



STATE OF NEW YORK

National Incident Management System (NIMS)

2009 Implementation Strategy

Presented by

**NEW YORK STATE
OFFICE OF HOMELAND
SECURITY**

Under the Auspices of

Governor David A. Paterson



This document outlines the New York State Strategy for the Implementation of the National Incident Management System (NIMS), as outlined in Homeland Security Presidential Directive 5 (HSPD-5) and in compliance with subsequent federal guidance.

The strategy was developed in a collaborative effort by the New York State Preparedness Steering Committee. This Committee is comprised of New York State agency and personnel subject matter experts in the various components of NIMS. The New York State Preparedness Steering Committee is charged with recommending to the New York State Office of Homeland Security (NYS OHS) Director a comprehensive approach for implementing all NIMS requirements. Members of the New York State Preparedness Steering Committee are:

NYS Office of Homeland Security
NYS Emergency Management Office
NYS Division of Criminal Justice Services
NYS Department of Health
NYS Department of State – Office of Fire Prevention & Control
NYS Division of State Police
National Center for Security & Preparedness, Rockefeller College of Public Affairs and Policy
NYS Department of Agriculture & Markets
NYS Department of Transportation
NYS Department of Environmental Conservation

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STATE OF NEW YORK NIMS IMPLEMENTATION STRATEGY

Background:

HSPD-5 *Management of Domestic Incidents* called for the establishment of a single, comprehensive national incident management system. As a result, the U.S. Department of Homeland Security released the NIMS in March of 2004. NIMS provides a systematic, proactive approach to guiding departments and agencies at all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life, property, and harm to the environment. NIMS works hand in hand with the National Response Framework (NRF) (www.fema.gov/emergency/nrf). NIMS provides the template for the management of incidents, while the NRF provides the structure and mechanisms for national-level policy for incident management. This consistency provides the foundation for implementation of the NIMS for all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

States and territories play an important role in ensuring effective NIMS implementation; not only must they implement NIMS within State and territory Departments and Agencies, but also ensure that the systems and processes are in place to communicate and support NIMS compliance at all jurisdictional levels.

Federal guidelines indicate that *any jurisdiction* (state, local, tribal) which receives federal preparedness program funds (often administered through a state agency) is required to be NIMS Compliant.

The Federal, State and local governments continue to support all "first responder" agencies (including fire, law enforcement, HAZMAT, emergency medical, public works, public health, emergency communications, emergency management, and other agencies involved in disaster preparedness, prevention, response and recovery activities), with the nation-wide implementation of NIMS.

NIMS is based on the premise that utilization of a common incident management framework will give emergency management/response personnel a flexible but standard system for emergency management and incident response activities. NIMS is flexible because the system components can be utilized to develop plans, processes, procedures, agreements, and roles for all types of incidents; it is applicable to any incident regardless of cause, size, location, or complexity. Additionally, NIMS provides an organized set of standardized operational structures, which is critical in allowing disparate organizations and agencies to work together in a predictable, coordinated manner.

What NIMS Is:	What NIMS Is NOT:
<ul style="list-style-type: none"> • A comprehensive, nationwide, systematic approach to incident management, including the Incident Command System, Multiagency Coordination Systems, and Public Information • A set of preparedness concepts and principles for all hazards • Essential principles for a common operating picture and interoperability of communications and information management • Standardized resource management procedures that enable coordination among different jurisdictions or organizations • Scalable, so it may be used for all incidents (from day-to-day to large-scale) • A dynamic system that promotes ongoing management and maintenance 	<ul style="list-style-type: none"> • A response plan • Only used during large-scale incidents • A communications plan • Only applicable to certain emergency management/incident response personnel • Only the Incident Command System or an organization chart • A static system

NIMS Compliance Efforts

On September 8, 2004, a letter to the Nation's Governors detailed the initial steps that States, territories, tribal nations and local governments needed to take to implement NIMS. The activities, now objectives, outlined in that letter provide the foundation for current NIMS compliance. Since that time, the Incident Management Systems Integration Division (IMSID), formally known as the National Integration Center (NIC), continues to expand on this foundation and add additional objectives—each developed to enhance the way incidents are managed at all levels of government.

