

# CITY OF OAKLAND

## AGENDA REPORT

TO: Office of the City Administrator  
ATTN: Deborah A. Edgerly  
FROM: Daniel Farrell, Fire Chief  
DATE: May 22, 2007

RE: **Supplemental Report on the FY2006 Super Urban Area Security Initiative (SUASI) Grant Funding for the East Bay Terrorism Early Warning Group (TEWG) Positions, the Four (4.0) Positions in the Oakland Fire Department and a Spending Plan Proposal for the Grant Funding Amount of \$497,000, that is Eligible for Equipment, Contract Services, Training and Supplies that will Provide Enhancements to Regional Emergency Preparedness, Prevention, Response or Recovery**

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### SUMMARY

This supplemental report provides additional detailed information requested by the City Council's Finance Committee, concerning the FY2006 Super Urban Area Security Initiative (SUASI) grant funding that will be allocated to the City of Oakland in an amount not to exceed \$1,380,581.

This supplement report outlines the background, role and responsibilities of the East Bay Terrorism Early Warning Group (TEWG) which includes representatives from the Oakland Police Department and Oakland Fire Department. The report also provides information concerning the specific duties of the four (4.0) full time positions funded by the SUASI grant. Finally, the report provides a spending plan proposal for the grant funding amount of \$497,000 that is eligible for equipment, contract services, training and supplies that will provide enhancements to regional emergency preparedness, prevention, response or recovery and provide information concerning the requirements or options related to central service overhead charges.

### FISCAL IMPACT

This is an informational report. It provides more detailed information and data regarding the FY2006 SUASI grant funding that will be allocated to the City of Oakland. No additional revenues and expenditures are introduced within this report.

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## BACKGROUND

On April 24, 2007, the Finance and Management Committee heard the report regarding, “A Resolution Authorizing the City Administrator or Her Designee to Enter Into An Agreement With the City and County of San Francisco for The Distribution of FY2006 Super Urban Area Security Initiative (SUASI) Grant Funds In The Amount of \$1,380,581, Approve the Preliminary Spending Plan, Waive Central Service Overhead Fees, And Authorize the City Administrator or Her Designee To Accept, Appropriate and Administer the FY2006 SUASI Grant Allocations and to Expend Funds in Accord With The Preliminary Spending Plan Without Further Council Authorization, Including For The Award of Contracts In Excess of the City Administrator’s Purchasing Authorization, Provide City Bidding Requirements and Purchasing Programs/Policies Are Followed.” During the course of the meeting, additional information was requested from staff to be presented in a supplement report. The specific information requested is summarized in the agenda minutes as:

*The Committee directed staff to return to future committee meeting with the following information: 1) A Detailed Chart of the overall duties for the 4.0 full time positions funded by the SUASI grant; 2) The requirements or options for the administrative charges; 3) A Detailed explanation of the East Bay Terrorism Early Warning Group; And: 4) More Details on the allocation of the \$497,000.*

## KEY ISSUES AND IMPACTS

The following information and data responds to the information requested by the Finance and Management Committee on April 24, 2007:

### **1. Background and Detailed Explanation on the East Bay Terrorism Early Warning Group**

The Terrorism Early Warning Group (TEWG) was a concept first demonstrated in Los Angeles in 1996. The goal of the TEWG is to facilitate multi-discipline information sharing and intelligence that increases the preparedness of municipal, county, tribal, and state jurisdictions, by providing a process and products that increase awareness of local terrorist threats and consequences, increase the opportunities for early warning of terrorist attack, and – in time of crisis – provide an operational net assessment, technical expertise reach back, and intelligence support to the incident commander. The TEWG concept also contributes to national goals of homeland security, by providing an organizational model that can facilitate implementation of the National Incident Management System (NIMS), and help achieve the interim national preparedness goals directed by Homeland Security Presidential Directive 8.

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Domestic predictive intelligence is the foundation of TEWG operations and is built on four key functions: Vulnerability Analysis, Threat Modeling, Indications and Warning, and Situation Awareness.

### **Vulnerability Analysis**

Vulnerability Analysis is the process of identifying and quantifying vulnerabilities in a system. The system being studied could be a physical facility like a nuclear power plant, a computer system, or a larger system (for example the communications infrastructure or water infrastructure of a region).

Vulnerability Analysis has many things in common with risk assessment. Assessments are typically performed according to the following steps:

1. Cataloging assets and capabilities (resources) in a system.
2. Assigning quantifiable value and importance to the resources.
3. Identifying the vulnerabilities or potential threats to each resource.
4. Mitigating or eliminating the most serious vulnerabilities for the most valuable resources.

“Classical risk analysis is principally concerned with investigating the risks surrounding physical plant (or some other object), its design and operations. Such analyses tend to focus on causes and the direct consequences for the studied object. Vulnerability analysis, on the other hand, focuses both on consequences for the object itself and on primary and secondary consequences for the surrounding environment. It also concerns itself with the possibilities of reducing such consequences and of improving the capacity to manage future incidents.” (Lovkvist-Andersen, et. al., 2004)

### **Threat Modeling**

By having a threat model, you can assess the probability, the potential harm, the priority, etc. of potential attacks, and/or magnitude of a natural hazard such as an earthquake and from this point on try to minimize or eradicate the threats.

Current threat modeling takes on a defender’s perspective. This means that threats are examined and countermeasures, or mitigations, are identified. For example, Threat Modeling is used in the technology field and computer world to ensure sound security measure when designing programs and systems. Threat modeling is also used for natural hazards such as earthquakes and fire conflagration modeling.

### **Indications and Warning**

Predictive intelligence related to terrorists' events hinges on the notion that terrorists' attacks do not occur in a single, isolated moment in time, but rather an attack is the culmination action of a series of distinct, knowable and observable activities. Therefore, information is shared about any knowledgeable and observable activities within a geographic area or any verifiable indicators, such as illicit or illegal activities involving the threat of violence.

The Indications and Warning methodology is often used to mitigate natural hazards such as wildland fires in areas that have similar demographics or for hazardous materials incidents or to prevent hazardous materials accidents.

### **Situation Awareness**

By sharing verifiable, credible information and intelligence on potential or actual terrorist situations, there may be a significant opportunity to get out in front of an attack – prevention – this requires security, law enforcement and other agencies to have a comprehensive understanding of the potential threat's path to violence.

This component can also be characterized under natural hazards such as earthquakes as when talking about the mitigation of unsafe buildings by retrofitting them or when we discussing fire fuel management by implementing aggressive vegetation management practices to prevent wildland fires in the Oakland Hills.

