

EMERGENCY OPERATIONS PLAN



2022

Arvilla
Emerado
Gilby
Grand Forks
Honeyford
Inkster

Johnstown
Kempton
Larimore
Manvel
McCanna
Mekinock

Merrifield
Niagara
Northwood
Reynolds
Thompson
Turtle River Park

Grand Forks County Emergency Management

DISTRIBUTION LIST

ORGANIZATION

County Commission

Arvilla

Emerado

Gilby

Grand Forks

Honeyford

Inkster

Johnstown

Kempton

Larimore

Manvel

McCanna

Mekinock

Merrifield

Niagara

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Authorities

Public Law 920, the Federal Civil Defense Act, as amended
Public Law 100-707, Robert T. Stafford Disaster Relief and Emergency Act, as amended
Public Law 106-390, Disaster Mitigation Act of 2000
NDCC 37-17.1, the North Dakota Disaster Act of 1985, as amended
FEMA Public Assistance Guide (FEMA 322)

References

Homeland Security Act of 2002

Homeland Security Presidential Directive-5, *Management of Domestic Incidents*

Homeland Security Presidential Directive-8, *National Preparedness*

Department of Homeland Security, National Incident Management System, March 1, 2004

Promulgation Statement

Government at all levels has the responsibility for the protection of life, property and the environment from hazards, which are known to threaten the jurisdiction. Therefore: by the authority of the Grand Forks County Commission, we do hereby order that the Grand Forks County Emergency Operations Plan be put into effect and be promulgated to all appropriate entities in the county. The plan assigns tasks and responsibilities to county and city agencies and establishes a broad concept for conducting preparedness, response and recovery efforts if an emergency or disaster threatens or occurs.

These cities, by resolution, hereby adopt the concepts and conditions set forth by the Grand Forks County Operations Plan.

List of Incorporated Cities

<u>City</u>	<u>Date of Resolution</u>
Emerado	January 6, 2004
Gilby	December 18, 2003
Grand Forks County	August 8, 2003
Inkster	October 28, 2003
Larimore	September 2, 2003
Manvel	September 8, 2003
Niagara	January 6, 2004
Northwood	September 9, 2003
Reynolds	October 6, 2003
Thompson	October 6, 2003

Purpose

The purposes of the Emergency Operations Plan for Grand Forks County/Cities are:

- To define the responsibilities of departments of local government (tribal, county and city) and appropriate private entities; and
- To ensure a coordinated effort using the Incident Command System (ICS) by local, state, and federal government, as well as private response forces, to save lives and to protect property and the environment in the event of an emergency or disaster; and
- To facilitate short-term and long-term recovery activities.

Assumptions

Proper implementation of this plan will reduce or prevent loss of life, damage to property and the environment. Key officials within Grand Forks County are aware of the possible occurrence of any emergency or major disaster and their responsibilities in the execution of this plan.

- A. The county commission and city councils have overall statutory responsibility for the continued use, development and maintenance of this plan. Delegation of responsibilities to department heads does not abrogate the authority of heads of local governments to make necessary decisions or changes to the plan for the protection of life, property and the environment.
- B. The contents of this plan must be known and understood by those people responsible for its implementation. The emergency manager is responsible for briefing personnel and county/city officials concerning their role in emergency management and the contents of this plan in particular.
- C. The plan shall incorporate the use of ICS, allowing flexibility for response to a variety of emergencies;
- D. Department heads are responsible for development and maintenance of their respective functions and tasks in this plan.
- E. In addition, each functional coordinator and task coordinator must maintain supporting standard operation procedures (SOPs) describing how functions/tasks will be accomplished or implemented. SOPs are located at appropriate functional facility locations and will be updated yearly by the appropriate coordinator.
- F. An annual review of this plan will be conducted by all officials involved in its execution. The emergency manager will coordinate this review and any revision and distribution found necessary.
- G. The plan will be tested at least once a year in the form of a simulated emergency exercise in order to provide practical, controlled experience to functional coordinators and task coordinators responsible for plan maintenance and response.

Concept of Organizations

A. General

It is the responsibility of government to protect life, property and the environment from the effects of hazardous events using the five phases of emergency management: preparedness, response, recovery, mitigation and prevention. This plan is based on the concept that the

emergency functions performed by various groups responding to an emergency will generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases.