Prior to Fiscal Year (FY) 2007, the NIC (now the IMSID) required States and territories to self-certify their NIMS compliance. Beginning in FY 2007, NIMS compliance was determined by State, territory, tribal nation and local government responses to performance-based metrics. The IMSID developed these compliance metrics from previously required implementation objectives specified in the FY 2006 NIMS Implementation Matrix for States and Territories and the FY 2006 NIMS Implementation Matrix for Tribal Governments and Local Jurisdictions. Additionally, the NIMS Compliance Assistance Support Tool (NIMSCAST) has been expanded to incorporate these metrics as well as provide stakeholders with a way to collect and report data relating to NIMS implementation and compliance. The IMSID will analyze this data to help shape the future of its NIMS compliance program.

In FY 2008, State, territory, tribal nations, and local governments continued to address specific compliance objectives, which outline necessary actions accomplished in FY 2008. As with FY 2007 implementation activities, each objective had corresponding metrics that address expected achievements for FY 2008 and out years. The FY 2008 metrics clearly outlined year end expectations, while out-year metrics provided actions that could be implemented in FY 2008 or addressed in the future. The out-year metrics allowed stakeholders to work within their current level of NIMS implementation and compliance and move ahead in implementation objectives. In FY 2008, there were 2 new NIMS Compliance Objectives for States and Territories and 4 new objectives for Tribal Nations and Local Governments. These implementation requirements were in addition to the FFY07 NIMS requirements as established in March, 2006.

In FY 2009 there is one new NIMS Objective. The 2009 Objective is Advanced ICS 400 for those individuals that have been identified by their organization. Otherwise, the IMSID has decided to use 2009 as a “catch up year” allowing all levels of government, private sector and NGO's an opportunity to build and improve upon the past year's objectives. There will be a 2009 NIMSCAST report due by August 30, 2009. The questions in the NIMSCAST will be very similar to the 2008 NIMSCAST. The Point of Contact will be required to update all questions and complete the 2009 Advanced ICS 400.

New York State Perspective

On September 28, 2006 Executive Order No. 26.1 was issued incorporating the National Incident Management System - Incident Command System as the State standard command and control system that will be utilized during emergency operations. Since 1996, New York State agencies have used Incident Command System (ICS) in any response or pre-planned event operation and have trained tens of thousands of individuals in the ICS.

New York State perhaps better than any other, recognizes the importance of a national preparedness plan, goal, and strategy for preparedness. The New York State Preparedness Steering Committee in its mission to better equip New York State to prepare for, respond to, and recover from incidents/events including those of national significance, will remain focused on achieving a meaningful level of preparedness within the time and resource parameters that we must work within.

In addition to 57 counties and New York City, New York State has in excess of 1,600 local municipal governments from villages, towns, cities and special districts. Each jurisdiction has authority to adopt and amend local laws under New York State Consolidated Laws, Municipal Home Rule Article 2. Currently, all 57 counties and the City of New York have adopted NIMS either by resolution, executive order or local law. Since all preparedness funds are directly tied to NIMS compliance, the 57 county points of contact have recommended that villages, towns, cities and fire districts adopt and implement NIMS at the local level.

The New York State Preparedness Steering Committee which is comprised of ten state agencies and a National Center within the State University of New York developed New York State's NIMS Implementation Strategy. This strategy enables the Steering Committee to monitor progress and make adjustments as required. The outreach for this strategy begins in May 2009 by conducting regional meetings throughout the State to inform local jurisdictions on the 2009 NIMS Objectives developed by the Federal government. Additionally, when NIMSCAST is released to the States for implementation, New York State will partner with the IMSID and hold a webinar to train and retrain all local points of contact on the completion of NIMSCAST. FY 2009 will be the third year that New York State "rolled up" a statewide NIMSCAST report. Prior to NIMSCAST, New York State and its local jurisdictions used self-certification for NIMS compliance.

New York State FY09 NIMS Implementation Process

The concept of NIMS Implementation in New York State involves a Progress Review Period which will enable the Steering Committee to monitor progress and make adjustments as required. It is understood by all members of the Steering Committee that different levels of development and implementation will occur during various and perhaps multiple time frames. This review period is merely meant to serve as “guideposts to completion”. Compliance requirements need to be accomplished by **August 28, 2009** by State Agencies and Local jurisdictions. The phases of the progress review period are as follows:

Phase 1

- On July 13, 2009 OHS will review each state agency, county, local municipality and fire departments NIMSCAST report. It is expected that on or before this date you will have begun updating and refining your NIMSCAST report. Each organization should continue to identify those individuals that are required to take the ICS 400.