Today, TEWG exists along the West coast from San Diego to Pierce County, WA, with others emerging in Tulsa, Albuquerque, Denver, New Orleans, Miami and the National Capital Region (Washington, D.C.).

The Office for Domestic Preparedness is sponsoring a project to expand the TEWG concept to UASI cities nationwide, in hopes that those cities will establish a TEWG-like activity in their own jurisdictions. The TEWG concept represents a low-cost and scalable way for local jurisdictions to efficiently organize their information, plan for crises, and provide their emergency responders with the intelligence needed to respond to any catastrophe – natural or man-made.

## 2. Specific Duties of the Four (4.0) Full-Time Positions

<b>Position #1</b>	<b>Duties and Responsibilities from April 1, 2007- December 31, 2007</b>
Emergency Planning Coordinator (Sr.)	<p>Ensure the City of Oakland meets all the NIMS compliance and Implementation requirements delineated for Federal FY2006-07. (See Attachment A).</p> <p>These duties and responsibilities will include but are not limited to: Ensure the City of Oakland NIMS/SEMS Emergency Operations Plan includes all the new required plans (annexes). Many of these subsidiary plans must be updated and/or developed. They include:</p> <ul style="list-style-type: none"> <li>• Temporary Mass Care and Shelter Plan- Identify potential sites, ensure sites are handicap accessible and meet the criteria (showers, cooking facilities, etc.) Train City staff and volunteers to manage a temporary shelter working with City departments and other agencies. This project/program is underway.</li> <li>• Animal Care/Shelter Plan- Working with OPD Animal Control and other agencies to establish protocols, resources, and public information and public education (New Pet Preparedness Packet developed by OPD, SPCA and OES)</li> <li>• Volunteer Management Plan-Working with local non-profits, City staff and other groups, to develop a volunteer management system to better utilize or deploy volunteers during emergencies.</li> <li>• Medical Surge Plan- Working with the County and local hospitals to evaluate capacity and gaps; develop viable alternatives for medical treatment areas or care during major emergencies.</li> </ul> <p>Once these plans are developed, they will require training of City staff, training of volunteers and employees of other organizations and tabletop and functional exercises to test the plans, persons and processes.</p>
<b>Position #2</b>	<b>Duties and Responsibilities from April 1, 2007 – December 31, 2007</b>
Emergency Planning Coordinator (Sr.)	<p>This staff person will focus on Citizen Preparedness for outreach targeted to Special Needs Populations and Small-Medium-Large Businesses' Emergency Preparedness in Oakland.</p> <ul style="list-style-type: none"> <li>• Development of training materials for business continuity planning, developing a business emergency plan template, and training business employees for work emergencies and promote individual and family</li> </ul>

	<p>preparedness, so employees will come back to work.</p> <ul style="list-style-type: none"> <li>• Outreach to Oakland Business Associations.</li> <li>• Provide technical assistance to small businesses and associations on a limited basis which includes a facility assessment, cursory plan review and other services.</li> <li>• Work with other City agencies and local non-profits, develop a "Get Ready" or a "Be Ready," campaign for seniors, persons with disabilities and special needs, that is tailored to reach these communities in Oakland. Also, involve the faith based organizations, etc.</li> </ul>
<b>Position #3</b>	<b>Duties and Responsibilities-April 1, 2007- December 31, 2007</b>
Administrative Support	<p>This staff person will provide administrative support to the Emergency Planning Coordinators and the Homeland Security Program Supervisor. Duties will include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Assist in creating, maintaining and archiving Homeland Security Unit (HSU) files, maintain financial and records database, inputting new information, generating quarterly performance reports for the Office of Homeland Security, and reconciling HSU projects.</li> <li>• Prepare HSU project and final reports, assist with and assist with documentation preparation for upcoming grant audits for FY2004 grant audit and FY2005 grant audit, that represents \$9 million dollars in projects, purchases, and services that were awarded to Alameda County, Contra Costa County, BART, EBMUD, and other entities.</li> <li>• Ensure issuance of purchase orders for approved purchases, track invoices, packing slips, and any other supporting documentation. Inventory equipment and supplies purchase by FY 2004, 2005, 2006 grant funds and ensure they are tagged as grant funded equipment.</li> <li>• Respond to inquiries and provide customer service.</li> <li>• Provide word processing for HSU supervisor and emergency planning coordinators, as needed.</li> </ul>
<b>Position #4</b>	<b>Duties and Responsibilities-April 1, 2007- December 31, 2007</b>
Homeland Security Program Supervisor	<p>Duties for this position include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Coordinate, or assist with, all Homeland Security grant programs and activities in the City of Oakland including scheduling and attending meetings of project teams, working groups, participating on work assignment projects or products. Conduct regular follow up with project teams and working groups as needed on outstanding issues/projects.</li> <li>• Supervisor HSU staff.</li> <li>• Coordinate with other Homeland Security grant, programs, and</li> </ul>

	<p>activities in the other Cities and/or region to leverage funding and other resources.</p> <ul style="list-style-type: none"> <li>• Serve as principal contact for the Homeland Security grant project and develop, maintain informational and statistical reports regarding project performance and goal attainment.</li> <li>• Ensure records are properly maintained for internal and external audit.</li> <li>• Write RFPs/RFQs and coordinate any contract activities.</li> <li>• Liaison with the SUASI Oversight Committee and the State Office of Homeland Security.</li> </ul>
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**3. Proposed Spending Plan For Grant Funding Amount of \$497,000**

As previously discussed, there will be \$497,000 of grant funding that can be utilized to purchase equipment, supplies, contract for services and conduct training, as long as the proposed item, service or training enhances regional capabilities related to emergency preparedness, prevention, response, or recovery.

After careful analysis and determination of eligible expenditures, staff recommends the following spending plan, as these purchases would enhance Oakland’s ability to respond to any major emergencies and will also provide a benefit to neighboring cities and the region:

EQUIPMENT/SUPPLIES/SERVICE	COST
Mobile Emergency Communications Support Vehicle	\$385,000
Alternate EOC at the OPD Eastmont Precinct	\$114,000
<b>TOTAL</b>	<b>\$497,000</b>

***Establish a Regional Mobile Emergency Communications Support Vehicle-  
Cost: \$385,000***

The Oakland Fire Department is proposing that the City retrofit 2599 (Haz Mat vehicle), currently slated for replacement in the next budget cycle, and re-outfit it as a Regional Mobile Emergency Communications Support Vehicle.

