource Typing effort within the State.
- h) In conjunction with SCEMD, assess Agency qualification, certification and credentialing processes and ensure they conform to evolving DHS standards for the credentialing of First Responders.

County Governments – All Counties have the following responsibilities under this plan:

- a) Formally adopt the NIMS.
- b) Ensure County NIMS Implementation funding needs are identified and taken into account during the grant submission process at the state level. Incorporate NIMS Implementation needs into the Agency budget in anticipation of reductions in grant funding.
- c) Ensure that all plans maintained by the County are updated to reflect the adoption and use of NIMS ICS principles.
- d) Complete a full NIMCAST assessment for the County and, in conjunction with SCEMD personnel, assist selected municipalities within the County in the completion of their NIMCAST assessment. Identify gaps from the NIMCAST Assessment and develop plans to close them.
- e) Incorporate NIMS ICS principles into all County level exercises. Additionally, ensure that NIMS ICS is used to manage all events and incidents involving County personnel.
- f) Ensure that County personnel are trained to the appropriate level as defined in the Training Section (Section E) of this plan. Provide County personnel training updates to SCEMD to assist in tracking training efforts throughout the State.
- g) Ensure that County policy for qualification, certification and credentialing of their employees is consistent with policies currently under development with DHS.
- h) Ensure that all County resources are appropriately typed as part of the overall Resource Typing effort within the State.
- i) Assist selected municipalities within the County in getting their resources typed in conjunction with the overall Resource Typing effort within the State.
- j) Provide appropriate County personnel to staff the Incident Management Teams are they are implemented throughout the state.
- k) In conjunction with SCEMD, assess County qualification, certification and credentialing processes and ensure they conform to evolving DHS standards for the credentialing of First Responders.

Municipalities – All Municipalities have the following responsibilities under this plan:

- a) Formally adopt the NIMS.
- b) Ensure Municipal NIMS Implementation funding needs are identified and taken into account during the grant submission process at the state level. Incorporate NIMS Implementation needs into the Municipality budget in anticipation of reductions in grant funding.
- c) Ensure that all plans maintained by the Municipality are updated to reflect the adoption and use of NIMS ICS principles.
- d) If the Municipality has response resources of its own, work with SCEMD to establish a NIMCAST user account and complete a full NIMCAST assessment

- for the Municipality. Identify gaps from the NIMCAST Assessment and develop plans to close them.
- e) Incorporate NIMS ICS principles into all Municipality level exercises. Additionally, ensure that NIMS ICS is used to manage all events and incidents involving Municipality personnel.
 - f) Ensure that Municipality personnel are trained to the appropriate level as defined in the Training Section (Section E) of this plan. Provide Municipality personnel training updates to SCEMD to assist in tracking training efforts throughout the State.
 - g) Ensure that Municipality policy for qualification, certification and credentialing of their employees is consistent with policies currently under development with DHS.
 - h) Ensure that all Municipality resources are appropriately typed as part of the overall Resource Typing effort within the State.
 - i) Provide appropriate Municipality personnel to staff the Incident Management Teams as they are implemented throughout the state.
 - j) In conjunction with SCEMD, assess Municipality qualification, certification and credentialing processes and ensure they conform to evolving DHS standards for the credentialing of First Responders.

Section C: Incorporation of the National Incident Management System into State Exercises and Contingency Planning

There are specific sections in the NIMCAST Assessment that look at the requirement to incorporate NIMS into both the exercise programs and the Contingency Planning efforts within the state. This Section will address the efforts being undertaken to ensure these DHS requirements are being met by the current exercise program and the contingency planning updates that are underway at this time.

- 1) Exercise Programs – The DHS requirement for exercise programs requires that the state, “incorporate NIMS into all state training and exercises, to include drills, tabletop exercises, functional exercises and full-scale exercises.” For the purposes of the State WMD Exercise Program this has been addressed at several different levels. The following are some of the requirements that were specified as part of the development and delivery of the State WMD Exercise program:
 - a. Utilization of exercise goals and objectives described in the National Preparedness Goal, Universal Task List (UTL) and Target Capabilities List (TCL) developed by DHS.
 - b. Utilization of the 15 DHS developed exercise scenarios, focused on local threats in concert with the UTL and TCL.
 - c. Ensuring that the major focus of the exercises shall be the evaluation of the Federal, State and Local Homeland Security plans, policies and procedures in coordination with a local response.
 - d. Ensuring the exercise of the disciplinary plans, policies and procedures for various Rapid Response Teams and local responder teams; ie, EOD, HAZMAT, SWAT, Forensics, US&R, EMS, COBRA, etc.
 - e. Exercising the protocols between disciplines as contained within the various response plans.
 - f. Designing exercises to test all levels of Command, Control and Coordination under the National Incident Management System and National Response Plan.

In addition to the above requirements, South Carolina is also partnering with DHS to pilot the concept of replacing Exercise Planning Workshops (EPW's) with Training & Exercise Planning Workshops (TEPW's). The TEPW not only lays out the schedule for the planning and conduct of each exercise but also includes the training required for exercise participants to be successful. The focus of the pre-exercise training will be to address gaps identified from previous exercise After-Action Reports (AAR's). Every AAR from the FY 2005 Exercise Cycle addressed the need for additional NIMS ICS training. Those gaps will be identified for each exercise and will be closed with the appropriate level of training conducted prior to the start of the exercise to ensure the participants are not re-learning lessons-learned.

For exercises that are not part of the State WMD Exercise Program all entities are tasked in the NIMS Implementation Team Section (Section B) with ensuring that all exercises incorporate NIMS ICS principles and that all events/incidents within the specific jurisdiction are managed using NIMS ICS principles.

2) Contingency Planning - Modification of Plans to incorporate NIMS

The State of South Carolina adopted NIMS ICS in June, 2005. Most of its existing plans and procedures required modification to use the key ICS concepts of NIMS for responding to incidents. However, updates to these plans are already well underway. This is necessary to reflect NIMS terminology and to outline responsibilities, staffing and procedures under the NRP.

State Level Plans - The Emergency Management Division and State Law Enforcement Division are well engaged in modifying and updating key State plans and procedures to be NIMS-compliant to meet the 2006 requirements from the DHS NIMS Integration Center (NIC). The 2006 State Emergency Operations Plan, under ESF-3, Public Works, for example, states that “All ESF-3 personnel will be trained on the principles of the National Incident Management System (NIMS) and integrate those principles into all ESF-3 planning and response operations.” The following chart lists a cross-section of state plans that have been or will be updated to align with the NIMS and NRP, and the estimated completion date.

Plan	Target Date
2006 South Carolina Emergency Operations Plan	Completed
2006 South Carolina Hurricane Plan	Completed
2006 South Carolina Earthquake Plan	Completed
2005 South Carolina Recovery Plan	TBD
South Carolina Firefighter Mobilization Plan	TBD
Civil Disobedience Response Plan	Completed
Hostage Situation Plan	TBD
Active Shooter Plan	TBD
Bomb Threat Plan	TBD
WMD Response Plan	TBD

Agency, County and Municipal Plans – All supporting plans held and maintained at a level below the State must also be updated to reflect NIMS principles and procedures. The NIMCAST Assessment on this particular aspect showed the responding counties to be at 90% compliance due in large part to the efforts of EMD personnel to provide County and Municipal Governments with sample wording that could be inserted into each plan to ensure it was NIMS compliant. This assistance has enabled the County and Municipal Planners to begin getting their supporting plans in compliance in a relatively

short time frame. The true test of these plans will come as the State WMD Exercise Program begins to use each individual plan and there is an assessment of NIMS compliance with respect to each plan. Simply having the right wording in a plan might make it NIMS compliant but it does not guarantee that all aspects of the plan have incorporated NIMS principles and procedures.

Section D: National Incident Management System Compliance Assurance Support Tool (NIMCAST)

- 1) National Incident Management System Compliance Assurance Support Tool (NIMCAST) - The NIMCAST is designed for incident and resource managers as a comprehensive self-assessment support tool for the integration of NIMS policy into the planning for contingencies and all levels of exercise planning – whether tabletop, Command Post or Full-Scale. The NIMCAST allows users to assess the current status/level of their respective jurisdiction's or organization's incident preparedness against the requirements outlined in the NIMS. Using the NIMCAST as a method of identifying weaknesses in incident preparedness will assist incident and resource managers to become compliant with NIMS by FY 2006, as required by DHS. As a self-assessment support tool, the NIMCAST not only aids users to become compliant with the NIMS, but also supports incident and resource managers seeking to enhance and maximize the effectiveness of their incident preparedness as a central point for identifying and acquiring resources.
 - a) County Level Assessments - The first phase in rolling out the NIMCAST Assessment was to establish NIMCAST accounts for each of the 46 counties in the state. This has been accomplished by SCEMD personnel and as of 1/25/06, 29 of the 46 counties have completed the full NIMCAST Assessment. The NIMS Planner at SCEMD has developed and posted a status map showing which counties have completed the NIMCAST Assessment – that map can be accessed by navigating to the SCEMD website, www.SCEMD.org, clicking on the NIMS link and then the NIMCAST link.
 - b) Municipal Level Assessments - The second phase in rolling the NIMCAST is deploy the Assessment at the municipal level. In addition the assessment conducted at the county level, the NIMCAST should be filled out by each municipal area that has its own resources. This would likely require that an additional 200 accounts be set up to cover municipalities that have resources that should be accounted for during the assessment. This aspect of NIMCAST implementation would best be coordinated using the EMD & SLED Regional Coordinators, throughout the state.
- 2) NIMCAST Data Retrieval – The real benefit in using the NIMCAST Assessment is evident as the coordinators start to retrieve data from rolling up the assessments that have been conducted throughout the state. This data was used to create the FY 2006 NIMS Compliance Assessment (Appendix C) required for the development of Enhancement Plans and Investment Plans in support of FY 2006 Homeland Security Grant Program (HSGP) funding requests.

Appendix D contains a sample NIMCAST Data set showing the assessments that were completed by 29/46 counties at the time the data retrieval was conducted on 1/25/06. This provides a snapshot of the type of data provided by the Assessment and the way in which it can be used to support implementation efforts.

Section E: Training Program

1) Elements of the Training Program

The training program for South Carolina consists of a number of courses ranging from and overview of the NIMS down to very detailed position specific training. It will require the full range of these courses to meet the state's training needs and objectives for moving forward with NIMS Implementation. The State of South Carolina's adoption of NIMS provides access to the NIMS ICS National Training Curriculum. This will make it possible for state personnel to receive the necessary training to successfully implement a response organization without the cost of extensive curriculum development. This benefit did not exist prior to the adoption of NIMS ICS.

- a) **Overview Courses** – There are currently two general or overview courses that are required training for certain levels of responders to be in compliance with the NIMS requirements for FY 2006 and beyond and are available as independent study courses from the EMI website, www.training.fema.gov/EMIWEB. These two courses are described below:

- i) IS 700, National Incident Management System (NIMS), An Introduction – This course introduces NIMS and takes approximately three hours to complete. It explains the purpose, principles, key components and benefits of NIMS. At the conclusion of this course students will be able to do the following:
- (1) Describe the key concepts and principles underlying NIMS
 - (2) Identify the benefits of using ICS as the national incident management model
 - (3) Describe when it is appropriate to institute an Area Command
 - (4) Describe when it is appropriate to institute a Multi-Agency Coordination System
 - (5) Describe the benefits of using a Joint Information System (JIS) for public information
 - (6) Identify the ways in which NIMS affects preparedness
 - (7) Describe how NIMS affects how resources are managed
 - (8) Describe the advantages of common communication and information management systems
 - (9) Explain how NIMS influences technology and technology systems
 - (10) Describe the purpose of the NIMS Integration Center (NIC)
- ii) IS 800, National Response Plan (NRP), An Introduction - This course introduces the NRP, including the concept of operations upon which the plan is built, roles and responsibilities of the key players, and the organizational structures used to manage these resources. The NRP provides a framework to ensure that we can all work together when our Nation is threatened. The course is designed for DHS and other Federal department/agency staff responsible for implementing the NRP, as well as State, local and private

sector emergency management professionals. At the conclusion of this course the students will be able to do the following:

- (1) Describe the purpose of the NRP
- (2) Locate information within the NRP
- (3) Describe the roles and responsibilities of entities as specified in the NRP
- (4) Identify the organizational structure used for NRP coordination
- (5) Describe the field-level organizations and teams activated under the NRP
- (6) Identify the incident management activities addressed by the NRP

b) **National Training Curriculum** – The NIC initially adopted the long-existing National Interagency Incident Management System (NIIMS) National Training Curriculum for ICS Training. In September of 2005, the NIC published a new set of NIMS ICS Training materials and provided copies to the State Training Officer. The State has converted to the new course materials and will use these in the delivery of all NIMS ICS training conducted in the South Carolina from February 2006 on. The new NIMS ICS training curriculum is set up in levels, as follows:

- i) ICS 100, Introduction to the Incident Command System – This course introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the NIMS. This course provides training on and resources for personnel who require a basic understanding of ICS. The target audience includes persons involved with emergency planning, and response or recovery efforts. The course objective is to enable participants to demonstrate basic knowledge of ICS. This course is available as an independent study course from the EMI website, www.training.fema.gov/EMIWWEB.

The I-100 training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: ICS Overview
- Unit 3: Basic Features of ICS
- Unit 4: Incident Commander & Command Staff Functions
- Unit 5: General Staff Functions
- Unit 6: ICS Facilities
- Unit 7: Common Responsibilities
- Unit 8: Course Summary

- ii) ICS-200, ICS for Single Resources and Initial Action Incidents - This course is designed to enable personnel to operate efficiently during an incident or event within ICS. This course focuses on the management of single resources. This course provides training on and resources for personnel who are likely to assume a supervisory position within the ICS. The primary target audience is response personnel at the supervisory level. This course is available as an

independent study course from the EMI website,
www.training.fema.gov/EMIWWEB.