Phase 2

- On August 28, 2009 all metrics will have been answered and reported on NIMSCAST. Once the NIMSCAST report is completed it will be rolled up to NYS Office of Homeland Security.

Phase 3

- On September 30, 2009 the NYS Office of Homeland Security will have rolled up all data from state agencies, counties, municipalities, and fire departments.

For technical assistance with becoming NIMS compliant please visit NYS Office of Homeland Security’s web page at: <http://www.security.state.ny.us> and view the appropriate NIMS Point of Contact for your County.

****Note:** The IMSID did not release or identify out year objectives for 2010 and 2011. If and when they become available, OHS will email the objectives to each POC.

2009 IMPLEMENTATION for New York State

In the coming months as projected through the State's NIMS Implementation Plan, every effort will be made by the New York State Preparedness Steering Committee Member agencies to ensure NIMS compliance by assisting counties as well as local municipal governments with understanding and incorporating the NIMS components into their jurisdictions.

This year there is one new NIMS Objective for State/Territory/Tribal/ Local : Ensure that ICS-400: Advanced ICS training is completed by appropriate personnel (as identified in the Five-Year NIMS Training Plan, February 2008). The New York State Emergency Management Office (SEMO) and the Office of Fire Prevention and Control (OFPC) will be providing the training to these individuals identified by their organization. These individuals may serve as command or general staff in an Incident Command System (ICS) organization, select department heads with multi-agency coordination systems responsibility, area commanders, emergency managers, and multi-agency coordination systems/emergency operations center managers. Operations personnel may exceed 200 per operational period and total incident personnel may exceed 500. The IMSID has limited the addition of new requirements to allow jurisdictions to fully implement corrective action plans and achieve full compliance to NIMS requirements.

SEMO and OFPC will provide on as add needed basis ICS 300 Advanced training for all jurisdictions throughout the State. For FY 2009, the OFPC will also provide train the trainer courses for IS 700, ICS 100 and ICS 200 in various regions.

The Division of Criminal Justice which establishes training requirements for law enforcement, has built in many of the ICS requirements into their police officer curriculum. ICS 100 and 700 have been incorporated in the basic police school since 2005 and ICS 200 is built into the police sergeant's curriculum. The NYS Police and NYPD have taken it a step further and require ICS 300 and ICS400 for management positions. OFPC has mandated that all entry level firefighter's taking the Firefighter I course successfully complete IS-100.

Resource Typing will continue to be coordinated by SEMO for State Agencies. During 2009 SEMO has requested all Disaster Preparedness Committee (DPC) members to complete an all inclusive resource list for their agency. This information will be entered into SEMO's web based program Disaster LAN. The 120 items identified by the Federal Emergency Management Agency (FEMA) will be included for out of state deployment as well as other resources that are needed for incidents within New York State. Once the DPC members have completed the task the remaining state agencies will be requested to participate in Resource Typing. Locals should continue to update the 120 FEMA resources. Many counties are compiling list on all resources within their jurisdiction to add in responding to incidents.

The OFPC is responsible for all fire apparatus. OFPC requests that each fire department complete and update the Fire Resource Inventory System (FRIS). This is an integrated

platform that allows the statewide fire department users to enter, view, maintain, and modify their resource inventory data. This user-friendly web based system is also intended to be used during large scale emergencies to identify and locate needed resources for deployment on a statewide and or national basis. The IMSID has determined that all fire departments participating in the OFPC FRIS are compliant for the Resource Typing Objective.

Mutual Aid plays a very important role for all New York municipalities; however there are many difficulties in obtaining these agreements. Key state agencies have been working on a comprehensive system for sharing resources within the State during a declared emergency or in conjunction with authorized training, drills and/or exercises. The draft of a potential system for sharing resources has been shared with County Emergency Managers for their feedback. It is our goal that this draft will become legislation in the near future.