The anticipated cost of the retrofit is approximately \$85,000 for exterior and interior modifications, before adding the new Communications equipment. The cost of the Communications equipment will be approximately \$300,000. This vehicle would be utilized both in Oakland for moderate to large emergency incidents, as well as a resource to be used within the Bay Area UASI region to enhance interoperable communications.

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In addition, the vehicle, depending on funding availability, would have the potential to also serve as a mobile command post, incident dispatch center, and incident communications support platform during a major emergency.

Currently, the Fire Department has no capability to bring communications support to an incident within Oakland or its surrounding cities. Oakland must currently rely on the County of Alameda for this service, which could be delayed or unavailable depending on the magnitude of the emergency. Additionally, there would be immediate benefit to Oakland Police and Public Works Agency due to the shared radio systems. The vehicle could also house equipment that would allow the region's disparate radio systems to be interoperable for mutual aid incidents.

***Establish an Alternate Emergency Operations Center at the Oakland Police Eastmont Precinct***  
***Cost: \$114,000\****

The establishment of the City of Oakland's Alternate Emergency Operations Center (EOC), to be located at the Eastmont Police Precinct has been noted and City Council members have expressed their desire to have an alternate EOC location.

Providing equipment, supplies and technology for this location would be cost effective and efficient, as there will not be a need to build a new facility or do any major reconstruction or remodeling to the existing facility. Additionally, after staff conducted a vulnerability assessment of the current EOC, it was determined that the Alternate EOC must be located outside the current 2.5 mile evacuation zone identified in the City of Oakland's Hazardous Materials Area Plan.

The current dedicated EOC can only safely and comfortably accommodate up to 100 people at one time. In case of a regional catastrophic event, in order to ensure an effective response from the City of Oakland and any other assisting agencies, the dedicated EOC and the Alternate EOC could be activated simultaneously and concurrently in order to accommodate the number of people needed to coordinate response and recovery efforts. Additionally, the Alternate EOC facility could be used as a regional response asset by other regional agencies should their jurisdictions be impacted by a major emergency not affecting Oakland.

\*The total cost for providing adequate equipment, communications and security is estimated at \$200,000. During the FY2005 UASI grant, the City of Oakland received \$80,000 to purchase some of the equipment and communications needed. Only \$120,000 is needed to complete this project and have a functional Alternate EOC. The remaining \$8,000 could be identified in the Oakland Fire Department general fund budget or funded by the FY2007 SUASI grant funding.



#### **4. The Requirements or Options for Administrative Charges/Central Service Overhead Charges**

In the April 24, 2007, staff requested that the Central Service Overhead (CSO) charges of \$60,147 be waived in order to utilize more of the grant funding for the spending plan purchases.

Staff contacted the State Office of Homeland Security to obtain clarification on Administrative Charges which was information requested by the Finance and Management Committee. The Office of Homeland Security staff informed City staff that:

"CSO" is generally an allowable cost that can be charged against any Federal grant unless (1) a grant specifically prohibits the CSO to be charged, or (2) the City Council, by resolution, waives the CSO against the grant. The CSO charge is a recovery of a prorated share of centralized support costs (e.g. payroll, personnel, accounting, legal, budgeting, etc.) for administering Federal and State grants.

The State Office of Homeland Security grants have no prohibitions against CSO, so long as the rates are reasonable and that the local jurisdiction has in place an OMB A-87 Cost Allocation Plan approved by its cognizant Federal agency. The City of Oakland does have a Cost Allocation Plan in place and approved by its cognizant Federal Agency, the Dept. of HUD.

This report was prepared based on the same set of criteria used for previous UASI grant awards – where CSO costs were waived. It should be noted that all the other cities partnered with Oakland in this Super UASI grant award currently waive CSO costs. Should the request to waive CSO be denied by Council, it would severely impact the Department's ability to complete the projects and purchases outlined in the spending plan. Staff will, for future UASI grant awards, take CSO costs into account when creating the proposed spending plans.

#### **SUSTAINABLE OPPORTUNITIES**

**Economic:** The FY 2006 SUASI grant funds positions and programs through December 31, 2007. The projects that will be worked on by the four (4) full time positions within the program will be completed in phases so that they may be completed by the end of the grant period. The FY 2006 SUASI grant funds earmarked for Oakland will provide new funding for limited duration employment opportunities and also local purchasing opportunities during the grant award period.

**Environmental:** There are no direct environmental benefits as it relates to this grant project.

**Social Equity:** The projects/programs that will be developed and funded by FY 2006 UASI explicitly incorporate consideration for special needs populations which include but are not limited to non-English speaking residents and economically disadvantaged residents. The projects/programs that the four (4.0) full time positions will focus on are: Mass Care, Citizen Preparedness, Business Preparedness and Public Information and Warning. The FY06 SUASI grant projects/programs will also help to ensure social equity during catastrophic incidents.

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**DISABILITY AND SENIOR CITIZEN ACCESS**

At least three of the four FY06 UASI projects/programs that will be Oakland's focus incorporate consideration of persons with disabilities and senior citizens, these projects/programs are: Mass Care, Citizen Preparedness, and Public Information and Warning. All provide specific focus on persons with disabilities and senior citizens to ensure regional equal access during major emergencies.

**RECOMMENDATION(S) AND RATIONALE**

Staff recommends that Council accept the supplemental FY2006 SUASI grant funding information contained within this report.

The City of Oakland is committed to cooperating with our regional partners to detect, prevent, prepare for, respond to, and recover from disasters – both natural and human-made. To sustain and enhance the City of Oakland's ability to effectively carry out the FY06 SUASI grant edicts, it is recommended that the City Administrator or her designee be authorized to enter into an Agreement with the City and County of San Francisco for the distribution of 2006 UASI grant funds and to approve the preliminary spending plan. It is also recommended that Council waive the Central Service Overhead (CSO) fees and the City Administrator or her designee be authorized to administer the programs and activities generated by the FY 2006 SUASI Grant.