The course objectives are to allow course participants to:

- Describe the ICS organization appropriate to the complexity of the incident or event
- Use ICS to manage an incident or event

The I-200 training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

- iii) ICS-300, Intermediate ICS for Expanding Incidents - This course provides training on and resources for personnel who require advanced application of ICS. The target audience for this course is for individuals who may assume a supervisory role in expanding incidents or Type 3 incidents. Note: During a Type 3 incident, some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. These incidents may extend into multiple operational periods. This course expands upon information covered in the ICS-100 and ICS-200 courses. These earlier courses are prerequisites for ICS-300.

The course objectives are as follows:

- Describe how the NIMS Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System.
- Implement the incident management process on a simulated Type 3 incident.
- Develop an Incident Action Plan for a simulated incident.

The I-300 training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: ICS Fundamentals Review
- Unit 3: Unified Command
- Unit 4: Incident/Event Assessment and Incident Objectives
- Unit 5: Planning Process
- Unit 6: Incident Resource Management
- Unit 7: Demobilization, Transfer of Command, and Closeout
- Unit 8: Course Summary

- iv) ICS-400, Advanced ICS Command and General Staff - Complex Incidents - This course provides training on and resources for personnel who require advanced application of ICS. The target audience for this course is senior personnel who are expected to perform in a management capacity in an Area Command or Multi-Agency Coordination Entity. This course expands upon information covered in ICS-100 through ICS-300 courses. These earlier courses are prerequisites for ICS-400.

The course objectives are as follows:

- Explain how major incidents engender special management challenges.
- Describe the circumstances in which an Area Command is established.
- Describe the circumstances in which Multi-Agency Coordination systems are established.

The I-400 training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: Fundamentals Review for Command and General Staff
- Unit 3: Major and/or Complex Incident/Event Management
- Unit 4: Area Command
- Unit 5: Multi-Agency Coordination
- Unit 6: Course Summary

- c) **Instructor Qualifications** - The NIC is responsible for “facilitating the development of national guidelines for incident management training and exercises at all jurisdictional levels.” The NIC has established guidelines for ICS instructors. While individual agencies and organizations are responsible for establishing and certifying instructors, the NIC urges those agencies and organizations to follow these guidelines.

i) **Instructor Levels**

- (1) **Lead instructors** must have sufficient experience in presenting all units of the course to be capable of last-minute substitution for unit instructors.
- (2) **Unit instructors** must be experienced in the lesson content they are presenting.
- (3) **Adjunct instructors** may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. Adjunct instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise.

- ii) **Training Requirements for Lead and Unit Instructors** - Instructors should have formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, DHS Instructor Course or equivalent). The following are the recommended Instructor Qualifications to teach in each level of ICS Training I-100 through I-400.

- (1) **I-100 Instructor Qualifications** - It is recommended that this training be team taught by instructors with the following minimum qualifications:
 - (a) One instructor required, two recommended.
 - (b) Lead and Unit instructors successfully completed I-100, I-200, and EMI's IS-700 (NIMS An Introduction).
 - (c) Lead instructor served as Incident Commander, or on Command or General staff in five incidents.

- (2) **I-200 Instructor Qualifications** - It is recommended that this training be team taught by instructors with the following minimum qualifications:
 - (a) One instructor required, two recommended.
 - (b) Lead instructor successfully completed I-100, I-200, and I-300.
 - (c) Unit instructors successfully completed I-100 and I-200.
 - (d) Lead instructor served as Incident Commander, or on Command or General staff in 10 incidents.
 - (e) Unit instructor served as Incident Commander, or on Command or General staff in five incidents.

- (3) **I-300 Instructor Qualifications** - It is recommended that this training be team taught by instructors with the following minimum qualifications:
 - (a) Minimum of two instructors recommended.
 - (b) Lead instructor successfully completed I-100, I-200, I-300, and I-400.
 - (c) Unit instructors successfully completed I-100, I-200, and I-300.
 - (d) Lead instructor served as Incident Commander, or on Command or General staff in an incident going beyond one operational period or requiring a written Incident Action Plan.
 - (e) Unit instructor served as Incident Commander, or on Command or General staff in 10 incidents.

- (4) **I-400 Instructor Qualifications** - It is recommended that this training be team taught by instructors with the following minimum qualifications:
 - (a) Minimum of two instructors recommended.
 - (b) Instructors successfully completed I-100 through I-400, and IS-800 (The National Response Plan Introduction).
 - (c) Lead instructor served as Incident Commander, or on Command or General staff in an incident that went beyond one operational period AND worked in an incident that included Multi-Agency Coordination.
 - (d) Unit instructor served as Incident Commander, or on Command or General staff in 10 incidents.

- d) **Position Specific Training** - As the name implies, position-specific training is advanced level training for individuals who have already attended the I-100 through I-400 level courses, and are designated by their agency to fill a specified position (sharp individuals may be trained in and eventually qualified in several positions) within an ICS response organization (ie, Operations Section Chief, Resource Unit Leader, etc). The majority of these courses are currently given by the wildfire training community, in the western U.S., although several eastern states' Forestry Departments have recently begun to hold some position courses. The majority of these training opportunities will be provided to the Incident Management Team (IMT) members. These courses can typically be located through the National Interagency Fire Center (NIFC) website, http://www.nifc.gov/training_qual/index.html. Below is a description of some of the available position-specific courses.
- i) ICS-410 Advanced Incident Commander – This course is a position specific course and is designed to meet the training requirements of the Type 2 Incident Commander (equivalent to S-400). Course topics include team administration; communication, information and intelligence processing, agency administrator and IC responsibilities, transfer of command, and demobilization. The course provides exercisers to assist the student in acquiring the knowledge to learn these skills. An optional “lessons learned” unit allows the addition of geographic area specific information, but the course time frame must be increased accordingly. Prerequisite is I-400.
- ii) ICS-430 Operations Section Chief – This course provides position specific training designed to meet the training needs of the Type 2 Operations Section Chief. This course concentrates on the duties and responsibilities as they pertain to planning for, supervision of and the coordination of the operations section. Subjects covered include: information gathering, interaction with the command and general staff, incident action plan development, operational period briefing, OSC daily schedule, interaction with incident and non-incident personnel and demobilization. The course will culminate in an exercise that will require the students to work from initial response through one full planning cycle. Prerequisite is ICS-339 Division/Group Supervisor, and I-400.
- iii) ICS-339 Division/Group Supervisor – This course is designed to meet the training requirements of a Division or Group Supervisor on a response incident. It provides instruction in support of the specific tasks of division/group supervisor, but will not instruct the student in general management/supervision or in the ICS, both of which the student should learn through prerequisite course work. Course topics include: division/group management, organizational interaction, and division operations. Prerequisite is I-300.

- iv) ICS-440 Planning Section Chief – This course is position specific training designed to meet the training needs of the Type 2 Planning Section Chief. Topics include information gathering, strategies, meetings and briefings, incident action plan, interactions, forms, documents, supplies and demobilization. There is an optional technology section. The final exercise requires the students to observe a simulated planning meeting and use the information derived to find errors in an incident action plan. Prerequisite is I-400.
 - v) ICS-450 Logistics Section Chief – This course is position specific training designed to meet the training requirements of the Type 2 Logistics Section Chief. Topics include gathering information, organizing and staffing the section, planning activities, operations, demobilization and evaluation. Prerequisite is I-400 and ICS-341.
 - vi) ICS-460 Finance/Admin Section Chief – This course is position specific training designed to meet the training requirements of the Type 2 Finance/Admin Section Chief. Topics include gathering information, organizing and staffing the section, planning activities, operations, demobilization and evaluation. Prerequisite is ICS-400.
- e) **Team Training** - As the final leg after basic I-100 through I-400 and position-specific training, team training is a critical step in bringing trained individuals together to form the cohesiveness and interoperability inherent in a well-performing team. The follow-on step once team training is completed will be performance via scenario-driven controlled & evaluated exercises. Team members must know each other's roles and responsibilities, as well as their own, and all must understand the process of managing the event or incident. This type of training will be exclusively reserved for members of South Carolina's Typed IMT. The following is a description of some of the team training courses available within the current NIMS training curriculum.
- i) ICS-420 Command and General Staff – This is a team course designed to prepare the student to function effectively in the position of a Type 2 Incident Commander, command or general staff with the application of previously acquired knowledge and skills. Students will participate in two types of groups (teams and similar position) during exercises. These exercises include a simulation of the mobilization, management, and demobilization phases of a rapidly accelerating Type 2 incident that has potential to become a Type 1 incident. The course will culminate in an exercise that will require the students to work through one full planning cycle and develop an Incident Action Plan. This training day should be a blend of training, coaching and hands-on exercises in team building and Human Resource Management to ensure that students leave with the necessary skills to establish and implement incident response policy. Prerequisite is the position specific course for the position held (i.e. for Planning Section Chief, the prerequisite is ICS-440).

- f) **Training Implementation** – Implementation of NIMS training within the State of South Carolina will require both a short and long term approach. The short term approach is focused on meeting all DHS requirements for FY 2006 and getting a good baseline of training established throughout the state to support additional NIMS initiatives. The long term approach is focused on meeting the FY 2007 training requirements and fully integrating NIMS training into the state. It is anticipated that the implementation phases will overlap in order to speed and strengthen the process. The required courses and target audiences for each course are described in the Training Guidelines Document from DHS included as Appendix E.
- i) Short Term Approach - The short term approach to training will include completion of FEMA's independent study courses on the NIMS (IS-700) and the NRP (IS-800), and ICS courses from the National Training Curriculum. These courses will be delivered on a tiered approach that will be based on personnel's designated positions within the agency's incident response and management structure. To support these implementation efforts the state has initiated a comprehensive Train-the-Trainer program to develop a large cadre of NIMS Trainers throughout the state who can assist in the delivery of the required NIMS training courses. These courses are also being taught at the State Fire and Criminal Justice Academies as well. In addition to the baseline courses described above, some position specific and team training courses will also be attended by members of the newly developed Type 2 and Type 3 Incident Management Teams (IMT).
- ii) Long Term Approach - The long term approach will focus on meeting the FY 2007 NIMS training requirements, getting the Incident Management Teams properly trained and fully integrating the NIMS training curriculum into existing courses at the State Fire and Criminal Justice Academies. Agencies that receive training from sources other than the State Academies will have to determine where each of the key NIMS Training Courses fits into the required training programs for their Agency employees. These agencies should consider making completion of the online versions of IS-700, IS-800, I-100 and I-200 specific job prerequisites for key positions that will require those courses. The Fire and Criminal Justice Academies will integrate IS-700, IS-800 and ICS I-100 thru I-400 of the National Training Curriculum into their basic, intermediate and advanced management resident courses of study.

Section F: Incident & Resource Typing

1) Purpose of Typing

- a) Incident Typing - A basic characteristic of NIMS ICS is modular organization. The size and depth of the organization is built for the particular incident based on the needs of that incident. Within NIMS ICS, incidents are classified (or “typed”) based on the size, complexity, and public interest of the response. Incident typing allows for an improved understanding of the overall significance of the incident by combining these factors into a single category. Incidents are classified as Type 1, 2, 3, 4, or 5 where the Type 1 incident is the largest and most complex. The incident typing table below outlines the characteristics of each Type incident and gives examples of each. Incident Commanders are responsible for evaluating the size, complexity, and amount of public interest for a particular incident in their area of responsibility and “typing” the incident accordingly. This information should be included in status reports to ensure that all involved in the response to the incident share a common understanding of what “type” of incident they are engaged in. The incident/event typing table on the following page describes the characteristics that make up each different type of incident/event.

- b) Resource Typing – Resources are typed to describe the level of capability for each level or type of resource. Similar to incident typing, resource typing is set up on a scale of 1 through 5 with a Type 1 resource being the most capable and a Type 5 resource being the least capable. The State of South Carolina will utilize a Resource and Logistics typing system based on the existing DHS model and NIMS 120 standard/base resources; this will allow for effective logistical interoperability on an interstate mutual aid basis, when needed. A web-based (Web-EOC) module has been developed and tested by the EMD NIMS planning staff that will enable each jurisdictional level of government to type and list their respective resources. This tool will also provide the capability for resource managers in each section of the ICS organization to query a resource database via Web-EOC and look for specific types of resources in specific geographic areas.

Incident/Event Typing Table

Incident/Event Complexity	Characteristics
Type 5	<ul style="list-style-type: none"> • The incident can be handled with one or two single resources with up to six personnel. • Command and General Staff positions (other than the Incident Commander) are not activated. • No written Incident Action Plan (IAP) is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.
Type 4	<ul style="list-style-type: none"> • Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a Task Force or Strike Team. • The incident is usually limited to one operational period in the control phase. • The agency administrator may have briefings, and ensure the complexity analysis and delegations of authority are updated. • No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. • The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	<ul style="list-style-type: none"> • When needed capabilities exceed initial resources, the appropriate ICS positions should be added to match the complexity of the incident. • Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. • A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. • The incident may extend into multiple operational periods. • A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> • This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the Command and General Staff positions are filled. • A written IAP is required for each operational period. • Many of the functional units are needed and staffed. • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> • This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. • All Command and General Staff positions are activated. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

Section G: Incident Management Teams (IMT's)

1) Purpose

a) Incident Management Team Concept and Value

State agencies routinely respond to a wide range of incidents. The vast majority of these incidents never reach the level of complexity or intensity that would require a trained Incident Management Team (IMT) from outside the local area. However, there are instances where more command and control experience and capability using the NIMS ICS is required to ensure the best possible response. To support Incident Commanders (IC) responding to complex, resource-intensive response operations, highly trained, multi-contingency IMT's will be developed.

For the purpose of this plan, Incident Commander (IC) means any individual designated as the IC by applicable local or state policy, regulation or law (i.e. Emergency Powers Act, Emergency Health Powers Act, etc.). When activated, the IMTs will be under the control of the IC to augment their incident management needs.

To ensure that the IMTs are multi-contingency capable, and to capitalize on the knowledge and experience that already exists within the state, IMT members will be chosen from a range of disciplines throughout the state. The process for nomination to an IMT is described in greater detail in the sections below.