A 2008 Objective was to initiate development of a State wide credentialing system for emergency management/response personnel to ensure proper authorization to an incident that would incorporate local jurisdictions. The New York State Preparedness Steering Committee developed a subcommittee to address this objective. The subcommittee consists of agencies that are members of the DPC. The group has and continues to meet to discuss Individual Credentialed Titles and Team Credentialed Titles for out of state deployment. Throughout 2009 they will continue to develop a credentialing system that would allow any individual or team that meets the criteria to participate in out of state deployment. New York City is developing their own credentialing system that would fulfill this requirement.

Hospitals and healthcare systems should continue to educate and train NIMS throughout their organization. Depending upon size and on-site capabilities of the hospital and healthcare system, the size and scope of NIMS Objectives will vary. Hospitals and Healthcare systems should work towards full compliance through the directives established by the New York State Department of Health. For additional information, go to: <http://www.security.state.ny.us/training/NIMS/index.html>

In August of 2008, NIMS Implementation for Schools and Higher Education Institutions (HEI's) was released by the U.S. Department of Education. NIMS presents a set of key school and campus emergency management activities that will enhance the relationship between schools, campuses and local government by partnering as they communicate, collaborate, and coordinate on NIMS activities. For further information on NIMS Implementation for Schools and HEI's go to: <http://www.security.state.ny.us/training/NIMS/index.html>

Once again NYS OHS will have the assistance of SEMO and OFPC to aid county and local governments and fire departments with the implementing the NIMS activities. These two agencies play an integral part in assuring that New York State is prepared at all levels.

For 2009, the State is strongly recommending that counties request local jurisdictions and fire departments complete their own NIMSCAST report. This will provide the County POC to have a better understanding of a local jurisdiction's strengths and weaknesses and assist them in improving their efforts. .

If a county point of contact (POC) chooses not to have local jurisdictions and fire departments complete their own NIMSCAST report, it is strongly recommended that the local jurisdiction provide the POC with proof of their involvement with NIMS. It is the responsibility of the County POC to ensure the information entered into NIMSCAST is factual and completed on time.

FY 09 Implementation Matrix

The Incident Management Systems Integration Division (IMSID) disseminated the FY 09 NIMS Compliance Requirements Objectives to the State, territory and local partners on April 1, 2009. This matrix will closely mirror the FY2008 Objectives. There will be a small change to measure progress on all former objectives and the 2009 objective of Advanced ICS 400. The following objectives will remain divided into the seven subgroups. They are as follows:

1. Adoption
2. Preparedness: Planning
3. Preparedness: Training
4. Preparedness: Exercise
5. Communications and Information Management
6. Resource Management
7. Command and Management

Required Local/Tribal Action for FFY2009 NIMS Compliance

Adoption

The county/city/town/agency/department can adopt NIMS through a resolution to cover departments within county/city/town/agency/department government. This can be done by

- 1) Formal resolution
- 2) Executive Order
- 3) Proclamation
- 4) Legislation
- 5) Adoption through minutes of an official meeting
- 6) In plans, policy or procedures from individual departments

The formal adoption by county government will cover all county departments. Or individual departments within the county government can adopt NIMS.

The formal adoption by cities/towns will cover all city/town departments. Or individual departments within the city/town can adopt NIMS.

Non-governmental organizations and private sector entities can adopt NIMS in the same manor as the public sector.

- Adopt NIMS for all Departments/Agencies; as well as promote and encourage NIMS adoption by associations, utilities, nongovernmental organizations (NGOs) and private sector emergency management and incident response organizations. (State, Local, Tribal)

- Establish and maintain a planning process to communicate, monitor and implement all NIMS requirements across the State/Territory/Tribal Nations (including Departments/Agencies), including local governments. This process must provide a means for measuring progress and facilitate reporting. (State, Local, Tribal)

- Designate and maintain a single point of contact within government to serve as principal coordinator for NIMS implementation jurisdiction-wide (to include a principal coordinator for NIMS implementation within each Department/Agency. (State, Local, Tribal)

- Ensure that Federal Preparedness Awards [to include, but not limited to, DHS Homeland Security Grant Program and Urban Area Security Initiative Funds] to State/Territorial Departments/Agencies, as well as local governments, support all required NIMS compliance Objectives. (State, Local, Tribal)

- Audit agencies and review organizations should routinely include NIMS compliance requirements in all audits associated with Federal Preparedness Awards. (State, Local, Tribal)

The IMSID suggests States and locals can use NIMSCAST to fulfill monitoring and audit obligations. For example, a State NIMS Coordinator can monitor and review compliance metrics as they roll up to the State level. Once the State assessment is completed, you could run and examine reports for Tier 1 metric responses for any jurisdiction/account to verify those entities receiving awards have actually met NIMS compliance objectives. This example depicts how NIMSCAST may support a formal effort to implement auditing.