This plan incorporates the principles of the National Incident Management System (NIMS), a nationwide approach to domestic incidents management; applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. It is not an operational incident management or resource allocation plan. NIMS represents a core set of doctrines, principles, terminology and organizational processes to enable effective, efficient and collaborative incident management at all levels. NIMS provides a consistent nationwide template to enable all government, private-sector and nongovernmental organizations as follows:

Incident Command System (ICS)

The Incident Command System (ICS) is considered the most effective system for managing emergencies. The National Fire Academy ICS can be used as a standard for Emergency Management Operations. The Grand Forks County/Cities subscribes to the use of ICS an important part of NIMS. ICS is a standardized, flexible, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

Unified Command System (UCS)

A Unified Command System, part of ICS, is established upon activation response to an incident. This system agencies with responsibility for the incident to participate in the decision making process. Under a Unified Command, agencies work together through the designated members of the Unified Command to analyze information and establish a common set of objectives and strategies.

Area Command (Unified Area Command)

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

Local government, because of its proximity to these events, has the primary responsibility for emergency management activities. Other levels of government provide resources not available at the local level. If local resources (county, city and private) are not available, the county/city may request assistance through the county emergency management office after the political subdivision has issued a disaster or emergency declaration. When the emergency exceeds county government's capacity to respond, assistance from the state government will be requested through the North Dakota State Division of Emergency Management. After the county has issued a disaster or emergency declaration, the Governor will request federal assistance through a presidential emergency or major disaster declaration. The federal government may provide assistance and resources to the state where needed. Federal assistance may be extended to aid in recovery from major disasters.

The Emergency Operations Center (EOC) will be activated for all incidents requiring a significant dedication of resources and/or extraordinary interagency coordination outside the realm of normal day-to-day emergency situations responded to by law enforcement, fire and EMS agencies.

Day-to-day functions that do not contribute directly to response actions to an emergency may be suspended for the duration of the emergency. The resources and efforts that would normally be required for those functions may be diverted to the accomplishment of emergency tasks by the agency managing the use of the resources.

Hazard-specific appendices are covered in the local multi-hazard mitigation plan, which links to the EOP. The multi-hazard mitigation plan and the EOP are linked in that the multi-hazard plan identifies the prevention measures and the EOP addresses procedures for responding to problems created by the hazards.

B. Continuity of Government

Succession of Leadership

County Commissioners

- Chair
- Vice chair
- Most senior member of commission

City Government

- Mayor or President of City Council
- Most senior member of council

EOC Personnel

- Emergency manager
- Sheriff or Chief Deputy
- Auditor

Line of succession for each agency/department is according to the department rules and/or standard operating procedures. Each county/city functional coordinator will have a designated alternate to fulfill assigned responsibilities.

C. Preservation of Records

The preservation of important records and the taking of measures to ensure continued operations and, if necessary, reconstitution of local government during and after catastrophic disasters or national security emergencies is the responsibility of the executives of each jurisdiction. Records to be preserved should include, at a minimum:

- Records required to protect the rights of individuals. These records include: marriage licenses and divorce papers, property and land titles, tax statements and licenses, and records required by health, fire, law enforcement and public works to conduct emergency operations.
- Records required to re-establish normal government functions and to protect the rights and interests of government. Appropriate department heads will be responsible for securing documents necessary for continuing operation during times of emergencies.

D. Relocation of Government:

All critical facilities at the county and city level such as the EOC, law enforcement, fire and the courthouse should have an alternate location if evacuation becomes necessary. Educational facilities, public works buildings, jails, communications centers, fire halls and law enforcement centers are possible relocation facilities as they already contain considerable communication equipment. EOC will relocate to Public Safety Center in the Grand Forks Industrial Park.

E. Emergency Checklist

The following is a guide for response to all hazards.

Notification/Warning

To alert the general public and persons designated to respond:

1. Notify First Response Agencies
 - Law enforcement
 - Fire
 - Emergency medical services
 - Notify Altru Hospital
 - Notify coroner
2. Establish ICS
3. Initial Assessment of Situation
 - Scene safety
 - Nature of disaster
 - Atmospheric conditions
 - Injuries/fatalities
 - Resources committed
 - Evaluate need for outside assistance
4. Notify EOC/Emergency Manager
5. Initiate Public Warning Systems
 - Outdoor warning sirens
 - Emergency Alert System (EAS)
 - Public loud speaker
 - Public information officer
 - CodeRed
6. Notify functional coordinators
7. Alert Mutual Aid Partners for additional support
8. Notify chief elected officials
9. Notify ND Division of Emergency Management
10. Notify volunteer organizations as needed

Immediate Public Safety

To provide for the safety of people and aid the injured:

1. Initiate actions to reduce current and future hazards
 - Haz-Mat teams (through mutual aid agreements and/or State Radio)
 - Activate bomb squad (through mutual aid agreements and/or State Radio)
2. Evacuation/shelter in place
3. Emergency medical services
 - Triage
 - Decontaminate
 - Transport