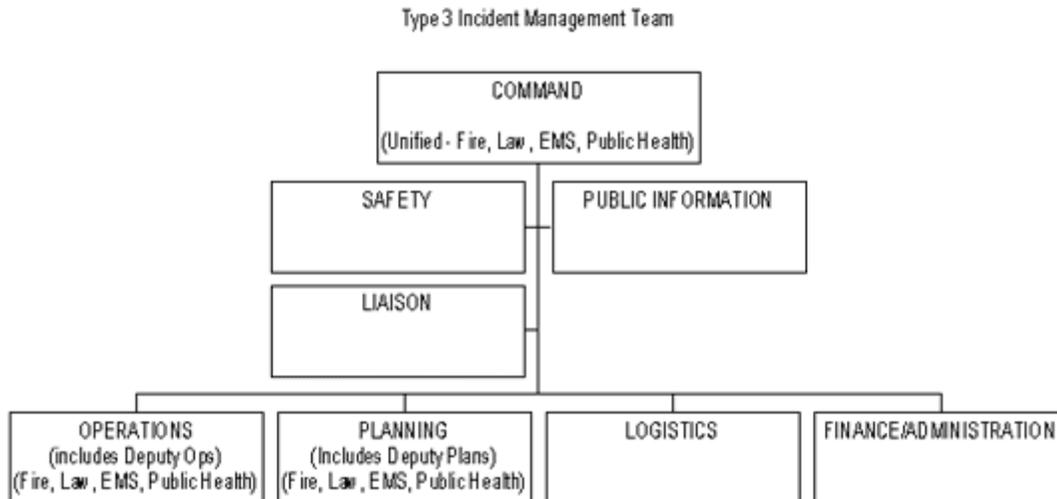
b) Incident Management Team – Strategy

The U.S. Fire Administration (USFA) has developed an IMT Roadmap which outlines a number of proven strategies for the establishment, training and deployment of various types of IMT's. The general description of the IMT types is as follows:

Type 5: Local Village and Township Level - a "pool" of primarily fire officers from several neighboring departments trained to serve in Command and General Staff positions during the first 6-12 hours of a major or complex incident.

Type 4: City, County or Fire District Level - a designated team of fire, EMS, and possibly law enforcement officers from a larger and generally more populated area, typically within a single jurisdiction (city or county), activated when necessary to manage a major or complex incident during the first 6-12 hours and possibly transition to a Type 3 IMT.

Type 3: State or Metropolitan Area Level - a standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within a state or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period. Type 3 IMTs will respond throughout the State or large portions of the State, depending upon State-specific laws, policies, and regulations.



Type 2 National and State Level - a Federally- or State-certified team; has less staffing and experience than Type 1 IMTs, and is typically used on smaller scale national or state incidents. There are a number of Type 2 IMTs currently in existence, and operated through the U.S. Forest Service. There are currently no formal Type 2 Teams in SC.

Type 1 National and State Level - a Federally- or State-certified team; is the most robust IMT with the most experience; is fully equipped and self-contained. Sixteen Type 1 IMTs are now in existence, and operate through the U.S. Forest Service.

This model has been adopted by a number of states who are moving forward with this standardized approach to standing up IMT's of various types. To that end this model is the framework that the State of South Carolina will follow in the development of IMT's within the state.

The single most significant challenge in the establishment of IMT's is the ability to sustain the team beyond the initial funding used to stand it up. Typically, grant monies are available to assist agencies in the purchase of initial outfitting requirements, training and exercise needs to stand up an IMT. The challenge is to build an IMT concept that allows the State to not only sustain the IMT(s) beyond their initial standup but to also ensure that required training is completed and that the teams are exercised regularly to ensure they maintain their proficiency.

2) State of South Carolina IMT Strategy

The State will develop the capability to stand up a single Type 2 IMT and pursue standing up a Type 3 IMT in each of the state's 4 CTCC Regions. The teams, when fully trained and operational will be available to Incident Commanders throughout the State to assist in the management of larger scale (Type 3, 2, 1) incidents. Because IMT's are not first response assets and because they are made up of **“trained personnel from different departments, organizations, agencies, and jurisdictions within a state”** the team members are not typically located in a single local area or jurisdiction. The team members respond from a number of areas when activated to respond to a drill, incident or event.

This strategy recognizes that it is neither realistic nor cost-effective to maintain the highest level of expertise for every individual within a response agency, NIMS ICS guidance provides for Type Teams that can assist local agencies. IMTs are groups of trained and experienced personnel who exercise and deploy as a team to augment the local response and support organization when requested by the Incident Commander (IC). It should be clearly understood that IMTs are intended to support the Incident Commander, **not** to supersede or preempt the local incident management personnel.

The Adoption of the IMT concept greatly reduces the training requirements necessary to implement and maintain a large incident ICS response capability at the local jurisdictional level. Individual responders will not be required or expected to obtain all of the available ICS training. Rather, local responders will be trained to the level determined necessary to meet their needs and that required by DHS. IMT members will receive more advanced instruction and will be available to support local/state agencies as required. Because of the broad, cross-discipline demands of incident response, assignment to an IMT will be on a collateral duty basis, with personnel deploying as requested by ICs.

- a) **Incident Management Team Performance Expectations** - IMTs will represent the highest level of ICS expertise in the State. They will be tasked to provide management support for any contingency to which the State may have to respond. Their value is in their ability to augment the requesting agency's incident management organization to fill needed positions or enable the organization to operate around the clock. The qualification and performance criteria outlined in this plan are based on those used within NIMS ICS.

ICs requesting the support of an IMT will benefit from the team's area of expertise; implementing NIMS ICS to manage an incident. Therefore, an IMT should be called into action when the response requires more incident management expertise than is available to the local area response team. IMTs can be used in many ways. These may include:

- i) Members filling their assigned position.
- ii) Serving as a deputy in an ICS organization.
- iii) Serving as a relief during 24 hour operations.
- iv) Acting as a coach/mentor for local agency personnel assigned to fill a position.
- v) Being reassigned to another position as determined by the IC's organization depending upon the member's qualification and experience.

IMT members may be demobilized whenever the IC determines they are no longer needed to support the incident.

- b) **Team Composition / Selection** – There are a number of approaches to staffing an IMT. The Department of Homeland Security Resource Typing requirements described in Section F, suggest that an IMT have, at a minimum, the following positions assigned:

- (1) Incident Commander
- (2) Operations Section Chief
- (3) Planning Section Chief
- (4) Logistics Section Chief
- (5) Finance/Admin Section Chief
- (6) Specialized Functions (Technical Specialists)

The USFA model describes the same basic positions for an IMT but also shows the Command Staff positions of Public Information Officer, Liaison Officer and Safety Officer filled a well. Both models allow for the IMT to be expanded beyond this minimum number of personnel by filling additional NIMS ICS positions that are typically needed during response management activities.

The SC Type 2 and Type 3 IMTs will consist of the following 8 ICS positions:

- (1) Deputy Incident Commander*
- (2) Safety Officer
- (3) Public Information Officer
- (4) Liaison Officer
- (5) Operations Section Chief
- (6) Planning Section Chief
- (7) Logistics Section Chief
- (8) Finance/Administration Section Chief

*The lead position is described as a Deputy Incident Commander to reinforce the concept that the IMT is there to support the operational IC vice replace or supersede them.

Each position on the team is filled with 2 candidates to allow for maximum flexibility in response and to acknowledge the fact that these are all collateral duty positions and every team member may not be available to respond when called. This also allows for watch relief on extended response operations. A rotation schedule should be established for each team that places half of the team on call for one month, allowing the other half of the team to stand down. An established rotation schedule will provide each team member's parent agency with a better framework from which to plan workload and projects. Staffing a single Type 2 IMT would require 16 personnel. Staffing four Type 3 IMT's under this concept will require 64 personnel serving in collateral duty positions.

c) Training and Qualification

The Type 2 IMT will be established using existing State of South Carolina personnel that have the necessary qualifications and credentials to staff the IMT. The adoption and use of the standard USFA model for standing up the Type 3 IMT's will enable the State to take advantage of the existing training available to "jump-start" the IMT process. The USFA training regime described on Appendix F shows the typical training required to get a Type 3 IMT stood up and operational. The basic minimum

training requirements for all Type 3 IMT members as recommended by USFA are as follows:

- 1) ICS 100, 200, 300 (web-based or classroom) or equivalent
- 2) Introduction to Command & General Staff (NFA self-study course)
- 3) Command & General Staff Functions in the Incident Command System (NFA 6-day course)
- 4) Intro. to Unified Command for Multi-Agency and Catastrophic Incidents (NFA 2-day course)
- 5) Appointed by Metropolitan, Regional, or State Authority Having Jurisdiction. Meet the requirements of Type 4/Type 5 IMT*
- 6) All-Hazards IMT course, customized (NFA 7-day course)
- 7) Position-specific training (USFS)
- 8) Shadowing (USFS)

d) Criteria for Team Activation

IMTs provide ICs with command and control surge capability. ICs should consider requesting an IMT whenever they feel they need the level of incident management support that an IMT provides. At a minimum, Incident Commanders should request an IMT when the operational tempo requires 24-hour-a-day response efforts that will last longer than 72 hours. In addition to operational tempo, other factors that should be considered when deciding to employ an IMT are:

- 1) If there is a substantial commitment of personnel and equipment.
- 2) Complex logistical support needs over an extended duration.
- 3) High risks to resources, public safety, or life and property.
- 4) When it is anticipated that most/all of the command and general staff and unit leader positions will be activated.
- 5) The scope of planning is complex.

e) Selection of Team Members for the IMT

Until the State has a pool of personnel experienced in the use of the NIMS Incident Command System the skills and experience individuals have obtained through their career should weigh heavily in the team selection. As more personnel become qualified in ICS, the emphasis for team selection will shift more towards having ICS based knowledge and experience.

In addition to experience, personnel should be considered for their 'soft skills' as well. Members of the IMT will be more effective if they have support-oriented attitudes and are flexible. Interpersonal skills are paramount to a team's success, both in working together and in integrating into a requesting agency's organization.

The capability of the IMT is intricately related to the individual position training each member of the team receives. The desired goal is to have members complete the prescribed training for their position. In addition to the training listed in Appendix F, it is envisioned that each IMT member will complete the ICS Position Task Books (PTB)

associated with their position on the team. PTBs are a part of the NIMS ICS training subsystem and are further described in the Credentialing and Qualification/Certification section that follows. It is recognized that for some positions achieving all of this training will be difficult given the constraints of time and fiscal resources.

Personnel desiring to be considered for an IMT must understand the 1-3 week commitment per year for participation in training and exercises, the 24-hour on-call commitment when on standby and the potential for unscheduled and extended time from their home and their agency. Interested personnel must receive the permission from their supervisor to participate on an IMT.

Section H: Credentialing & Qualification/Certification Systems

1) Credentialing

DHS defines credentialing as, “providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders to ensure that response personnel possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the roles they are tasked to fill.” They go on to differentiate between credentialing and certification by defining certification as, “authoritatively attesting that individuals meet professional standards for the training experience and performance required for key incident management functions.” Credentials may be issued as a result of a certification program. The key point is that a credentialing system is simply a method to document that an individual has met a certain standard whether a training/qualification standard or some other professional standard or licensure requirement.

DHS has established the following requirements for the National Credentialing System that is currently under development:

- a) Must function within existing federal, state, tribal and local identification and qualification protocols, where feasible
- b) Not place undue burden on federal, state, tribal or local governments
- c) Support interstate augmentation of state and local resources
- d) Conform to ICS protocols
- e) Use current credentialing emergency responder system, where possible

2) Credentialing in South Carolina

- a) Credentialing of emergency responders in South Carolina – This will continue to be the purview of the agency that each individual responder is assigned to. These agencies will have to ensure that their credentialing system is aligned with the DHS requirements as they are developed and advertised. Although the National Credentialing System is required to function with existing state protocols, those individual protocols will have to meet the basic requirements of a credentialing system as defined in the opening paragraph. There is currently a mix of credentialing systems for the traditional disciplines within the state. In some cases, for example hazardous materials response personnel, there is a federal standard described in OSHA that sets the standard for both initial and refresher training for these personnel. In some cases there are personnel that have skills in incident management related activities that are not credentialed by their agency. The following steps need to be taken to ensure the state can field a broad range of “credentialed” assets and stay abreast of credentialing efforts at the federal level:
 - i) Each agency/entity that is currently engaged in “credentialing” their members should review their system and determine if it meets the definition of a credentialing system as noted above.

- ii) There are currently an number of National Credentialing Workgroups underway and the State Emergency Management Division should identify persons to participate in those that are currently established and those being put together to include the following:
 - (1) Incident Management
 - (2) Emergency Medical Services
 - (3) Fire/HazMat
 - (4) Public Works
 - (5) Public Health
 - (6) Search and Rescue
 - (7) Law Enforcement

- b) Credentialing and Mutual Aid – Mutual aid relies on the concept that one jurisdiction can provide support to another jurisdiction during a time of crisis. The assumption in most mutual aid agreements is that those resources are certified and/or qualified to provide whatever service that are being sent to provide. There are a number of mutual aid agreements in effect at the State level at this time:
 - i) State Law Enforcement Mutual Aid Plan
 - ii) Firefighter Mobilization Plan

There are also several overarching Mutual Aid Agreements in place including:

- i) Statewide Mutual Aid Agreement – Covers both the State Law Enforcement Mutual Aid Plan and the Firefighter Mobilization Plan. An overview of the Statewide Mutual Aid Agreement is included in Appendix G.
 - ii) Emergency Management Assistance Compact (EMAC) – Covers response resources that are requested by other EMAC member states and respond outside of South Carolina. An overview of the EMAC articles and responsibilities of member states is included in Appendix H.
- 3) ICS Certification/Qualification System. The training identified in this plan provides the foundation for an ICS Qualification System. The NIMS ICS qualification system is a "performance based" system. In this type of system, the primary criterion for qualification is individual performance as observed by an evaluator, using approved standards.

The components of the ICS qualification system are as follows:

- a) Position Task Books (PTB): The Position Task Books contain all the critical tasks that individuals are required to perform for a specific ICS position. The PTBs are in a format that enables the trainee to document their ability to perform each task. Task pertaining to tactical decision-making and safety will require actual position performance during an incident. Other required tasks may be evaluated through other means such as simulation or other emergency and non-emergency work.