- Assist Tribal Nations with formal adoption and implementation of NIMS. (State)

Preparedness

NIMS provides the mechanisms for emergency management/response personnel and their affiliated organizations to work collectively by offering the tools to enhance preparedness. Preparedness is achieved and maintained through a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Ongoing preparedness efforts among all those involved in emergency management and incident response activities ensure coordination during times of crisis. Moreover, preparedness facilitates efficient and effective emergency management and incident response activities.

This component describes specific measures and capabilities that emergency management/response personnel and their affiliated organizations should develop and incorporate into their overall preparedness programs to enhance the operational preparedness necessary for all-hazards emergency management and incident response activities. In developing, refining, and expanding preparedness programs and activities within their jurisdictions and/or organizations, emergency management/response personnel should leverage existing preparedness efforts and collaborative relationships to the greatest extent possible. Personal preparedness, while an important element of homeland security is distinct from the operational preparedness of our Nation's emergency management and incident response capabilities and is beyond the scope of NIMS.

Planning

- Revise and update emergency operations plans (EOPs), standard operating procedures (SOPs), and standard operating guidelines (SOGs) to incorporate NIMS and National Response Framework (NRF) components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions. (State, Local, Tribal)
- Promote and/or develop intrastate and interagency mutual aid agreements and assistance agreements (to include agreements with the private sector and NGOs). (State, Local, Tribal)

Training

The Five-Year NIMS Training Plan defines the National Training Program for NIMS. It specifies IMSID and stakeholder responsibilities and activities for developing, maintaining, and sustaining the National Training Program for NIMS. You can access the Five-Year NIMS Training Plan at: <http://www.fema.gov/library/viewRecord.do?id=3192>

- Use existing resources such as programs, personnel and training facilities to coordinate and deliver NIMS training requirements. (State, Local, Tribal)

- Complete *IS-700 A NIMS: An Introduction* or equivalent by appropriate personnel (as identified in the Five-Year NIMS Training Plan, February 2008). (State, Local, Tribal)

- Complete *IS-800 b National Response Framework (NRF): An Introduction* or equivalent by appropriate personnel (as identified in the Five-Year NIMS Training Plan, February 2008). (State, Local, Tribal)

- Complete *ICS-100 Introduction to ICS* training or equivalent by appropriate personnel (as identified in the Five-Year NIMS Training Plan, February 2008). (State, Local, Tribal)

- Complete *ICS-200 ICS for Single Resources and Initial Action Incidents* training or equivalent by appropriate personnel (as identified in the Five-Year NIMS Training Plan, February 2008). (State, Local, Tribal)

- Complete *ICS-300 Intermediate ICS* training or equivalent by appropriate personnel (as identified in the Five-Year NIMS Training Plan, February 2008). (State, Local, Tribal)

- ***NEW FY09:*** Complete *ICS-400 Advanced ICS* training or equivalent by appropriate personnel (as identified in the Five-Year NIMS Training Plan, February 2008). (***State, Local, Tribal***)

Exercise

- Incorporate NIMS concepts and principles into all appropriate State/Territorial training and exercises. (State, Local, Tribal)

- Plan for and/or participate in an all-hazards exercise program [for example, Homeland Security Exercise and Evaluation Program] that involves emergency management/response personnel from multiple disciplines and/or multiple jurisdictions. [Note: Exercises should be as realistic as practicable, stress the system and be based on current risk assessments (credible threats, vulnerabilities, and consequences); capabilities associated with continuity of operations issues and special needs populations should be incorporated as objectives and evaluated in accordance with HSEEP.] (State, Local, Tribal)

- Incorporate corrective actions into preparedness and response plans and procedures. (State, Local, Tribal)

Communications and Information Management

Effective emergency management and incident response activities rely on flexible communications and information systems that provide a common operating picture to emergency management/response personnel¹⁰ and their affiliated organizations. Establishing and maintaining a common operating picture and ensuring accessibility and interoperability are the principal goals of the Communications and Information Management component of NIMS. Properly planned, established, and applied communications enable the dissemination of information among command and support elements and, as appropriate, cooperating agencies and organizations.