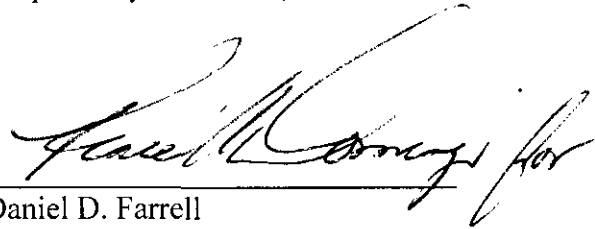
**ACTION REQUESTED OF THE CITY COUNCIL**

Staff requests that Council:

- 1) Accept the supplemental FY2006 SUASI grant funding information contained within this report.
- 2) Accept and Approve "A Resolution Authorizing the City Administrator or her designee to Enter Into An Agreement With the City and County of San Francisco for The Distribution of FY2006 Super Urban Area Security Initiative (SUASI) Grant Funds In The Amount of \$1,380,581, Approve the Preliminary Spending Plan, Waive

Central service Overhead Fees, And Authorize the City Administrator or her designee To Accept, Appropriate and Administer the FY2006 SUASI Grant Allocations And to Expend Funds in Accord With The Preliminary Spending Plan Without Further Council Authorization, Including For The Award of Contracts In Excess OF the City Administrator's Purchasing Authorization, Provide City Bidding Requirements and Purchasing Programs/Policies Are Followed."

Respectfully submitted,



Daniel D. Farrell

Fire Chief

Prepared by:

Renee A. Domingo, Director

Office of Emergency Services and Homeland Security

APPROVED AND FORWARDED TO THE  
FINANCE & MANAGEMENT COMMITTEE:



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# **NIMS Implementation Matrix for Tribal and Local Jurisdictions**

## **(October 1, 2006 – September 30, 2007)**

### **Introduction**

Homeland Security Presidential Directive 5 (HSPD-5) *Management of Domestic Incidents* called for the establishment of a single, comprehensive National Incident Management System (NIMS). The NIMS is a system that improves response operations through the use of the Incident Command System (ICS) and other standard procedures and preparedness measures. It also promotes development of multi-jurisdictional, statewide and interstate regional mechanisms for coordinating incident management and obtaining assistance during large-scale or complex incidents. HSPD-5 dictated that Federal departments and agencies shall make adoption of the NIMS a requirement for the provision of Federal preparedness assistance funds.

HSPD-5 also established and designated the NIMS Integration Center (NIC) as the lead Federal agency to coordinate NIMS compliance. One of the primary functions of the NIC is to ensure NIMS remains an accurate and effective management tool through refining and adapting compliance requirements to address ongoing preparedness needs. To accomplish this, the NIC relies on input from Federal, state, local, tribal, multi-discipline and private authorities to assure continuity and accuracy of ongoing efforts.

As recent events have illustrated, all levels of government as well as community-based organizations and the private-sector must work together to prevent, prepare for, respond to, and recover from any emergency or disaster. NIMS compliance must be an ongoing effort as new personnel must be trained and plans must be revised to reflect lessons learned.

Tribal and local authorities have the primary responsibility in emergencies and disasters situations as the overwhelming majority of emergency incidents are handled on a daily basis by a single jurisdiction. 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. As such, NIMS compliance should be considered and undertaken as a community-wide and nationwide effort. The benefit of NIMS is most evident at the local level, when a community as a whole prepares for and provides an integrated response to an incident. Incident response organizations (to include local public health, public works, emergency management, fire, emergency medical services, law enforcement, hazardous materials, private sector entities, non-governmental organizations, medical organizations, utilities, and others) must work together to comply with NIMS components, policies, and procedures. Implementation of the NIMS in every tribal and local jurisdiction establishes a foundation upon which more advanced homeland security capabilities can be built.

### **Goal**

As NIMS becomes more incorporated into incident management, state/territorial and tribal/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;

# **NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)**

- 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).

The long-term goal of NIMS is to provide state, territorial, local, and tribal jurisdictions with a consistent operational framework for all aspects of incident management. This framework should be sustainable, flexible, and scalable to meet changing incident needs and allow for integration of other resources from various partners through mutual aid agreements.

## **NIMS Compliance**

In previous years, the NIC took steps toward achieving this goal of NIMS implementation and compliance. In October 2005, the NIC disseminated the FY06 NIMS Compliance Requirements Matrices to the state, territory, tribal and local partners. Included was a letter to the nation's governors emphasizing the need to take the initial actions (as described in the matrices) to build a consistent operational framework for the nation. During FY06, states/territories were asked to self-certify their NIMS compliance by completing a NIMS certification form. Some states utilized the National Incident Management Capability Assessment Support Tool (NIMCAST) to assist in determining their NIMS compliance baseline.

The current NIMCAST tool is being redesigned to better meet stakeholder needs. Once released (in early 2007), the NIMCAST will be the preferred tool for use by states to assess NIMS compliance. All jurisdictions will be encouraged to use the NIMCAST to assess their compliance; however, other independently-developed electronic tools may be used for this purpose, provided that those tools can replicate the questions and metrics NIMCAST will assess.

In FY07, the self-certification approach will transition to performance-based questions and a measurement system of "metrics" which were derived, in part, from the required actions for compliance specified in the FY06 matrices. A collaborative approach with various state and local stakeholders was used to develop the metrics. This approach was based on the broad experiences of the subject matter experts from within the stakeholder group. Overall these metrics will measure the specific compliance requirements of state, territorial, tribal, and local jurisdictions for NIMS implementation in a consistent and achievable manner.

The metrics were separated into two categories:

# **NIMS Implementation Matrix for Tribal and Local Jurisdictions**

## **(October 1, 2006 – September 30, 2007)**

- **Tier 1** metrics and questions (**bold type**) were deemed critical to measuring FY07 compliance. The Tier 1 metrics were derived from previously established NIMS requirements, and are fundamental to the success of NIMS implementation.

**All Tier 1 questions require answers in the affirmative to achieve compliance by the end of FY 07.**

- All other metrics and questions (not in bold type) were deemed necessary in establishing a clear path ahead. These metrics and questions form the basis of FY 08 NIMS requirements and will be deemed critical at the end of FY 08. At present, they should be used to assess current implementation activities and revise long-term planning to ensure compliance in FY 08.

**All other questions do not require answers in the affirmative to achieve compliance by the end of FY 07.**

NIMS refinement will continue to evolve as policy and technical issues are further developed and clarified. This may well result in additional requirements being issued by the NIC as to what will constitute NIMS compliance in FY07 and beyond. With the completion of the FY07 actions, state, territorial, local, and tribal governments will have the foundational support for future NIMS implementation and compliance. The effective and consistent implementation of the NIMS nationwide will result in a strengthened national capability to prevent, prepare for, respond to and recover from any type of incident.