Successful completion of all required tasks of the specific ICS position, as determined by an evaluator(s), will be the basis for recommending certification. Position Task Books or a similar system will be implemented to track the NIMS ICS qualifications and certifications of members.

Currently, the following ICS positions have a PTB:

- i) Incident Commander
- ii) Safety Officer
- iii) Information Officer
- iv) Liaison Officer
- v) Operations Section Chief
- vi) Planning Section Chief
- vii) Logistics Section Chief
- viii) Resource Unit Leader
- ix) Situation Unit Leader
- x) Supply Unit Leader
- xi) Communications Unit Leader
- xii) Division Group Supervisor

- b) Training Courses: Courses provide the specific knowledge and skills required to perform tasks identified in the PTB providing a direct link between training and job performance. The required training is the minimum required to provide for safe response operations.
- c) Qualification Records: SCEMD has the responsibility to develop and publish a system for tracking NIMS ICS qualifications that will be used statewide. Each State Agency, County and Municipality is charged with using that system to record the qualifications of their personnel. An up to date qualification record will enable SC personnel and typed teams to easily and quickly assimilate into regional or national response operations when requested to provide mutual aid. A current example being used in the Fire Service is the incorporation of a Qualification Card or "Experience Record" that lists the current level of qualification for the member. This card (NFES Form Number 1528) can be presented when the member check into a response operation as a record of their current level of certification within the NIMS ICS system.

SECTION I: GLOSSARY OF KEY TERMS

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan: The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining to the Federal Government of the United States of America.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists

of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section. (See Division.)

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

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The Deputy IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be specific, measurable, action-oriented, reasonable, and time related in order to allow the development of strategic and tactical alternatives .

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.
Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations—Federal, State, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multi-agency coordination entities,

personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the Federal, State, local, and tribal aspects of governance and polity.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes

are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).
Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources

currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

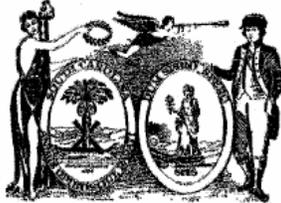
Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services.

APPENDIX A

State of South Carolina Executive Department



Office of the Governor

EXECUTIVE ORDER NO.

2005-12

WHEREAS, the President of the United States in Homeland Security Presidential Directive (HSPD)-5, directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which would provide a consistent nationwide approach for federal, state, and local governments to work together more effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity; and

WHEREAS, the collective input and guidance from all federal, state, and local homeland security partners has been, and will continue to be, vital to the development, effective implementation and utilization of a comprehensive NIMS; and

WHEREAS, it is necessary and desirable that all federal, state, and local emergency agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management; and

WHEREAS, to facilitate the most efficient and effective incident management, it is critical that federal, state, and local organizations utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident management facilities during emergencies or disasters; and

WHEREAS, the NIMS standardized procedures for managing personnel, communications, facilities and resources will facilitate the state's ability to receive federal funding to enhance local and state agency readiness, maintain first responder safety, and streamline incident management processes; and

WHEREAS, the Incident Command System components of NIMS are already an integral part of various incident management activities throughout the state, including current emergency management training programs; and the response to all gubernatorial declared emergencies will be in accordance with NIMS standards; and

WHEREAS, pursuant to Public Law Number 108-458 each political entity receiving grant funds from the Department of Homeland Security will comply with all NIMS standards; and

WHEREAS, the National Commission on Terrorist Attacks (9-11 Commission) recommended adoption of a standardized Incident Command System.

NOW, THEREFORE, pursuant to the authority vested in me by the Constitution and Laws of the State of South Carolina, I hereby order that the National Incident Management System (NIMS) is adopted as South Carolina's standard for incident management. The South Carolina Emergency Management Division shall review and revise the State Emergency Operations Plan, and recommend revisions to State Regulations 58-1 and 58-101 to insure they are compliant with all applicable NIMS standards.

FURTHER, I order that all emergency response training and exercises shall conform to the standards established by the NIMS. All state and local departments or agencies assigned a primary responsibility for emergency response and planning shall insure that all applicable standard operating procedures conform to NIMS standards.

FURTHER, I order that all state and local departments or agencies assigned a primary or support responsibility in the State Emergency Operations Plan shall participate in scheduled exercises of the South Carolina Emergency Management Division and shall conduct training and certification of personnel essential to the implementation of all assigned emergency functions that comply with NIMS standards.

FURTHER, all local jurisdictions within the state are encouraged to adopt NIMS as their standard for local emergency management and incident response.

GIVEN UNDER MY HAND AND THE
GREAT SEAL OF THE STATE OF
SOUTH CAROLINA, THIS 3rd DAY OF
JUNE, 2005.



MARK SANFORD
Governor



ATTEST: 

MARK HAMMOND
SECRETARY OF STATE

The State of South Carolina
Military Department



OFFICE OF THE ADJUTANT GENERAL

STANHOPE S. SPEARS
MAJOR GENERAL
THE ADJUTANT GENERAL

MEMORANDUM

TO: County EMD Directors
FROM: *Ron Osborne*
Ron Osborne, Director SCEMD
DATE: March 31, 2005
SUBJECT: NIMS Compliance FY 2005 and FY 2006

1. We have received numerous requests for information concerning NIMS. This memo is to assist you and provide the guidance we have received.
2. In order to receive FY 2006 preparedness funding, applicants at all jurisdictional levels will need to certify as part of their FY 2006 grant applications that they have met the FY 2005 NIMS requirements. This includes preparedness grants from the Department of Homeland Security along with all federal departments that award preparedness grants.
3. Accordingly, the following NIMS compliance items must be completed by local jurisdictions by the end of FY 2005 in order to receive grant funding.
 - A. Personnel must complete the NIMS Awareness Course, "National Incident Management System (NIMS). An Introduction" (IS 700). The NIMS Integration Center (NIC) encourages all emergency personnel with a direct role in emergency preparedness, incident management or response to take the NIMS course NLT October 1, 2005. The NIC also says that this course will very likely be required in FY '06 for state and local personnel who have emergency assignments at any level of government to include executive level, managerial level and responder level. This course may be completed either through independent study or in a classroom environment. Course materials were developed by the Emergency Management Institute (EMI) and explain the purpose, principles, key components and benefits of NIMS. The EMI independent study course is available at:
<http://training.fema.gov/EMIWeb/IS/is700.asp>. Assistance in developing traditional classroom instruction can be obtained through this office.
 - B. All jurisdictions must formally recognize and adopt the NIMS principles and policies. Counties and local entities should establish legislation, executive orders, resolutions, or ordinances to formally adopt the NIMS. Go to <http://www.fema.gov/nims> and see NIMS Resources for examples. Additional

examples are also available by contacting this office.

- C. All jurisdictions must determine which NIMS requirements have already been met. Counties and local entities have already implemented many of the concepts and protocols identified in the NIMS. However, as gaps in compliance with the NIMS are identified, counties and local entities should use existing initiatives, such as the office for Domestic Preparedness (ODP) Homeland Security Grant Programs, to develop strategies for addressing those gaps. The baseline assessment of compliance will be determined using the online capability assessment tool, NIMCAST, which will be administered by SCEMD. Under separate correspondence, your office has been requested to provide a point of contact that will be responsible for completing the NIMCAST baseline assessment. All jurisdictions must complete the NIMCAST evaluation by September 30, 2005.
 - D. All jurisdictions must institutionalize the use of the Incident Command System (ICS). State, county, and local jurisdictions are required to adopt ICS in order to be compliant with the NIMS. See detailed information regarding NIMS and the Incident Command System at <http://www.fema.gov/nims>.
4. All jurisdictions must develop a strategy and timeframe for full NIMS implementation. Counties and local entities are encouraged to achieve full NIMS implementation during FY 2005. To the extent that full implementation is not possible during FY 2005, federal preparedness assistance must be leveraged to complete NIMS implementation by FY 2006. By FY 2007, federal preparedness assistance will be contingent on full compliance with the NIMS.
 5. This office will continue to provide support to all jurisdictions on matters of NIMS compliance to include informational briefings to emergency management personnel or public officials. Questions, ideas, or other matters concerning NIMS should be directed to Mike Russell, NIMS Planner or Mike Elieff, NIMS Coordinator at SCEMD.

SOUTH CAROLINA HOMELAND SECURITY INFORMATION BULLETIN

TO: All State and Regional CTCC Members
All County Needs Assessment Committee Chairs
All Homeland Security Grant Points of Contact
All Chiefs and Sheriffs
All County Emergency Management Directors
All Fire Chiefs
All Emergency Medical Service Directors
All State Agencies that are SERT Members

FROM: Robert M. Stewart, SLED Chief
Ronald C. Osborne, SCEMD Director

DATE: July 1, 2005

SUBJECT: National Incident Management System (NIMS) Compliance

Several state and federal Homeland Security documents have been published which outline the requirements for National Incident Management System (NIMS) compliance for FY 05 grants. This bulletin is intended to provide an update to previous guidance and clarify what is required for NIMS compliance in South Carolina.

The following requirements are to be completed by September 30, 2005:

- Formally recognize NIMS and adopt the NIMS principles and policies. Local entities should establish legislation, executive orders, ordinances, policies, or resolutions to formally adopt NIMS;
- Establish a NIMS baseline by determining which NIMS requirements you already meet using the NIMS Capability Assessment Support Tool (NIMCAST);
- Establish a timeframe and develop a strategy for full NIMS implementation;
- Institutionalize the use of the Incident Command System. Local governments must use ICS for the entire response system under their jurisdiction. Institutionalization is the process that encompasses ICS training, exercising, and everyday utilization on all hazards;
- All agency heads, managers, and supervisors for all response disciplines are required to complete the IS-700 Course, National Incident Management System (NIMS), An Introduction;

- Incorporate NIMS into all Emergency Operations Plans;
- All counties and political subdivisions (cities, towns, and special purpose districts) must sign the South Carolina Statewide Mutual Aid Agreement; and
- Incorporate NIMS into all ongoing and new training and exercises.

In order to receive FY 2006 Homeland Security Grant funding, the minimum compliance requirements described above must be met, and applicants will be required to certify this as part of their FY 2006 grant application.

The following requirement is to be completed by May 1, 2006:

- Responder level personnel are required to complete the IS-700 Course, National Incident Management System (NIMS), An Introduction. However, personnel are encouraged to complete this requirement as soon as possible.

Later this year, the Department of Homeland Security will release the requirements for full NIMS implementation, which is to be completed by September 30, 2006. When these requirements are released, we will ensure that each agency and jurisdiction receives them.

For more information, please contact:

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Key Web Links:

SCEMD–NIMS Information
<http://www.scemd.org/library/NIMS/NIMS.htm>

NIMCAST
<http://www.fema.gov/nimcast/index.jsp>

IS-700 National Incident Management System (NIMS) An Introduction, (Online Course)
<http://www.training.fema.gov/emiweb/IS/is700.asp>

SOUTH CAROLINA HOMELAND SECURITY INFORMATION BULLETIN

NUMBER 2

TO: All State and Regional CTCC Members
All County Needs Assessment Committee Chairs
All Homeland Security Grant Points of Contact
All Police Chiefs and Sheriffs
All County Emergency Management Directors
All Fire Chiefs
All Emergency Medical Service Directors
All State Agencies that are SERT Members

FROM: Robert M. Stewart, SLED Chief
Ronald C. Osborne, SCEMD Director

DATE: February 14, 2006

SUBJECT: 2006 National Incident Management System (NIMS) Compliance

The Department of Homeland Security has released the requirements for full NIMS implementation to be completed by September 30, 2006. The complete document that details the requirements for local jurisdictions can be viewed at http://www.fema.gov/pdf/nims/nims_tribal_local_compliance_activities.pdf.

This bulletin is intended to provide an outline of and clarify the requirements for local level NIMS compliance in South Carolina.

The following eight requirements were to be completed by September 30, 2005. Those organizations that have yet to accomplish them must continue to work toward their accomplishment in addition to meeting FY 2006 requirements:

- Formally recognize NIMS and adopt the NIMS principles and policies. *(This has been accomplished at the state and county level as well as many cities, town and districts.)* Local entities should establish legislation, executive orders, ordinances, policies, or resolutions to formally adopt NIMS;
- Establish a NIMS baseline by determining which NIMS requirements you already meet using the NIMS Capability Assessment Support Tool (NIMCAST) *(Continued work is still required in this area as some counties still need to comply.)*;
- Establish a timeframe and develop a strategy for full NIMS implementation;
- Institutionalize the use of the Incident Command System (ICS). Local governments must use ICS for the entire response system under their jurisdiction. Institutionalization is the process that encompasses ICS training, exercising, and everyday utilization on all hazards;
- All agency heads, managers, and supervisors for all response disciplines are required to complete the IS-700 Course, National Incident Management System (NIMS), An Introduction;

- Incorporate NIMS into all Emergency Operations Plans (*This has been accomplished at the state and county level.*);
- All counties and political subdivisions (cities, towns, and special purpose districts) must sign the South Carolina Statewide Mutual Aid Agreement; and
- Incorporate NIMS into all ongoing and new training and exercises. (*This is the standard for all state exercises and training.*)

The following requirement is to be completed by May 1, 2006:

- Responder level personnel are required to complete the IS-700 Course, National Incident Management System (NIMS), An Introduction. (*Selected positions - see attached "Fact Sheet"*) However, personnel are encouraged to complete this requirement as soon as possible.

All FY 2005 requirements become standard for all new personnel. Additionally, FY 2007 Homeland Security Grant funding hinges on the completion of the additional requirements described below. Applicants will be required to certify accomplishment as part of their FY 2007 grants application.