Incident communications are facilitated through the development and use of common communications plans and interoperable communications equipment, processes, standards, and architectures. During an incident, this integrated approach links the operational and support units of the various organizations to maintain communications connectivity and situational awareness. Communications and information management planning should address the incident-related policies, equipment, systems, standards, and training necessary to achieve integrated communications.

- Apply common and consistent terminology as used in NIMS, including the establishment of plain language (clear text) communications standards. (State, Local, Tribal) - Utilize systems, tools, and processes to present consistent and accurate information (e.g., common operating picture) during an incident/planned event. (State, Local, Tribal)

Resource Management

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. Utilization of the standardized resource management concepts such as typing, inventorying, organizing, and tracking will facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident. Resource management should be flexible and scalable in order to support any incident and be adaptable to changes. Efficient and effective deployment of resources requires that resource management concepts and principles be used in all phases of emergency management and incident response.

From routine, local incidents to incidents that require a coordinated Federal response, resource management involves the coordination, oversight, and processes that provide timely and appropriate resources during an incident. Resources may support on-scene and command operations through the Incident Command Post (ICP) or function within the Multiagency Coordination System(s)¹⁵ (MACS) serving at an Emergency Operations Center (EOC) or similar site.

As incident priorities are established, needs are identified, and resources are ordered, resource management systems are used to process the resource requests. In the initial stages of an incident, most of the resources requested are addressed locally or through mutual aid agreements and/or assistance agreements. As an incident grows in size or complexity, or if it starts on a large scale, resource needs may be met by other sources. In a case of competition for critical resources, MACS may be used to prioritize and coordinate resource allocation and distribution according to resource availability, needs of other incidents, and other constraints and considerations.

- Inventory response assets to conform to NIMS National Resource Typing Definitions, as defined by FEMA Incident Management Systems Division. (State, Local, Tribal)
- Ensure that equipment, communications and data systems acquired through State/Territorial and local acquisition programs are interoperable. (State, Local, Tribal)
- Utilize response asset inventory for intrastate and interstate mutual aid requests [such as Emergency Management Assistance Compact (EMAC)], training, exercises, and incidents/planned events. (State, Local, Tribal)
- Initiate development of a jurisdiction-wide system to credential emergency management/response personnel to ensure proper authorization and access to an incident including those involving mutual aid agreements and/or assistance agreements. (State, Local, Tribal)

Command and Management

The NIMS components discussed previously—Preparedness, Communications and Information Management, and Resource Management—provide a framework to facilitate clear response authority, resource acquisition, and effective management during incident response. The Incident Command System (ICS), Multiagency Coordination System (MACS), and Public Information are the fundamental elements of incident management. These elements provide standardization through consistent terminology and established organizational structures. Emergency management and incident response refer to the broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support. Incident management, by distinction, includes directing specific incident operations; acquiring, coordinating, and delivering resources to incident sites; and sharing information about the incident with the public. Taken together, these elements of Command and Management are the most visible aspects of incident management, typically executed with a sense of urgency. This component describes the systems used to facilitate incident Command and Management operations.

- Incident Command System (ICS): Manage all incidents/ planned events in accordance with ICS organizational structures, doctrine and procedures. ICS implementation must include the consistent application of Incident Action Planning (IAP), common communications plans, implementation of Area Command (AC) to oversee multiple incidents that are handled by separate ICS organizations or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged, and implementation of unified command (UC) in multi-jurisdictional or multiagency incident management, as appropriate. (State, Local, Tribal)

- Multi-agency Coordination System (MACS): Coordinate and support emergency management and incident response Objectives 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/Territorial EOC and Regional and/Federal EOCs and NRF organizational elements. (State, Local, Tribal)

- Public Information: Institutionalize, within the framework of ICS, Public Information, [e.g., Joint Information System (JIS) and a Joint Information Center (JIC)] during an incident/planned event. (State, Local, Tribal)

- Ensure that Public Information procedures and processes can gather, verify, coordinate, and disseminate information during an incident/planned event. (State, Local, Tribal)