### **FY07 Compliance Matrix**

The FY07 NIMS Implementation Matrices have been updated to reflect the transition from self-certification to specific performance-based metrics (see table below). The matrices describe the necessary actions for tribal/local jurisdictions to be compliant with NIMS in FY07 (September 30, 2007). These implementation requirements are in addition to the FY06 NIMS requirements as established in October, 2005. These requirements are available on the NIMS web page at: <http://www.fema.gov/emergency/nims/index.shtm>.

# NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

Specific updates include:

- **New Required Compliance Actions:** These are indicated by “**NEW FOR FY07**” and should be addressed in FY07.
- **Specific Areas of Measure:** This new column indicates the specific areas that will be measured by the NIMS Integration Center. Additionally, areas determined essential to successful NIMS implementation are emphasized in **BOLD** (supporting areas are in regular font).

<b>NIMS Implementation Matrix</b>		
<b>Required Actions for Compliance</b>	<b>Specific Areas of Measure</b>	<b>Guidance and Technical Assistance Resources</b>
<b>Section Title</b>		
Current Compliance Requirement	<ul style="list-style-type: none"> <li>• <b>Essential area required for compliance in FY07</b></li> <li>• Areas to be measured for compliance in FY07</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance and resources to assist in performing the required action</li> </ul>
<b>NEW FOR FY07:</b> New FY07 Compliance Requirement	<ul style="list-style-type: none"> <li>• New area to be developed in FY07 and measured in FY08</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance and resources to assist in performing the required action</li> </ul>

More information on NIMS and NIMS compliance, and answers to frequently asked questions are available on the NIMS Integration Center web page: ([www.fema.gov/emergency/nims/nims.shtm](http://www.fema.gov/emergency/nims/nims.shtm)).

# NIMS Implementation Matrix for Tribal and Local Jurisdictions

## (October 1, 2006 – September 30, 2007)

FY07 Compliance Activities		
Required Actions for Compliance	Specific Areas of Measure	Guidance and Technical Assistance Resources
<b>Community Adoption</b>		
<p>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.</p>	<ul style="list-style-type: none"> <li>• <b>Formal NIMS adoption achieved by tribal/local jurisdictions.</b></li> <li>• <b>Tribal/local jurisdictions promote and encourage NIMS adoption by tribal/local level stakeholders (associations, utilities, NGOs, and appropriate private sectors partners).</b></li> <li>• Tribal/local jurisdictions monitor formal NIMS adoption.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt NIMS through executive order, proclamation, resolution, or legislation as the jurisdiction's official all-hazards, incident response system.</li> <li>• Develop a baseline assessment of the NIMS implementation requirements that your jurisdiction already meets, and using that baseline, develop a strategy for full NIMS implementation and maintenance.</li> <li>• NIMS Capability Assessment Support Tool (NIMCAST): <a href="http://www.fema.gov/nimcast/index.jsp">www.fema.gov/nimcast/index.jsp</a></li> <li>• NIMS Adoption Tools and Templates: <a href="http://www.fema.gov/emergency/nims/nims_toolsandtemplates.shtml">www.fema.gov/emergency/nims/nims_toolsandtemplates.shtml</a></li> </ul>



## NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

<b>FY07 Compliance Activities</b>		
<b>Required Actions for Compliance</b>	<b>Specific Areas of Measure</b>	<b>Guidance and Technical Assistance Resources</b>
<p><b>NEW FOR FY07:</b> Designate a single point of contact within the tribal/local jurisdiction to serve as the principal coordinator for NIMS implementation.</p>	<ul style="list-style-type: none"> <li>• Single point of contact for overall NIMS implementation designated by tribal/local jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider establishing new or leverage existing cross-jurisdictional and cross-discipline advisory group to assist and ensure full implementation of NIMS.</li> <li>• Example: tribal/local representative designated to coordinate NIMS implementation within the tribal/local jurisdiction.</li> </ul>

# NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

FY07 Compliance Activities		
Required Actions for Compliance	Specific Areas of Measure	Guidance and Technical Assistance Resources
<b>Command and Management</b>		
<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 (IAP) and Common Communications Plans (CCP), as appropriate.</p>	<ul style="list-style-type: none"> <li>• <b>Tribal/local responders utilize NIMS-prescribed ICS during all-hazards incident response.</b></li> <li>• Tribal/local responders utilize NIMS-prescribed ICS during preplanned events.</li> <li>• Tribal/local jurisdiction consistently applies NIMS-prescribed ICS to IAPs.</li> <li>• Tribal/local jurisdiction consistently applies NIMS-prescribed ICS to CCPs.</li> <li>• Utilization of ICS verified by exercises.</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalize ICS: Terms and definitions: <a href="http://www.fema.gov/txt/nims/institutionalizing_ics.txt">www.fema.gov/txt/nims/institutionalizing_ics.txt</a></li> <li>• Incorporate concepts and principles of NIMS Chapter II, Command and Management including ICS characteristics such as:               <ul style="list-style-type: none"> <li>• common terminology</li> <li>• modular organization</li> <li>• management by objectives</li> <li>• incident action planning</li> <li>• manageable span of control</li> <li>• pre-designated incident facilities</li> <li>• comprehensive resource management</li> <li>• integrated communications</li> <li>• transfer of command</li> <li>• unity of command</li> <li>• unified command</li> <li>• personnel and resource accountability</li> <li>• information and intelligence management</li> </ul> </li> </ul>

# NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

<b>FY07 Compliance Activities</b>		
<b>Required Actions for Compliance</b>	<b>Specific Areas of Measure</b>	<b>Guidance and Technical Assistance Resources</b>
<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 (ICPs), local 911 Centers, local Emergency Operations Centers (EOCs) and state/territorial EOC.</p>	<ul style="list-style-type: none"> <li>• MACS utilized for preplanned (recurring/special) events, incident-specific hazards, no-notice events and/or specific events.</li> </ul>	<ul style="list-style-type: none"> <li>• NIMS Chapter II, Command and Management.</li> <li>• IS-701 NIMS Multi-agency Coordination System: <a href="http://training.fema.gov/EMIWeb/IS/is701.asp">http://training.fema.gov/EMIWeb/IS/is701.asp</a></li> <li>• FEMA NIMS Training: <a href="http://www.fema.gov/emergency/nims/nims_training.shtm">www.fema.gov/emergency/nims/nims_training.shtm</a></li> <li>• National Emergency Training Center 2006-2007 Training Catalog: Introduction to Unified Command for Multi-Agency and Catastrophic Incidents: <a href="http://www.usfa.dhs.gov/downloads/pdf/nfa/fa-273-nfa.pdf">www.usfa.dhs.gov/downloads/pdf/nfa/fa-273-nfa.pdf</a></li> <li>• Multi-agency Coordination System Best Practices will be available at: <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>
<p><u>Public Information System:</u> 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.</p>	<ul style="list-style-type: none"> <li>• The tribal/local jurisdictions preparedness and emergency plans have provisions for utilizing a NIMS-prescribed PIS including the establishment of:                             <ul style="list-style-type: none"> <li>• Joint Information System (JIS)</li> <li>• Joint Information Center (JIC)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• NIMS Chapter II, Command and Management.</li> <li>• IS-702 National Incident Management Systems (NIMS) Public Information Systems: <a href="http://training.fema.gov/EMIWeb/IS/is702.asp">http://training.fema.gov/EMIWeb/IS/is702.asp</a></li> <li>• Public Information Training (E388, Advanced Public Information Officers and G290, Basic Public Information Officers).</li> <li>• Public Information System Best Practices will be available at: <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>
<p><b>NEW FOR FY07:</b> Ensure that the Public Information System can gather, verify, coordinate, and disseminate information during an incident.</p>	<ul style="list-style-type: none"> <li>• Public Information System can gather, verify, coordinate, and disseminate information during an incident.</li> <li>• Public Information System capability verified by exercises.</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize existing Public Information System and/or other communication systems for best practices and technical aids.</li> </ul>

## NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

<b>FY07 Compliance Activities</b>		
<b>Required Actions for Compliance</b>	<b>Specific Areas of Measure</b>	<b>Guidance and Technical Assistance Resources</b>
<b>Preparedness Planning</b>		
Establish the community's NIMS baseline against the FY05 and FY06 implementation requirements.	<ul style="list-style-type: none"> <li>• <b>Tribal and local jurisdictions have completed NIMS baseline against the FY05 and FY06 implementation requirements.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Assess which NIMS implementation requirements your community already meets.</li> <li>• NIMS Capability Assessment Support Tool (NIMCAST): <a href="http://www.fema.gov/nimcast/index.jsp">www.fema.gov/nimcast/index.jsp</a></li> <li>• NIMS Implementation Plan Tools and Templates: <a href="http://www.fema.gov/emergency/nims/nims_toolsandtemplates.shtml">www.fema.gov/emergency/nims/nims_toolsandtemplates.shtml</a></li> </ul>
Develop and implement a system to coordinate all Federal preparedness funding to implement the NIMS across the community.	<ul style="list-style-type: none"> <li>• <b>DHS Federal Preparedness Funding is being utilized to coordinate tribal/local level preparedness and response activities.</b></li> <li>• Other (non-DHS) Federal Preparedness Funding is being utilized to coordinate Tribal/local level preparedness and response activities.</li> </ul>	<ul style="list-style-type: none"> <li>• A list of the Federal preparedness grant programs that have been reported to the NIC are available on the NIMS web page at: <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> <li>• 2006 Homeland Security Grant Program Guidance: <a href="http://www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf">www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf</a></li> <li>• National Preparedness Goal and National Preparedness Guidance: <a href="http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm">www.ojp.usdoj.gov/odp/assessments/hspd8.htm</a></li> <li>• Catalog of Federal Domestic Preparedness Assistance (CFDA): <a href="http://www.cfda.gov">www.cfda.gov</a></li> </ul>
Revise and update plans and SOPs to incorporate NIMS components, principles and policies, to include planning, training, response, exercises, equipment, evaluation, and corrective actions.	<ul style="list-style-type: none"> <li>• <b>Tribal/local plans, Standard Operating Guidance (SOG) and Standard Operating Procedures (SOPs) are consistent with NIMS and NRP.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Plans and SOP/SOGs have been updated, incorporating lessons learned and best practices from exercises and response operations.</li> <li>• National Response Plan (NRP): <a href="http://www.dhs.gov/nationalresponseplan">www.dhs.gov/nationalresponseplan</a></li> <li>• 2006 Homeland Security Grant Program Guidance: <a href="http://www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf">www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf</a></li> <li>• National Preparedness Goal and National Preparedness Guidance: <a href="http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm">www.ojp.usdoj.gov/odp/assessments/hspd8.htm</a></li> <li>• National Incident Management System (NIMS): <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>

# NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

<b>FY07 Compliance Activities</b>		
<b>Required Actions for Compliance</b>	<b>Specific Areas of Measure</b>	<b>Guidance and Technical Assistance Resources</b>
Participate in and promote intrastate and interagency mutual aid agreements (to include agreements with private sector and non-governmental organizations).	<ul style="list-style-type: none"> <li>• <b>Tribal/local jurisdictions promote the use of interagency and interstate mutual aid agreements within its departments and/or agencies.</b></li> </ul>	<ul style="list-style-type: none"> <li>• EMAC model state-county mutual aid deployment contract: <a href="http://www.emacweb.org/?123">www.emacweb.org/?123</a></li> <li>• EMAC model intrastate mutual aid legislation: <a href="http://www.emacweb.org/docs/NEMA%20Proposed%20Intrastate%20Model-Final.pdf">www.emacweb.org/docs/NEMA%20Proposed%20Intrastate%20Model-Final.pdf</a></li> </ul>
<b>Preparedness Training</b>		
Complete IS-700 NIMS: An Introduction.	<ul style="list-style-type: none"> <li>• <b>Completion of IS-700 by:</b> <ul style="list-style-type: none"> <li>• <b>Entry level first responders and disaster workers</b></li> <li>• <b>First line supervisors</b></li> <li>• <b>Middle management</b></li> <li>• <b>Command and general staff</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• All personnel with a direct role in emergency preparedness, incident management or response must complete this training.</li> <li>• NIMS National Standard Curriculum Training Development Guidance: <a href="http://www.fema.gov/pdf/nims/nims_training_development.pdf">www.fema.gov/pdf/nims/nims_training_development.pdf</a></li> <li>• FEMA NIMS Training: <a href="http://www.fema.gov/emergency/nims/nims_training.shtm">www.fema.gov/emergency/nims/nims_training.shtm</a></li> <li>• IS-700: An Introduction On-line course: <a href="http://training.fema.gov/EMIWeb/IS/is700.asp">http://training.fema.gov/EMIWeb/IS/is700.asp</a></li> <li>• NIMS National Standard Curriculum Training Development Guidance: <a href="http://www.fema.gov/pdf/nims/nims_training_development.pdf">www.fema.gov/pdf/nims/nims_training_development.pdf</a></li> <li>• The NIMS web page provides guidance for who should complete this training: <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>
Complete IS-800 NRP: An Introduction.	<ul style="list-style-type: none"> <li>• <b>Completion of IS-800 A by:</b> <ul style="list-style-type: none"> <li>• <b>Emergency management personnel in Middle management</b></li> <li>• <b>Emergency management personnel in Command and general staff</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• NIMS National Standard Curriculum Training Development Guidance: <a href="http://www.fema.gov/pdf/nims/nims_training_development.pdf">www.fema.gov/pdf/nims/nims_training_development.pdf</a></li> <li>• FEMA NIMS Training: <a href="http://www.fema.gov/emergency/nims/nims_training.shtm">www.fema.gov/emergency/nims/nims_training.shtm</a></li> <li>• IS-800 A NRP: An Introduction On-line course available at: <a href="http://training.fema.gov/EMIWeb/IS/is800a.asp">training.fema.gov/EMIWeb/IS/is800a.asp</a></li> <li>• The NIMS web page provides guidance for who should complete this training. <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>

## NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

<b>FY07 Compliance Activities</b>		
<b>Required Actions for Compliance</b>	<b>Specific Areas of Measure</b>	<b>Guidance and Technical Assistance Resources</b>
Complete ICS-100 and ICS-200 Training.	<ul style="list-style-type: none"> <li>• <b>Completion of ICS-100 by:</b> <ul style="list-style-type: none"> <li>• <b>Entry level first responders and disaster workers</b></li> <li>• <b>First line supervisors</b></li> <li>• <b>Middle management</b></li> <li>• <b>Command and general staff</b></li> </ul> </li> <li>• <b>Completion of ICS-200 by:</b> <ul style="list-style-type: none"> <li>• <b>First line supervisors</b></li> <li>• <b>Middle management</b></li> <li>• <b>Command and general staff</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• ICS 100: <a href="http://www.training.fema.gov/emiweb/IS/is100.asp">www.training.fema.gov/emiweb/IS/is100.asp</a></li> <li>• ICS 100: <a href="http://www.usfa.fema.gov/training/nfa">www.usfa.fema.gov/training/nfa</a></li> <li>• ICS 200: <a href="http://www.training.fema.gov/emiweb/IS/is200.asp">www.training.fema.gov/emiweb/IS/is200.asp</a></li> <li>• ICS 200: <a href="http://www.usfa.fema.gov/training/nfa">http://www.usfa.fema.gov/training/nfa</a></li> <li>• NIMS National Standard Curriculum Training Development Guidance: <a href="http://www.fema.gov/pdf/nims/nims_training_development.pdf">www.fema.gov/pdf/nims/nims_training_development.pdf</a></li> <li>• The NIMS web page provides guidance for who should complete this training: <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>
<b>NEW FOR FY07:</b> Complete ICS-300 and ICS-400 Training.	<ul style="list-style-type: none"> <li>• Completion of ICS-300 by: <ul style="list-style-type: none"> <li>• Middle Management</li> <li>• Command and general Staff</li> </ul> </li> <li>• Completion of ICS-400 by: <ul style="list-style-type: none"> <li>• Command and general Staff</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• FEMA Training FY06 Requirements: <a href="http://www.fema.gov/pdf/nims/06_training.pdf">www.fema.gov/pdf/nims/06_training.pdf</a></li> <li>• FEMA Training Overview: <a href="http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Training.htm">http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Training.htm</a></li> <li>• FEMA Emergency Management Institute: <a href="http://training.fema.gov/EMIWeb/">http://training.fema.gov/EMIWeb/</a></li> <li>• The NIMS web page provides guidance for who should complete this training: <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>

# NIMS Implementation Matrix for Tribal and Local Jurisdictions (October 1, 2006 – September 30, 2007)

FY07 Compliance Activities		
Required Actions for Compliance	Specific Areas of Measure	Guidance and Technical Assistance Resources
<b>Preparedness Exercises</b>		
Incorporate NIMS/ICS into all tribal, local and regional training and exercises.	<ul style="list-style-type: none"> <li>• <b>Tribal/local jurisdictional exercises incorporate NIMS.</b></li> </ul>	<ul style="list-style-type: none"> <li>• DHS Exercise Information: <a href="http://www.ojp.usdoj.gov/odp/exercises.htm">www.ojp.usdoj.gov/odp/exercises.htm</a></li> <li>• Homeland Security Exercise and Evaluation Program (HSEEP) IS-120 Online Course: <a href="http://209.176.175.84/hseep2/IS120/login.asp">http://209.176.175.84/hseep2/IS120/login.asp</a></li> <li>• FEMA NIMS Training: <a href="http://www.fema.gov/emergency/nims/nims_training.shtm">www.fema.gov/emergency/nims/nims_training.shtm</a></li> <li>• NIMS National Standard Curriculum Training Development Guidance: <a href="http://www.fema.gov/pdf/nims/nims_training_development.pdf">www.fema.gov/pdf/nims/nims_training_development.pdf</a></li> </ul>
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"> <li>• <b>Tribal/local jurisdictional exercises evaluate NIMS implementation.</b></li> <li>• <b>Multiple disciplines and multiple jurisdictions participate in exercises.</b></li> </ul>	<ul style="list-style-type: none"> <li>• DHS Exercise Information: <a href="http://www.ojp.usdoj.gov/odp/exercises.htm">www.ojp.usdoj.gov/odp/exercises.htm</a></li> <li>• Homeland Security Exercise and Evaluation Program (HSEEP) IS-120 Online Course: <a href="http://209.176.175.84/hseep2/IS120/login.asp">http://209.176.175.84/hseep2/IS120/login.asp</a></li> <li>• NIMS National Standard Curriculum Training Development Guidance: <a href="http://www.fema.gov/pdf/nims/nims_training_development.pdf">www.fema.gov/pdf/nims/nims_training_development.pdf</a></li> <li>• 2006 Homeland Security Grant Program Guidance: <a href="http://www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf">www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf</a></li> <li>• National Preparedness Goal and National Preparedness Guidance: <a href="http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm">www.ojp.usdoj.gov/odp/assessments/hspd8.htm</a></li> </ul>
Incorporate corrective actions into preparedness and response plans and procedures.	<ul style="list-style-type: none"> <li>• <b>Corrective actions have been incorporated into preparedness and response plans and procedures.</b></li> </ul>	<ul style="list-style-type: none"> <li>• DHS Exercise Information: <a href="http://www.ojp.usdoj.gov/odp/exercises.htm">www.ojp.usdoj.gov/odp/exercises.htm</a></li> <li>• Homeland Security Exercise and Evaluation Program (HSEEP) IS-120 Online Course: <a href="http://209.176.175.84/hseep2/IS120/login.asp">http://209.176.175.84/hseep2/IS120/login.asp</a></li> </ul>