Department of Homeland Security requirements to be completed by September 30, 2006 for full NIMS implementation are;

- Adopt NIMS at the community level for all government departments and agencies; as well as promote and encourage NIMS adoption by associations, utilities, non-governmental organizations (NGOs), and private sector incident management and response organizations.
- Incident Command System (ICS):
Manage all emergency incidents and preplanned (recurring/special) events in accordance with ICS organizational structures, doctrine, and procedures, as defined in NIMS. ICS implementation must include the consistent application of Incident Action Planning and Common Communications Plans.
- Multi-agency Coordination System:
Coordinate and support emergency incident and event management through the development and use of integrated multi-agency coordination systems, i.e. develop and maintain connectivity capability between local Incident Command Posts (ICPs), local 911 Centers, local Emergency Operations Centers (EOCs) and state EOC.
- Public Information System:
Implement processes, procedures, and/or plans to communicate timely, accurate information to the public during an incident through a Joint Information System and Joint Information Center.
- Establish the community's NIMS baseline against the FY 2005 and FY 2006 implementation requirements.

- Develop and implement a system to coordinate all federal preparedness funding to implement the NIMS across the community.
- Revise and update plans and SOPs to incorporate NIMS components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.
- Participate in and promote intrastate and interagency mutual aid agreements, to include agreements with the private sector and non-governmental organizations.
- Complete IS-800 NRP: An Introduction to the National Response Plan (*Selected positions - see attached "Fact Sheet"*)
- Complete ICS 100 and ICS 200 Training (*Selected positions - see attached "Fact Sheet"*)
- Incorporate NIMS/ICS into all tribal, local and regional training and exercises.
- Participate in an all-hazard exercise program based on NIMS that involves responders from multiple disciplines and multiple jurisdictions.
- Incorporate corrective actions into preparedness and response plans and procedures.
- Inventory community response assets to conform to homeland security resource typing standards.
- To the extent permissible by law, ensure that relevant national standards and guidance to achieve equipment, communication, and data interoperability are incorporated into tribal and local acquisition programs.
- Apply standardized and consistent terminology, including the establishment of plain English communications standards across public safety sector.

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Key Web Links:

SCEMD–NIMS Information
<http://www.scemd.org/library/NIMS/NIMS.htm>

NIMCAST

<http://www.fema.gov/nimcast/index.jsp>

Training Resources

IS-700 National Incident Management System (NIMS) An Introduction, (Online Course)

<http://www.training.fema.gov/emiweb/IS/is700.asp>

IS-800 National Response Plan (NRP), An Introduction (Online Course)

<http://training.fema.gov/EMIWeb/IS/is800.asp>

IS-100 Introduction to Incident Command System (Online Course)

<http://training.fema.gov/EMIWeb/IS/is100.asp>

IS-200 ICS for Single Resources and Initial Action Incidents (Online Course)

<http://training.fema.gov/EMIWeb/IS/is200.asp>

Fact Sheet

NIMS TRAINING GUIDELINES FOR FY 2006: IS-700, IS-800, ICS-100—400 PERSONNEL REQUIRED TRAINING

<p><i>Entry level first responders & disaster workers</i></p> <p>Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include:</p> <ul style="list-style-type: none"> • Emergency Medical Service personnel • Firefighters • Hospital staff • Law Enforcement personnel • Public Health personnel • Public Works/Utility personnel • Skilled Support Personnel • Other emergency management response, support, volunteer personnel at all levels 	<ul style="list-style-type: none"> • FEMA IS-700: NIMS, An Introduction • ICS-100: Introduction to ICS or equivalent
<p><i>First line supervisors</i></p> <p>Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include:</p> <p>Single resource leaders, field supervisors, and other emergency management/response personnel that require a higher level of ICS/NIMS Training.</p>	<ul style="list-style-type: none"> • FEMA IS-700: NIMS, An Introduction • ICS-100: Introduction to ICS or equivalent • ICS-200: Basic ICS or equivalent
<p><i>Middle management</i></p> <p>Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include:</p> <p>Strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, and multi-agency coordination system/emergency operations center staff.</p>	<ul style="list-style-type: none"> • FEMA IS-700: NIMS, An Introduction • FEMA IS-800: National Response Plan (NRP), An Introduction • ICS-100: Introduction to ICS or equivalent • ICS-200: Basic ICS or equivalent • <i>ICS-300: Intermediate ICS or equivalent (FY07 Requirement)</i>

<p><i>Command and general staff</i></p> <p>Federal/State/Local/Tribal/Private Sector & Non-governmental personnel to include:</p> <p>Select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, and multi-agency coordination system/emergency operations center managers.</p>	<ul style="list-style-type: none"> • FEMA IS-700: NIMS, An Introduction • FEMA IS-800: National Response Plan (NRP), An Introduction • ICS-100: Introduction to ICS or equivalent • ICS-200: Basic ICS or equivalent • <i>ICS-300: Intermediate ICS or equivalent (FY07 Requirement)</i> • <i>ICS-400: Advanced ICS or equivalent (FY07 Requirement)</i>
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APPENDIX B

STATE AND TERRITORIAL COMPLIANCE ACTIVITIES: FEDERAL FISCAL YEAR 2006 (OCTOBER 1, 2005- SEPTEMBER 30, 2006)

In March 2004, the Secretary of Homeland Security, at the request of the President, released the National Incident Management System (NIMS). The NIMS is a comprehensive system that will improve response operations through the use of the Incident Command System (ICS) and other standard procedures and preparedness measures. It will also promote development of cross-jurisdictional, statewide and interstate regional mechanisms for coordinating incident management and obtaining assistance during large-scale or complex incidents.

The NIMS Integration Center (NIC) recognizes that the overwhelming majority of emergency incidents are handled on a daily basis by a single jurisdiction at the local level. However, it is critically important that all jurisdictions comply with the NIMS because the challenges we face as a nation are far greater than the capabilities of any one jurisdiction; they are not, however, greater than the sum of all of us working together through mutual support. Homeland Security Presidential Directive 5 (HSPD- 5), *Management of Domestic Incidents*, requires all federal departments and agencies to adopt and implement the NIMS, and requires states, territories, tribes and local governments to implement the NIMS to receive federal preparedness funding.

States¹ play an important role in ensuring the effective implementation of the NIMS. They must ensure that the systems and processes are in place to communicate the NIMS requirements to local² jurisdictions and support them in implementing the NIMS. The NIMS implementation requirements for local jurisdictions are available in a separate matrix to support this communication and coordination between the States and local jurisdictions. States must also implement specific NIMS implementation actions as outlined in this matrix. States should encourage and support a regional approach to NIMS implementation among its jurisdictions. In some instances smaller communities may not have the resources to implement

¹ As defined in the Homeland Security Act of 2002, the term "State" means any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States." 6 U.S.C. 101 (14)

² As defined in the Homeland Security Act of 2002, Section 2(10): the term "local government" means "(A) county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments... regional or interstate government entity, or agency or instrumentality of a local government: an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; and a rural community, unincorporated town or village, or other public entity." 6 U.S.C. 101(10)

all elements of NIMS on their own. However, by working together with other localities in their regions, they will be able to pool their resources to implement NIMS.

When NIMS is fully implemented, states and local jurisdictions will be able to:

- Ensure common and proven incident management doctrine, practices and principles are used to plan for, protect against, respond to and recover from emergency incidents and preplanned events;
- Maintain a response operation capable of expanding to meet an escalating situation and the ability to integrate resources and equipment from intrastate and interstate mutual aid agreements, state-provided assistance and federal government response;
- Order and track response assets using common resource typing and definitions, and draw on mutual aid agreements for additional assistance;
- Establish staging and allocation plans for the re-distribution of equipment, supplies and aid coming into the area from other localities, states or the federal government through mutual aid agreements;
- Conduct situational assessments and establish the appropriate ICS organizational structure to effectively manage the incident; and
- Establish communication processes, procedures and protocols that will ensure effective interoperable communications among emergency responders, 9-1-1 centers and multi-agency coordination systems such as Emergency Operations Centers (EOC).

In federal Fiscal Year 2005, the Secretary of Homeland Security provided guidance to each state, outlining initial actions that should be taken to implement the NIMS. The letter to the nation's governors included a list of actions for States and territories to take towards NIMS compliance. A copy of this letter is posted on the NIMS webpage at: http://www.fema.gov/nims/nims_compliance.shtm. Minimum FY 2005 NIMS activities included:

- Incorporating NIMS into existing training programs and exercises;
- Ensuring that Federal preparedness funding (including DHS Homeland Security Grant Program, Urban Area Security Initiative (UASI) funds) support NIMS implementation at the state and local levels (in accordance with the eligibility and allowable uses of the grants);
- Incorporating NIMS into Emergency Operations Plans (EOP);
- Promotion of intrastate mutual aid agreements;
- Coordinating and providing technical assistance to local entities regarding NIMS; and
- Institutionalizing the use of the Incident Command System (ICS).

To receive FY 2006 preparedness grant funds from any federal department or agency, states will have to self-certify that they have met the minimum FY 2005 requirements. A

self-certification letter will be provided to each state and territory. Additional information is also available on the NIMS Web page at: www.fema.gov/nims.

In federal Fiscal Year 2006, states, territories, tribes and local communities will be required to complete several activities to comply with the NIMS. The attached implementation matrix describes the actions that states must take by the end of federal FY 2006 (September 30, 2006) to be compliant with NIMS. These implementation requirements are in addition to the FY 2005 NIMS requirements as established in the Sept. 8, 2004, letter to the governors. A copy of that letter is available on the NIMS Web page at: www.fema.gov/nims.

Beginning in FY 2007, which starts on October 1, 2006, all federal preparedness funding will be conditioned upon full compliance with the NIMS. By completing the FY 2005 activities as well as the FY 2006 activities outlined in this matrix, states and territories will have achieved what is considered to be full NIMS implementation by FY 2007.

Completion of the FY 2006 actions will result in a statewide infrastructure that will support NIMS implementation among all state and territorial agencies as well as at the tribal and local levels. The effective and consistent implementation of the NIMS in every state and territory will result in a strengthened national capability to prepare for, respond to and recover from any type of incident. The matrix identifies activities that are underway by the NIMS Integration Center to support the effective implementation of NIMS as well as activities that will be required for NIMS implementation in future years.

The matrix also provides information on where to find technical assistance resources to support these compliance actions. For example, the National Incident Management Capability Assessment Support Tool (NIMCAST) is a product designed to assist communities in determining their current NIMS compliance baseline. The NIMS is much more than just a list of required elements; it is a new approach to the way we prepare for and manage incidents, one that will lead to a more effective utilization of resources and enhanced prevention, preparedness and response capabilities. Moreover, full NIMS implementation is a dynamic and multi-year phase-in process with important linkages to the National Response Plan (NRP), Homeland Security Presidential Directive - 8 (i.e. the "National Preparedness Goal") and the National Infrastructure Protection Plan (NIPP). Future refinement to the NIMS will evolve as policy and technical issues are further developed and clarified at the national level. This may well result in additional requirements being issued by the NIC as to what will constitute continuous full NIMS compliance in FY 2007 and beyond.

More information on NIMS and NIMS compliance, and answers to frequently asked questions are available on the NIMS Integration Center Web page (<http://www.fema.gov/nims>).

APPENDIX C

NIMS Implementation Matrix for States and Territories

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
State Adoption and Infrastructure		
<p>Adopt NIMS at the state/ territorial level for all government departments and agencies; as well as promote and encourage NIMS adoption by associations, utilities, non-governmental organizations (NGOs) and private sector incident management and response organizations.</p> <p>Monitor formal adoption of NIMS by all tribal and local jurisdictions.</p>	<ul style="list-style-type: none"> As of 1/25/06 all 46 counties in SC have adopted NIMS and completed at least a County Level resolution to that effect. In addition to the County level governments there are 269 other municipal governments throughout the State of SC approximately 25 of which have executed resolutions as well. While the adoption of a resolution does meet the mandate and demonstrate compliance as far as DHS is concerned it does not obligate the local jurisdictions to actually implement NIMS 	<ul style="list-style-type: none"> The gap here is the single county that has not adopted NIMS by resolution. The next step should be to work toward an overall legislative solution that will cover all levels of government (comprehensive Emergency Mgmt Legislation) vice attempting to get resolutions passed at the 269 municipal government levels. <i>(resources need to engage in this legislative effort)</i>

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
<p>Establish a planning process to ensure the communication and implementation of NIMS requirements across the state, including local governments and tribes. This process must provide a means for measuring progress and facilitate reporting.</p>	<ul style="list-style-type: none"> The FY 2006 NIMS Implementation Matrix for Local Jurisdictions has been published throughout the State. The NIMCAST Tool is the best method for measuring the progress against those requirements. NIMCAST should continue to be monitored at the County Level. In addition the NIMCAST assessment should be filled out by each municipal area that has its own resources vice trying to manage/monitor all 269 of the other municipal governments throughout the State. From a regional breakdown perspective, the 6 areas in the state each have a coordinator who could oversee this from an EMD perspective as well. 	<ul style="list-style-type: none"> The NIMCAST tool has been implemented down to the County Level at this time. Accounts will need to be set up for the approximate 200 municipalities that have their own resources/capabilities. <i>This is an effort that may need resources depending on how it is implemented. Each Area Coordinator already has a primary task they are assigned so they may need assistance with this effort.</i>
<p>Designate a single point of contact within the state government to serve as the principal coordinator for NIMS implementation statewide.</p>	<ul style="list-style-type: none"> The State Counter-Terrorism Coordinating Councils are already in place and are the ideal entity to coordinate this implementation effort with principle responsibility assigned to the State Emergency Management Division. 	<ul style="list-style-type: none"> Formally designate the CTCC as fulfilling this role via the SC Emergency Management Division and provide tasking to that effect in the SC NIMS Implementation Plan.
<p>To the extent permissible by law, ensure that federal preparedness funding to state and territorial agencies and tribal and local jurisdictions is linked to the satisfactory progress in meeting the requirements related to FY06 NIMS implementation requirements.</p>	<ul style="list-style-type: none"> Assigned as a responsibility in the NIMS Implementation Plan to the SAA and further delegate to the State grant awarding authorities (if different). 	<ul style="list-style-type: none"> Personnel involved in the evaluation of funding requests have to be tasked with this specific responsibility. (underway/<i>resourced?</i>)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
To the extent permissible by state and territorial law and regulations, audit agencies and review organizations should routinely include NIMS implementation requirements in all audits associated with federal preparedness grant funds. This process will validate the self-certification process for NIMS compliance.	<ul style="list-style-type: none"> Assigned as a responsibility in the NIMS Implementation Plan to the SAA and further delegate to the state auditing function. 	<ul style="list-style-type: none"> Personnel involved in the audit process for grant funds have to be tasked with this specific responsibility. (underway/<i>resourced?</i>)
Command and Management		

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
<p><u>Incident Command System (ICS):</u> Manage all emergency incidents and preplanned (recurring/special) events in accordance with ICS organizational structures, doctrine and procedures, as defined in NIMS. ICS implementation must include the consistent application of Incident Action Planning and Common Communications Plans.</p>	<ul style="list-style-type: none"> • The NIMCAST Data indicates that the State is 68% compliant with this requirement as of 1/25/06. The solution to full compliance for this requirement will require the completion of the NJIMCAST Assessment for the remaining counties in the State to get an accurate picture. The solution also requires additional training be conducted throughout the state to ensure people understand the Incident Command System Principles covered in I-100 through I-400 and have opportunities to use it during exercises and actual events/incidents. • The establishment of a system to develop a sustainable Type 3 Incident Management Team capability is a key element in the implementation of the Incident Command System in the State. Recommend the use of the existing USAR Team (Management Personnel) to assist with use of ICS processes until the Type 3 Team(s) are up and running in the State. 	<ul style="list-style-type: none"> • Push remainder of Counties to complete NIMCAST to ensure an accurate picture of implementation progress across the State (<i>resourced if EMD NIMS Planner positions are funded through 07?</i>)(underway) • NIMS Train-the-Trainer Program (resourced/underway) • Use in Exercises (resourced through 06/underway) • <i>Use in pre-planned events will need to be formalized via agency policy and demonstrated by agencies taking the lead role in these events (gap)</i> • <i>NIMS Training (gap)</i> • <i>Establishment of Type 3 Incident Management Team capability in the State (gap)</i>

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
<p><u>Multi-agency Coordination System:</u> Coordinate and support emergency incident and event management through the development and use of integrated multi-agency coordination systems, i.e. - develop and maintain connectivity capability between local Incident Command Posts (ICP), local 911 Centers, local Emergency Operations Centers (EOCs), the state EOC and regional and/federal EOCs and /NRP organizational elements.</p>	<ul style="list-style-type: none"> The NIMCAST Data indicates that the State is 85% compliant with this requirement as of 1/25/06. The use of Web-EOC throughout the state accounts for the high level of compliance with this specific item since Web-EOC is a principle component of the connectivity in this requirement. The majority of the counties also have Local Government Radio (LGR), SAT Phone capability and 800 MHz radio capability. 	<ul style="list-style-type: none"> Web-EOC has been rolled out or is in the process of rolling out in all 46 counties throughout the State at this time. NIMS Training on Multi-Agency Coordinating Systems (underway/resourced as this is part of the new DHS I-400 materials) <i>Funding to continue with subscriptions for Web-EOC, SAT phones, and 800 MHz radio needs to be identified so that some counties do not drop these services for lack of funding. (gap)</i>

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
<p><u>Public Information System:</u></p> <p>Institutionalize, within the framework of ICS, the Public Information System, comprising of the Joint Information System (JIS) and a Joint Information Center (JIC). The Public Information System will ensure an organized, integrated, and coordinated mechanism to perform critical emergency information, crisis communications and public affairs functions which is timely, accurate, and consistent. This includes training for designate participants from the Governor's office and key state agencies</p>	<ul style="list-style-type: none"> The NIMCAST Data indicates that the State is 70% compliant with this requirement as of 1/25/06. Some jurisdictions do not have a designated PIO and as a result their PIO plans (if they have one) do not address the specific logistical needs to stand up a Joint Information Center (JIC) or get a Joint Information System (JIS) in place. 	<ul style="list-style-type: none"> Focus Public Information Officer Training on the jurisdictions that reported a gap in this area. <i>ID jurisdictions that do not have formal PIO plans that address JIC and JIS requirements. (gap)</i>
Preparedness: Planning		
<p>Establish the state's NIMS baseline against the FY 2005 and FY 2006 implementation requirements</p>	<ul style="list-style-type: none"> As noted the NIMCAST Assessment has been completed by 29 of the 46 counties in the state. 	<ul style="list-style-type: none"> The gap here is to get the remainder of the counties to complete the assessment and capture/update their data. (resourced/underway)
<p>Coordinate and leverage all federal preparedness funding to implement the NIMS.</p>	<ul style="list-style-type: none"> This process is already in place and coordinated by the SAA. The grant subcommittees of the CTCC could be tasked to track/monitor this and make recommendations to the SAA regarding funding sources and uses of funding to fully implement NIMS 	<ul style="list-style-type: none"> Ensure tasking is given to the CTCC subcommittees (resourced/underway)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
Revise and update plans and SOPs to incorporate NIMS and National Response Plan (NRP) components, principles and policies, to include planning, training, response, exercises, equipment, evaluation and corrective actions	<ul style="list-style-type: none"> The NIMCAST Data indicates that the State is 89% compliant with this requirement as of 1/25/06. EMD provided sample wording for each jurisdictional/municipal area to incorporate into their plans to ensure they were NIMS compliant and that effort shows in these numbers. 	<ul style="list-style-type: none"> The gap here is to get the remainder of the counties to complete the assessment and capture/update their data. (resourced/underway) <i>Determine the non-compliant jurisdictions and offer to assist with EOP updates (potential gap)</i>
Promote intrastate and interagency mutual aid agreements, to include agreements with the private sector and non-governmental organizations.	<ul style="list-style-type: none"> The NIMCAST Data indicates that the State is 81% compliant with this requirement as of 1/25/06 with respect to mutual aid agreements. The NIMCAST Data indicates that the State is 63% compliant with this requirement as of 1/25/06 with respect to credentialing of first responders. In order to be compliant with this requirement the current system must do the following: <ul style="list-style-type: none"> Function within existing fed, state, tribal and local ID and qual protocols Not burden the issuing authority Support interstate augmentation Conform to ICS protocols Use current credentialing system for emergency responders 	<ul style="list-style-type: none"> Ensure the current state mutual aid agreements include information sharing and if not include that aspect. Ensure current state credentialing system meets Monitor the credentialing activities of the NIMS Integration Center as the policies and procedures are developed to ensure the state remains in compliance with the new standards as they are developed. (<i>should be assigned under the NIMS Implementation Plan to EMD</i>)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
Preparedness: Training		
Leverage training facilities to coordinate and deliver NIMS training requirements in conformance with the NIMS National Standard Curriculum.	<ul style="list-style-type: none"> This initiative is already underway with both the SC Fire Academy and the SC Criminal Justice Academy. Not only are both academies incorporating NIMS training into their current curricula, they are also supporting the training of NIMS trainers and the delivery of NIMS training on a regional basis as well by broadcasting ICS for Executives Sessions to the regional training locations as well. 	<ul style="list-style-type: none"> <i>The delivery of IS-700, IS-800 and the ICS National Training Curriculum Courses at the Academies will likely require additional resources (underway, gap in resources)</i>
Complete IS-700 NIMS: An Introduction	<ul style="list-style-type: none"> The NIMS Implementation Plan addresses the need to deliver this training and the projected audience within the State that will need it given the DHS criteria is approximately 39,125. As of 1/25/06 IS-700 has been delivered to 22,898 personnel in the State using a combination of the FEMA online course and classroom instruction provided by State Employees. There are still 16,227 personnel in the State who need this training in FY 06 to ensure the State is in compliance with DHS standards. 	<ul style="list-style-type: none"> NIMS Implementation Plan will address responsibilities for academies and agencies (without formal training academies) to incorporate this requirement for new employees and recruits. (resourced/underway) NIMS Implementation Plan will address responsibilities for agencies to ensure their existing personnel are taking the course online. <i>(underway/partially resourced – gap to train additional 16,227 personnel)</i> To ensure this gap is monitored get access to course completion data directly versus via FEMA (underway)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
Complete IS-800 NRP: An Introduction	<ul style="list-style-type: none"> The NIMS Implementation Plan addresses the need to deliver this training and the projected audience within the State that will need it given the DHS criteria is approximately 3912. As of 1/25/06 IS-800 has been delivered to 1585 personnel in the State using the FEMA online course. There are still 2327 personnel in the State who need this training in FY 06 to ensure the State is in compliance with DHS standards. 	<ul style="list-style-type: none"> NIMS Implementation Plan will address responsibilities for academies and agencies (without formal training academies) to incorporate this requirement (resourced/underway) NIMS Implementation Plan will address responsibilities for agencies to ensure their existing personnel are taking the course online. <i>(underway/partially resourced – gap to train additional 2327 personnel)</i> To ensure this gap is monitored get access to course completion data directly versus via FEMA (underway)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
Complete ICS 100 and ICS 200 Training	<ul style="list-style-type: none"> • I-100: The projected audience within the State that will need it given the DHS criteria is approximately 39125. As of 1/25/06 I-100 has been delivered to 27,599 personnel (FF+FEMA+10% of others) leaving a <i>gap of 11,526</i>. • I-200: The projected audience within the State that will need it given the DHS criteria is approximately 7825. As of 1/25/06 I-200 has been delivered to 3355 (FEMA+10% of others) leaving a <i>gap of 4470</i>. • The incorporation of this training into the current academies will begin to solve some of this problem but will not capture those already in the field or those agencies who do not use the academies for their accession training. • Although I-300 and I-400 are 2007 requirements. The projected audience for I-300 is 3912 (10% of total) and projected audience for I-400 is 1956 (5% of total). • If there is a need for training on the credentialing systems to ensure DHS compliance that would need to be accounted for here as well. 	<ul style="list-style-type: none"> • Training gap for delivery of I-100 and I-200 (<i>can dictate completion in NIMS Implementation Plan but will require some courses put on by train-the-trainer grads as well</i>) • In order to start I-300/400 training to meet 2007 NIMS compliance requirements personnel should start taking these courses. <i>This process is underway with the Train-the-Trainer program but will need resources to support instructors as they deliver this material around the State (printed materials, travel, per-diem)</i> • Complete training that may be required to satisfy credentialing standards (<i>potential gap</i>)
Preparedness: Exercises		
Incorporate NIMS/ICS into all state and regional training and exercises.	<ul style="list-style-type: none"> • The use of NIMS ICS principles and the development of NIMS ICS-based objectives are written into the current SC HLS Exercise Program. 	<ul style="list-style-type: none"> • Already underway (<i>resourced through FY06 will need funding beyond that</i>)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
Participate in an all-hazard exercise program based on NIMS that involves responders from multiple disciplines and multiple jurisdictions.	<ul style="list-style-type: none"> The current SC HLS Exercise Program exceeds these requirements by not only requiring the conduct of multi-agency, multi-jurisdictional exercises but also the requirement to look across State borders for opportunities to collaborate with contiguous states when exercising in the bordering SC Counties. 	<ul style="list-style-type: none"> Already underway (<i>resourced through FY06 will need funding beyond that</i>)
Incorporate corrective actions into preparedness and response plans and procedures.	<ul style="list-style-type: none"> The current SC HLS Exercise Program meets these requirements with the requirement to conduct After Action Report conferences and to produce After Action Reports and Improvement Plans. 	<ul style="list-style-type: none"> Already underway (<i>resourced through FY06 will need funding beyond that</i>)
Resource Management		
Inventory state response assets to conform to homeland security resource typing standards.	<ul style="list-style-type: none"> Resource Typing Project is already underway with Mike Elieff at EMD. He briefed the status of the project to the County Emergency Managers and it was well received. The standard DHS resource typing definitions are being built into Web-EOC. The software is rolled out in early June in conjunction with the State hurricane exercise. It will enable resource managers to begin to inventory their specific resources and enter those into the system. 	<ul style="list-style-type: none"> Underway (<i>resourced if the NIMS Coordinator/Planner positions are funded through 2007. This will require an effort on the part of the resource owners at the county and municipal level to enter their resource data as well</i>)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
<p>Develop state plans for the receipt and distribution of resources as outlined in the National Response Plan (NRP) Catastrophic Incident Annex and Catastrophic Incident Supplement</p>	<ul style="list-style-type: none"> • The Resource Typing project will fulfill a portion of this requirement provided the providing agencies have typed their resources IAW the DHS requirements. The NRP Catastrophic Incident Annex (NRP CIA) requires that State Plans for use of Federal Resources address the following policies with respect to the deployment of Federal Resources under the NRP CIA <ul style="list-style-type: none"> • All deploying Federal resources remain under the control of their respective Federal department or agency during mobilization and deployment. • Federal resources arriving at a Federal mobilization center or staging area remain there until requested by State/local incident command authorities, when they are integrated into the incident response effort. • Federal assets unilaterally deployed in accordance with the NRP-CIS do not require a State cost-share. However, in accordance with the Stafford Act, State requests for use of deployed Federal assets may require cost sharing. • Unless it can be credibly established that a mobilizing Federal resource identified in the NRP-CIS is not needed at the catastrophic incident venue that resource deploys. • The occurrence or threat of multiple catastrophic incidents may significantly reduce the size, speed, and depth of the Federal response. If deemed necessary or prudent, the Federal Government may reduce the availability or allocation of finite resources when multiple venues are competing for the same resources, or hold certain resources in reserve in case of additional incidents. 	<ul style="list-style-type: none"> • The Resource Typing project has started compliance with this requirement. The current Disaster Logistics Support Plan addresses all of the policies noted in the NRP-CIA. (Done)