# NIMS Implementation Matrix for Tribal and Local Jurisdictions

## (October 1, 2006 – September 30, 2007)

FY07 Compliance Activities		
Required Actions for Compliance	Specific Areas of Measure	Guidance and Technical Assistance Resources
<b>Resource Management</b>		
Inventory community response assets to conform to homeland security resource typing standards.	<ul style="list-style-type: none"> <li>• <b>Tribal/local jurisdictions have inventoried their response resources.</b></li> <li>• Tribal/local jurisdictions resource typing conforms to DHS standards as identified by the NIC.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Typing Guidance: <a href="http://www.fema.gov/pdf/emergency/nims/resource_typing_qadoc.pdf">www.fema.gov/pdf/emergency/nims/resource_typing_qadoc.pdf</a></li> <li>• IS-703 NIMS Resource Management: <a href="http://www.training.fema.gov/emiweb/IS/is703.asp">www.training.fema.gov/emiweb/IS/is703.asp</a></li> <li>• Propose modifications or new resource definitions to the NIC for inclusion in the resource typing effort.</li> </ul>
To the extent permissible by law, ensure that relevant national standards and guidance to achieve equipment, communication and data interoperability are incorporated into local and tribal acquisition programs.	<ul style="list-style-type: none"> <li>• <b>Tribal/local jurisdiction aligns its acquisitions with state/territorial-level interoperable standards for equipment, communications, and data.</b></li> </ul>	<ul style="list-style-type: none"> <li>• DHS Equipment Program: <a href="http://www.ojp.usdoj.gov/odp/grants_goals.htm">www.ojp.usdoj.gov/odp/grants_goals.htm</a></li> <li>• 2006 Homeland Security Grant Program Guidance: <a href="http://www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf">www.ojp.usdoj.gov/odp/docs/fy2006hsqp.pdf</a></li> <li>• National Preparedness Goal and National Preparedness Guidance: <a href="http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm">www.ojp.usdoj.gov/odp/assessments/hspd8.htm</a></li> <li>• DHS SAFECOM Program: <a href="http://www.safecomprogram.gov/SAFECOM">www.safecomprogram.gov/SAFECOM</a></li> </ul>
<b>NEW FOR FY07:</b> Validate that the inventory of response assets conforms to homeland security resource typing standards and provide to the state/territory as required.	<ul style="list-style-type: none"> <li>• Tribal/local jurisdictions are coordinating with the state/territory to validate the response asset inventory.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Typing Guidance: <a href="http://www.fema.gov/pdf/emergency/nims/resource_typing_qadoc.pdf">www.fema.gov/pdf/emergency/nims/resource_typing_qadoc.pdf</a></li> <li>• FEMA Resource Management Course IS-703: NIMS Resource Management: <a href="http://www.training.fema.gov/emiweb/IS/is703.asp">www.training.fema.gov/emiweb/IS/is703.asp</a></li> <li>• Identify resources to include in a state/territory-wide database to serve as a response asset inventory.</li> </ul>
<b>NEW FOR FY07:</b> Utilize the state/territory response asset inventory for Intra-State Mutual Aid requests, exercises, and actual events.	<ul style="list-style-type: none"> <li>• Tribal/local jurisdictions' response asset inventory utilized for:                             <ul style="list-style-type: none"> <li>• Mutual Aid</li> <li>• Exercises</li> <li>• Actual events</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• FEMA Resource Management Course IS-703: NIMS Resource Management: <a href="http://www.training.fema.gov/emiweb/IS/is703.asp">www.training.fema.gov/emiweb/IS/is703.asp</a></li> <li>• FEMA Introductory EMAC training information: <a href="http://training.fema.gov/EMIweb/downloads/EMAC_Full_Precourse_04_14_05.pdf">http://training.fema.gov/EMIweb/downloads/EMAC_Full_Precourse_04_14_05.pdf</a></li> <li>• Emergency Management Assistance Compact: <a href="http://www.emacweb.org">www.emacweb.org</a></li> <li>• Centers for Disease Control and Prevention support for EMAC: <a href="http://www.bt.cdc.gov/planning/emac/">www.bt.cdc.gov/planning/emac/</a></li> </ul>



# NIMS Implementation Matrix for Tribal and Local Jurisdictions

## (October 1, 2006 – September 30, 2007)

FY07 Compliance Activities		
Required Actions for Compliance	Specific Areas of Measure	Guidance and Technical Assistance Resources
<b>Communication and Information Management</b>		
<p>Apply standardized and consistent terminology, including the establishment of plain language communications standards across public safety sector.</p>	<ul style="list-style-type: none"> <li>Tribal/local jurisdictions implement standardized terminology and plain language for all multi-jurisdictional and/or multi-agency response activities.</li> </ul>	<ul style="list-style-type: none"> <li>Incident response communications (during exercises and actual incidents) should feature plain language commands so they will be able to function in a multi-jurisdiction environment. Field manuals and training should be revised to reflect the plain language standard.</li> <li>'10' codes may continue to be used during non-emergency, internal department communications.</li> <li>The Emergency Management Institute (EMI) is currently developing an independent study and classroom course on NIMS Communication and Information Management. Additional information will be posted on the NIMS Integration Center web page when available at: <a href="http://www.fema.gov/emergency/nims">www.fema.gov/emergency/nims</a></li> </ul>
<p><b>NEW FOR FY07:</b> Develop systems, tools, and processes to present consistent and accurate information to incident managers at all levels (e.g., common operating picture).</p>	<ul style="list-style-type: none"> <li>Common operating picture exists for all incident managers during actual events.</li> </ul>	<ul style="list-style-type: none"> <li>A common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. Integrated systems for communication, information management, and intelligence and information sharing allow data to be continuously updated during an incident, providing a common framework that covers the incident's life cycle across jurisdictions and disciplines. A common operating picture helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.</li> <li>Systems, tools, and/or processes may include written plans and/or functional tools (e.g. tabletop exercises, software).</li> </ul>