FY 2006 Compliance Activities		
Required State/Territorial Action for FY 2006 Compliance	Status/Recommendation	Gap/Resources
To the extent permissible by state and local law, ensure that relevant national standards and guidance to achieve equipment, communication and data interoperability are incorporated into state and local acquisition programs.	<ul style="list-style-type: none"> The key to ensuring this requirement is met is to ensure the acquisition of major equipment is coordinated across jurisdictions. To a certain extent this has been accomplished via the BZPP VRPP's where there is a prescribed set of equipment that can be purchased. To achieve true interoperability the State will have to establish capabilities as part of the resource typing project that can describe what types of interoperability are desired and build that into specific resource typing descriptions. 	<ul style="list-style-type: none"> Continuation of the Resource Typing Project that is ongoing but will likely require additional resources (<i>gap - funding to continue NIMS Planner & Coordinator Positions</i>) Use Comms Interoperability subcommittees to gage level of effort required to get to the DHS standard.
Communication & Information Management		
Apply standardized and consistent terminology, including the establishment of plain English communications standards across public safety sector.	<ul style="list-style-type: none"> There was some significant discussion on this topic at the November LowCountry Counter Terrorism Coordinating Council meeting. The current DHS guidance on this issue is agencies are permitted to use organizational 10 codes on a daily basis when conducting normal interagency operations. When they engage in a multi-jurisdictional response they are required to switch to plain language for incident response comms. 	<ul style="list-style-type: none"> The development of a policy is being addressed at the subcommittee level at each CTCC. This also needs to be included as evaluation criteria for comms during exercises. (underway/resourced)

APPENDIX D

Rollup Summary of Assessment Scores

Account: South Carolina

Subaccount(s): Abbeville, Allendale, Anderson, Bamberg, Calhoun, Charleston, Cherokee, Chesterfield, Clarendon, Darlington, Dillon, Fairfield, Florence, Georgetown, Greenwood, Horry, Jasper, Lancaster, Laurens, Lee, Lexington, Newberry, Pickens, Richland, Sumter, Union, Williamsburg

Grandchildren: Not Included

User: Mike Russell (mrussell@emd.state.sc.us)

Date: Mon Jan 23 09:10:31 GMT 2006

SECTION/SUBSECTION	Yes	No	UNRATED	TOTAL
Grand Total	1423 (70%)	602 (30%)	0 (0%)	2025
II. Command and Management	860 (69%)	382 (31%)	0 (0%)	1242
A. Incident Command System	738 (68%)	342 (32%)	0 (0%)	1080
B. Multiagency Coordination Systems	46 (85%)	8 (15%)	0 (0%)	54
C. Public Information Systems	76 (70%)	32 (30%)	0 (0%)	108
III. Preparedness	284 (75%)	94 (25%)	0 (0%)	378
A. Concepts and Principles	22 (81%)	5 (19%)	0 (0%)	27
B. Achieving Preparedness	262 (75%)	89 (25%)	0 (0%)	351
IV. Resource Management	180 (67%)	90 (33%)	0 (0%)	270
A. Concepts and Principles	49 (60%)	32 (40%)	0 (0%)	81
B. Managing Resources	131 (69%)	58 (31%)	0 (0%)	189
V. Communications and Information Management	81 (75%)	27 (25%)	0 (0%)	108
B. Managing Communications and Data Standards	81 (75%)	27 (25%)	0 (0%)	108
VI. Supporting Technologies	18 (67%)	9 (33%)	0 (0%)	27
B. Supporting Incident Management with Science and Technology	18 (67%)	9 (33%)	0 (0%)	27

APPENDIX E

FY 2006 NIMS Training Requirements

Overview

Training is one of the important elements that state, territorial, tribal, and local entities must complete during the FY 2006 (October 1, 2005 – September 30, 2006) to become fully compliant with the NIMS. Jurisdictions will be required to meet the FY 2006 NIMS implementation requirements as a condition of receiving federal preparedness funding assistance in FY 2007.

It is important to recognize that NIMS implementation will not end in FY 2006. The NIMS is a dynamic system, and the doctrine as well as the implementation requirements will continue to evolve as our prevention, preparedness, response, and recovery capabilities improve and our homeland security landscape changes. Further, new personnel will continue to need NIMS training, and NIMS processes will still have to be exercised in future years.

The successful implementation of the NIMS depends on the participation and integration of all state, territorial and community-based organizations, including public, non-governmental, and private organizations that may have a role in preventing, preparing for, responding to, or recovering from an incident. States, territories, tribes and local jurisdictions should therefore consider and include appropriate organizations in their NIMS implementation efforts, including private sector emergency medical and hospital providers, transportation systems, utilities, and special facilities such as industrial plants, nuclear power plants, factories, military facilities, stadiums and arenas. Moreover, full NIMS implementation is a dynamic and multi-year phase-in process with important linkages to the National Response Plan (NRP), the Homeland Security Presidential Directive - 8 (i.e. the “National Preparedness Goal”) and the National Infrastructure Protection Plan (NIPP). Future refinement to the NIMS will evolve as policy and technical issues are further developed and clarified at the national level. This may well result in additional requirements being issued by the NIC as to what will constitute continuous full NIMS compliance in FY2007 and beyond.

IS-700 NIMS: An Introduction

All personnel with a direct role in emergency preparedness, incident management or response must complete this training. IS-700 NIMS: An Introduction is a Web-based awareness level course that explains NIMS components, concepts and principles. Although it is designed to be taken online as an interactive Web-course, course materials may be downloaded and used in a group or classroom setting. Answer sheets may be obtained from the Emergency Management Institute by calling the EMI Independent Study Office at 301-447-1256. To obtain the IS700 course materials or take the course online go to <http://training.fema.gov/emiweb/IS/is700.asp>. More than 550,000 persons completed this course in FY 2005.

Who should take IS-700 in FY 2006? As stated above all personnel with a direct role in emergency preparedness, incident management or response must complete the training. Included below are additional guidelines to assist you in determining the type of individual by position who should take the IS-700 training.

Executive Level – Political and government leaders, agency and organization administrators and department heads; personnel that fill ICS roles as Unified Commanders, Incident Commanders, Command Staff, General Staff in either Area Command or single incidents; senior level Multi-Agency Coordination System personnel; senior emergency managers; and Emergency Operations Center Command or General Staff.

Managerial Level – Agency and organization management between the executive level and first level supervision; personnel who fill ICS roles as Branch Directors, Division/Group Supervisors, Unit Leaders, technical specialists, strike team and task force leaders, single resource leaders and field supervisors; midlevel Multi-Agency Coordination System personnel; EOC Section Chiefs, Branch Directors, Unit Leaders; and other emergency management/response personnel who require a higher level of ICS/NIMS Training.

Responder Level – Emergency response providers and disaster workers, entry level to managerial level including Emergency Medical Service personnel; firefighters; medical personnel; police officers; public health personnel; public works/utility personnel; and other emergency management response personnel.

Note: Multi-agency Coordination System personnel include those persons who are charged with coordinating and supporting incident management activities. These emergency management personnel typically may function from an emergency operations center or similar facility.

IS-800 NRP: An Introduction

All Federal, state, territorial, tribal, and local emergency managers or personnel whose primary responsibility is emergency management must complete this training. IS-800 National Response Plan (NRP): An Introduction is a Web-based awareness level course that introduces the key elements of the National Response Plan so that its implementation can be supported at all levels of government. The following topics are covered in this training:

- National Response Plan Overview (and correlation to NIMS)
- Roles and Responsibilities of Federal, State, local, and tribal governments, and private sector organizations
- Coordinating structures in the field and at the regional and national levels
- Field-level organizations and teams that support an incident
- Incident management actions, including notification and assessment, activation, deployment, and demobilization

The course is designed to be taken online as an interactive Web-course; course materials may be downloaded and used in a group or classroom setting. Answer sheets may be obtained from the Emergency Management Institute by calling the EMI Independent Study Office at 301-447-1256. To obtain the IS800 course materials or take the course online go to <http://training.fema.gov/emiweb/IS/is800.asp>. More than 55,000 persons completed this course in FY 2005.

Who should take IS-800 in FY 2006? As stated above all Federal, state, territorial, tribal, and local emergency managers or personnel whose primary responsibility is emergency management must complete this training. Included below are additional guidelines to assist you in determining the type of individual by position who should take the IS-800 training.

Federal Level – Officials in Federal government departments and agencies with emergency management responsibilities under the NRP.

State/Territorial Level – Officials in state and territorial governments with emergency management responsibilities to include personnel from state and territorial emergency management agencies and from agencies who support and interact with the 15 Emergency Support Functions (ESF) in the NRP.

Tribal/Local Level – Officials in tribal and local jurisdictions with overall emergency management responsibilities as dictated by law or ordinance; those officials with overall emergency management responsibilities through delegation; and those officials primarily involved in emergency planning.

ICS-100 Introduction to ICS and ICS-200 Basic ICS

All Federal, State, territorial, tribal, private sector and non-governmental personnel at the entry level, first line supervisor level, middle management level, and command and general staff level of emergency management operations must complete ICS-100 level training.

All Federal, State, territorial, tribal, private sector and non-governmental personnel at the first line supervisor level, middle management level, and command and general staff level of emergency management operations must complete ICS-200 level training.

(See NIMS Training Guidelines page end of this section for additional detail)

Training developed and conducted by Federal, state, local, and tribal agencies as well as private training vendors at the ICS-100 level must include at a minimum the following topical areas along with the specific objectives noted.

Purpose of ICS to include the following objectives: Identify requirements to use ICS; Identify three purposes of ICS; and identify common incident tasks

Basic Features of ICS to include the following objectives: Describe the basic features of ICS

Incident Commander and Command Staff Functions to include the following objectives: Describe the role and function of the Incident Commander: and describe the role and function of the Command Staff.

General Staff Functions to include the following objectives: Describe the role and function of the Operations Section; Describe the role and function of the Planning Section; Describe the role and function of the Logistics Section; and Describe the role and function of the Finance/Administration Section.

Facilities to include the following objectives: Describe the six basic ICS facilities; identify facilities that may be located together; and Identify facility map symbols.

Common Responsibilities to include the following objectives: Describe common mobilization responsibilities; Describe common responsibilities at an incident; List individual accountability responsibilities; and Describe common demobilization responsibilities.

Training developed and conducted by Federal, state, local, and tribal agencies as well as private training vendors at the ICS-200 level must include at a minimum the following topical areas along with the specific objectives noted.

Leadership and Management to include the following objectives: Describe chain of command and formal communication relationships; Identify common leadership responsibilities; Describe span of control and modular development; and describe the use of position titles.

Delegation of Authority and Management by Objectives to include the following objectives: describe scope of authority; describe delegation of authority process; and describe and explain management by objectives.

Functional Areas and Positions to include the following objectives: Identify the ICS tools to manage an incident; demonstrate the function of organizational positions within ICS; and demonstrate the use of an ICS 201 form.

Briefings to include the following objectives: Give an Operational Briefing; and Describe components of field, staff and section briefings/meetings.

Organizational Flexibility to include the following objectives: Explain how the modular organization expands and contracts; given a scenario, complete a complexity analysis; define the five types of incidents; and describe the importance of preparedness plans and agreements.

Transfer of Command to include the following objectives: List the essential elements of information involved in transfer of command; and describe the process of a transfer of command.

The NIMS Integration Center recognizes that many operational aspects of NIMS, including ICS training, are available through state, local, and tribal agencies and private training vendors. It is not necessary that the training requirements be met through a federal source. The NIMS National Standard Curriculum Training Development Guidance (October, 2005) document provides stakeholders with an evaluation checklist for training content, which may be used to ensure that the ICS training offered by other agencies or vendors meets the standard “as taught by DHS.”

Emergency management/response personnel who have already been trained in ICS do not need retraining if their previous training is consistent with DHS standards (to include ICS courses managed, administered, or delivered by the Emergency Management Institute, the National Fire Academy, FIRESCOPE, the National Wildfire Coordinating Group, the U.S. Department of Agriculture, the Environment Protection Agency, and the U.S. Coast Guard.)

Who should take ICS-100 and ICS-200 in FY 2006? As stated above all Federal, State, territorial, tribal, private sector and non-governmental personnel at the entry level, first line supervisor level, middle management level, and command and general staff level of emergency management operations must complete ICS-100 level training. All Federal, State, territorial, tribal, private sector and non-governmental personnel at the first line supervisor level, middle management level, and command and general staff level of emergency management operations must complete ICS-200 level training.

APPENDIX F

USFA Training Plan for IMT's

Course Goal

The overall goal of USFA's Incident Management Team (IMT) program is to develop state and regional IMTs to function under the National Incident Management System (NIMS) during a large and/or complex incident or a major event. This course is designed for those who are assigned to function in a Type 3 All-Hazards IMT during a large/complex incident, typically extending into the second operational period. The Type 3 IMT can either support an existing ICS structure, or can assume command of an incident if requested to do so. The Type 3 IMT can ease the transition to a Type 2 or Type 1 IMT for incidents of national significance.

Course Schedule

- Day 1** Course Introduction and Overview
 - Introduction to IMT Training Foundation
- Day 2** Command Staff Functions in the IMT
 - Simulations: Tornado, Incident Command (2 hours)**
 - Simulations: Tornado, Command Staff (2 hours)**
- Day 3** General Staff Functions in the IMT
 - Logistics, Ops, etc.
 - Planning Process
- Day 4** **Simulation: Planned Event, IAP Development**
 - Mid-Course Review, Summary and Evaluation
- Day 5** Unified Command
 - Major Incident Management
 - Simulation: Developing an Incident Complex Organization (1 hour)**
 - Simulation: The Murky River Flood: Establishing an Area Command (1 hour)**
 - End-of-Course Review, Summary, and Evaluation
- Day 6** IMT On-Scene Operations
 - Simulation #1 Planned Event - Central City's July 4th International Food and Wine Festival (7 hours)**
- Day 7** IMT On-scene Operations
 - Simulation #2 (Customized for the State or Region of the host Incident Management Team) (7 hours)**

Instructional Cadre

This course requires 3 instructors and 3 mentors, all with specific IMT experience.

Class Size - 24-42, as determined by the host agency. The intent is to have three students for each of the 8 Command and General Staff positions within an IMT, plus appropriate deputies in Command, Operations Section, and Planning Section.

USFA Type 3 IMT Technical Assistance

- 7 days of team-specific training, *All-Hazards IMT*
 - Customized for the State or region
 - Delivered to an assigned team as a whole
 - Command & General Staff functions
 - Unified Command, Area Command
 - IMT concepts/dynamics/transition
 - Functional/operational exercises
 - Customized operational simulation
 - Each student fulfills the role they will assume at an incident
 - Host agency will be notified of any students who do not perform satisfactorily
 - Upon completion, the team will be able to perform effectively at an incident
- Position-specific training
 - Type 3 Incident Commander
 - Type 3 Planning Section Chief
 - Type 3 Logistics Section Chief
 - Type 3 Administration/Finance Section Chief
 - Safety Officer
 - Public Information Officer
- Shadowing of experienced Type 1 and Type 2 IMTs
 - To partner with and observe their counterparts on Type 1 and Type 2 IMTs and to monitor their functions, tasks, and responsibilities to gain hands-on experience at an actual incident.
 - To learn first-hand about IMT operations during major emergencies and to prepare the IMT members by having them see these operations in real-time.
 - The shadowing assignments are coordinated by the USFA in partnership with the U.S. Forest Service (USFS).
- Sustainment/refresher training/exercises

Plan for Development of Type 3 IMTs

- Type 3 IMT Technical Assistance provided for:
 - 56 States/Territories
 - 50 DHS Urban Area Security Initiative regions
 - State-identified regions not adequately served by a Type 3 IMT.
- State Fire Training Agencies, State Emergency Management Agencies, and State Forestry Agencies will play key roles

IMT Program Delivery Costs for Type 3 IMT

- Estimated costs for Type 3 IMT development
 - USFA: \$7,500 + staff travel
 - Host Agency: \$27,500 + position specific training costs + travel for shadowing
- ODP funding may be used by a State or UASI Region for:
 - Instructor fees and travel
 - Backfill/Overtime
 - Student Travel

APPENDIX G

Overview of the Statewide Mutual Aid Agreement

Who should sign the Agreement? Every County, Municipality, Special Purpose Tax District, and any other public emergency service provider. (This includes utilities if they lend/receive aid during a disaster) REMEMBER: A municipality or SPD can sign the Agreement separate from the county.

Procedural Matters: When an entity signs the Agreement, three documents need to be returned to SCEMD. Those are: Page 15 of the Agreement (Signature page), Page 16 of the Agreement (Authorized Representative page), and Proof of Insurance (a copy of their policy, a letter from their carrier stating that participation in mutual aid is acceptable under their policy, a copy of the ordinance showing they are self-insured).

What does the Agreement cover?

- A clarification of how liability issues will be handled. The Agreement specifies that each party will be responsible for its own legal representation.
- A requirement that each party be responsible for their own worker's compensation costs.
- A schedule for reimbursement.
- Procedures for actually lending/receiving aid under the Agreement.
- A requirement for each participating entity to have insurance that will cover the agents of the entity during a mutual aid response.

REMEMBER: This is all just a framework. The Agreement does allow entities to “otherwise agree” on terms that better suit their needs. For example, a group of electric utility providers can agree to reimburse one another at a different rate than what the Agreement spells out.

Why the Agreement should be signed?

- It is a tool for mutual aid response. The Firefighter Mobilization Plan and the State Law Enforcement Mutual Aid Plan are both using the Agreement as the tool within their plans for dealing with the formalities of mutual aid.
- There is a proof of insurance requirement. Accidents can and will happen.
- Signing the Agreement DOES NOT supercede existing mutual aid agreements. It will supercede *once* entities decide to use the Agreement.
- There is NO legal responsibility to respond. Entities REQUEST help. If an entity is unable to respond, they don't have to respond.
- The Agreement DOES allow for entity-to-entity direct request and response. This offers protection to the entities that will do this without going through the State. This is NOT the preferred method of lending/requesting aid. At a MINIMUM, SCEMD and county EM's want the parties to notify the county EM that resources will be coming into or

leaving the county. IF a request is made directly to SCEMD we will contact the county EM to either fill the request or verify that the county is unable to fill the request.

- The possibility for a large-scale event is very real in every community and becoming more real. Terrorism, winter storms, hurricanes, earthquakes, floods, wild fires, etc are some of the real possibilities.
- There is a FRAMEWORK for reimbursement so everyone will know beforehand how the money issue will be handled. This Framework is especially important in the event federal dollars become available. FEMA is tightening the purse strings and following their own rules more strictly. FEMA will offer reimbursement based on the EXISTING or commonly used mutual aid agreement between entities. If entities use the Agreement during large-scale events then they will have a framework for FEMA to follow for reimbursement. If no mutual aid agreement is used, or if it is “reciprocal” then FEMA will honor the reciprocal agreement and federal dollars will be more difficult to obtain. Caveat: It is possible that FEMA will honor the reciprocal agreement (or any other common agreement) that two entities use on a day-to-day basis. The important reason for the Statewide Agreement is that it offers a formal agreement to be followed when two entities that do not normally lend/receive aid with one another find themselves in a mutual aid situation.
- The SMALL entities gain as much as the LARGE entities. The small entities are more likely to need assistance than the large ones due to lack of capability.
- EVERY entity can benefit from having the resources of multiple jurisdictions readily available. This will be especially important during a terrorist event or a “no notice” large-scale event. Almost every emergency response system within this state will be immediately inundated in these events. The Agreement creates a tool to call for help immediately and before local and state EOC’s can activate and begin to assist. The Agreement offers protection of a mutual aid agreement during those critical times

APPENDIX H

EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC)

ARTICLE I - PURPOSE AND AUTHORITIES

This compact is made and entered into by and between the participating member states which enact this compact, hereinafter called party states. For the purposes of this agreement, the term "states" is taken to mean the several states, the Commonwealth of Puerto Rico, the District of Columbia, and all U.S. territorial possessions.

The purpose of this compact is to provide for mutual assistance between the states entering into this compact in managing any emergency or disaster that is duly declared by the governor of the affected state(s), whether arising from natural disaster, technological hazard, man-made disaster, civil emergency aspects of resources shortages, community disorders, insurgency, or enemy attack. This compact shall also provide for mutual cooperation in emergency-related exercises, testing, or other training activities using equipment and personnel simulating performance of any aspect of the giving and receiving of aid by party states or subdivisions of party states during emergencies, such actions occurring outside actual declared emergency periods. Mutual assistance in this compact may include the use of the states' National Guard forces, either in accordance with the National Guard Mutual Assistance Compact or by mutual agreement between states.

ARTICLE II - GENERAL IMPLEMENTATION

Each party state entering into this compact recognizes many emergencies transcend political jurisdictional boundaries and that intergovernmental coordination is essential in managing these and other emergencies under this compact. Each state further recognizes that there will be emergencies which require immediate access and present procedures to apply outside resources to make a prompt and effective response to such an emergency. This is because few, if any, individual states have all the resources they may need in all types of emergencies or the capability of delivering resources to areas where emergencies exist. The prompt, full, and effective utilization of resources of the participating states, including any resources on hand or available from the Federal Government or any other source, that are essential to the safety, care, and welfare of the people in the event of any emergency or disaster declared by a party state, shall be the underlying principle on which all articles of this compact shall be understood. On behalf of the governor of each state participating in the compact, the legally designated state official who is assigned responsibility for emergency management will be responsible for formulation of the appropriate interstate mutual aid plans and procedures necessary to implement this compact.

ARTICLE III - PARTY STATE RESPONSIBILITIES

A. It shall be the responsibility of each party state to formulate procedural plans and programs for interstate cooperation in the performance of the responsibilities listed in this article. In formulating such plans, and in carrying them out, the party states, insofar as practical, shall:

- i. Review individual state hazards analyses and, to the extent reasonably possible, determine all those potential emergencies the party states might jointly suffer, whether due to natural disaster, technological hazard, man-made disaster, emergency aspects of resource shortages, civil disorders, insurgency, or enemy attack.
- ii. Review party states' individual emergency plans and develop a plan which will determine the mechanism for the interstate management and provision of assistance concerning any potential emergency.
- iii. Develop interstate procedures to fill any identified gaps and to resolve any identified inconsistencies or overlaps in existing or developed plans.
- iv. Assist in warning communities adjacent to or crossing the state boundaries.
- v. Protect and assure uninterrupted delivery of services, medicines, water, food, energy and fuel, search and rescue, and critical lifeline equipment, services, and resources, both human and material.
- vi. Inventory and set procedures for the interstate loan and delivery of human and material resources, together with procedures for reimbursement or forgiveness.
- vii. Provide, to the extent authorized by law, for temporary suspension of any statutes or ordinances that restrict the implementation of the above responsibilities.

B. The authorized representative of a party state may request assistance of another party state by contacting the authorized representative of that state. The provisions of this agreement shall only apply to requests for assistance made by and to authorized representatives. Requests may be verbal or in writing. If verbal, the request shall be confirmed in writing within 30 days of the verbal request. Requests shall provide the following information:

- i. A description of the emergency service function for which assistance is needed, such as but not limited to fire services, law enforcement, emergency medical, transportation, communications, public works and engineering, building inspection, planning and information assistance, mass care, resource support, health and medical services, and search and rescue.
- ii. The amount and type of personnel, equipment, materials and supplies needed, and a reasonable estimate of the length of time they will be needed.
- iii. The specific place and time for staging of the assisting party's response and a point of contact at that location.

C. There shall be frequent consultation between state officials who have assigned emergency management responsibilities and other appropriate representatives of the party states with affected jurisdictions and the United States Government, with free exchange of information, plans, and resource records relating to emergency capabilities.

ARTICLE IV – LIMITATIONS

Any party state requested to render mutual aid or conduct exercises and training for mutual aid shall take such action as is necessary to provide and make available the resources covered by this compact in accordance with the terms hereof; provided that it is understood that the state rendering aid may withhold resources to the extent necessary to provide reasonable protection for such state.

Each party state shall afford to the emergency forces of any party state, while operating within its state limits under the terms and conditions of this compact, the same powers (except that of arrest unless specifically authorized by the receiving state), duties, rights, and privileges as are afforded forces of the state in which they are performing emergency services. Emergency forces will continue under the command and control of their regular leaders, but the organizational units will come under the operational control of the emergency services authorities of the state receiving assistance. These conditions may be activated, as needed, only subsequent to a declaration of a state of emergency or disaster by the governor of the party state that is to receive assistance or commencement of exercises or training for mutual aid and shall continue so long as the exercises or training for mutual aid are in progress, the state of emergency or disaster remains in effect or loaned resources remain in the receiving state(s), whichever is longer.

ARTICLE V - LICENSES AND PERMITS

Whenever any person holds a license, certificate, or other permit issued by any state party to the compact evidencing the meeting of qualifications for professional, mechanical, or other skills, and when such assistance is requested by the receiving party state, such person shall be deemed licensed, certified, or permitted by the state requesting assistance to render aid involving such skill to meet a declared emergency or disaster, subject to such limitations and conditions as the governor of the requesting state may prescribe by executive order or otherwise.

ARTICLE VI – LIABILITY

Officers or employees of a party state rendering aid in another state pursuant to this compact shall be considered agents of the requesting state for tort liability and immunity purposes; and no party state or its officers or employees rendering aid in another state pursuant to this compact shall be liable on account of any act or omission in good faith on the part of such forces while so engaged or on account of the maintenance or use of any equipment or supplies in connection therewith. Good faith in this article shall not include willful misconduct, gross negligence, or recklessness.

ARTICLE VII - SUPPLEMENTARY AGREEMENTS

Inasmuch as it is probable that the pattern and detail of the machinery for mutual aid among two or more states may differ from that among the states that are party hereto, this instrument contains elements of a broad base common to all states, and nothing herein

contained shall preclude any state from entering into supplementary agreements with another state or affect any other agreements already in force between states. Supplementary agreements may comprehend, but shall not be limited to, provisions for evacuation and reception of injured and other persons and the exchange of medical, fire, police, public utility, reconnaissance, welfare, transportation and communications personnel, and equipment and supplies.

ARTICLE VIII – COMPENSATION

Each party state shall provide for the payment of compensation and death benefits to injured members of the emergency forces of that state and representatives of deceased members of such forces in case such members sustain injuries or are killed while rendering aid pursuant to this compact, in the same manner and on the same terms as if the injury or death were sustained within their own state.

ARTICLE IX – REIMBURSEMENT

Any party state rendering aid in another state pursuant to this compact shall be reimbursed by the party state receiving such aid for any loss or damage to or expense incurred in the operation of any equipment and the provision of any service in answering a request for aid and for the costs incurred in connection with such requests; provided, that any aiding party state may assume in whole or in part such loss, damage, expense, or other cost, or may loan such equipment or donate such services to the receiving party state without charge or cost; and provided further, that any two or more party states may enter into supplementary agreements establishing a different allocation of costs among those states. Article VIII expenses shall not be reimbursable under this provision.

ARTICLE X – EVACUATION

Plans for the orderly evacuation and interstate reception of portions of the civilian population as the result of any emergency or disaster of sufficient proportions to so warrant, shall be worked out and maintained between the party states and the emergency management/services directors of the various jurisdictions where any type of incident requiring evacuations might occur. Such plans shall be put into effect by request of the state from which evacuees come and shall include the manner of transporting such evacuees, the number of evacuees to be received in different areas, the manner in which food, clothing, housing, and medical care will be provided, the registration of the evacuees, the providing of facilities for the notification of relatives or friends, and the forwarding of such evacuees to other areas or the bringing in of additional materials, supplies, and all other relevant factors. Such plans shall provide that the party state receiving evacuees and the party state from which the evacuees come shall mutually agree as to reimbursement of out-of-pocket expenses incurred in receiving and caring for such evacuees, for expenditures for transportation, food, clothing, medicines and medical care, and like items. Such expenditures shall be reimbursed as agreed by the party state from which the evacuees come. After the termination of the emergency or disaster, the

party state from which the evacuees come shall assume the responsibility for the ultimate support of repatriation of such evacuees.

ARTICLE XI – IMPLEMENTATION

A. This compact shall become operative immediately upon its enactment into law by any two (2) states; thereafter, this compact shall become effective as to any other state upon its enactment by such state.

B. Any party state may withdraw from this Compact by enacting a statute repealing the same, but no such withdrawal shall take effect until 30 days after the governor of the withdrawing state has given notice in writing of such withdrawal to the governors of all other party states. Such action shall not relieve the withdrawing state from obligations assumed hereunder prior to the effective date of withdrawal.

C. Duly authenticated copies of this compact and of such supplementary agreements as may be entered into shall, at the time of their approval, be deposited with each of the party states and with the Federal Emergency Management Agency and other appropriate agencies of the United States Government