- Treat
- 4. Search and rescue
 - Contact EM/NDDDES for Civil Air Patrol Support
- 5. National Guard Civil Support Team
 - Contact for support if appropriate through State Radio

Property Security

To provide protection for public and private property:

- 1. Provide barricades in necessary areas
- 2. Provide traffic and crowd control
- 3. Establish Perimeter Scene Security
- 4. Remove objects that may be ongoing hazards
- 5. Facility security
 - Family Assistance Center
 - Health Facilities (including morgue)
 - EOC
 - Critical Facilities
 - Airports
 - Water/Wastewater facilities
 - Power generation
 - Communication
 - Courthouse/City Hall
 - Public Safety (LE, FD, PSAP)
 - Medical Facilities

Public Welfare

To provide care for people injured or dislocated and assess damage:

- 1. Establish family assistance center
- 2. Establish family reunification area
- 3. Disseminate public information
- 4. Shelter
- 5. Food/water
- 6. Clothing
- 7. Sanitation
- 8. Prescriptions
- 9. Animal welfare and pet evacuation/welfare
- 10. Transportation

Restoration

To bring the necessities of life back to normal:

- 1. Reestablish communication capability ASAP
- 2. Mobilize community resources
- 3. Restore critical facilities
 - Hospitals
 - Law enforcement center
 - Emergency Operation Center
 - Fire
 - Nursing homes
- 4. Restore Utility Services
 - Water/waste water
 - Power

- Electric
- Gas
- Telephone
- 5. Restore transportation arteries
- 6. Decontamination
 - Public infrastructure
 - Homes/businesses

F. Functional and Task Coordinators

Significant responsibilities common to emergencies and disasters are grouped into ten areas, which are termed functions. The departments having responsibility by law or day-to-day resource and operational capability within each of these functions are identified and assigned by specific task/responsibility, and are listed on subsequent pages.

Any county or city agency or department may be assigned an emergency mission. The supervisor of each department is responsible for the accomplishment of an assigned task or function through the development of SOPs located at their facility. Assignment of functions and tasks are listed by functional area. In addition, each department is assigned the following general tasks:

1. Provide personnel, equipment, and facilities on a 24-hour basis.
2. Plan and provide for the safety of employees and protection of public property in the event of an emergency.
3. Coordinate actions with the Grand Forks County Emergency Manager and with departments having related tasks.
4. Train personnel assigned to emergency tasks and participate in exercises to test emergency plans and procedures.
5. Provide for record keeping and documentation of the emergency and actions taken.
6. Prepare damage assessments.

The relationships between departments and functions are portrayed on the Department/Function Chart found on pages 16 and 17. This chart also distinguishes between functional coordination and task coordination responsibilities of various departments.

G. Mutual Aid Agreement

Mutual aid agreements should include the following to ensure NIMS compliance: definition of key terms used in agreements; roles and responsibilities of individual parties; procedures for requesting and providing assistance; procedures, authorities and rules payment, reimbursement and allocation of costs; notification procedures; protocols for interoperable communications; relationships with other agreements among jurisdictions; workers' compensation; treatment of liability and immunity; recognition of qualification and certifications; and sharing agreements, a required. Following is guidance for developing such agreements:

1. In the event of any flood, fire, tornado or other declared local emergency, (natural or man-caused) that cannot be met with the facilities of one of the contracting parties, the other contracting governmental agency agrees, upon request, to furnish aid in coping with such disaster or local emergency to the agency requesting aid upon either an actual or standby basis. The extent of aid to be furnished under this agreement shall be determined solely by the governmental agency or department thereof furnishing such aid, and it is understood that the aid so furnished may be recalled at the sole discretion of the furnishing agency.

2. Details on how to request mutual aid, the name of a coordinator and designated alternates authorized to send and receive such requests, and the lists of equipment and personnel subject to call will be covered by correspondence between the governmental agencies and the departments annually.
3. Personnel who are furnished will work as far as possible under their own supervisors, and equipment furnished will ordinarily be operated by personnel of the agency furnishing the equipment. General directions relative to work will be given by the appropriate officers of the agency receiving such aid. In the event equipment is sent without operators, strict accountability will be maintained, and the receiving official will be responsible for its supervision and the party receiving aid for its safe return.
4. Parties to this agreement shall be required to pay compensation to other parties to the agreement for services rendered hereunder. The receiving party shall pay all fuel oil, incidental repairs, and food and lodging for operators. Equipment operating under the plan developed by the Associated General Contractors shall be reimbursed as outlined in the existing North Dakota Department of Transportation equipment rental rates (Plan Bulldozer), excluding profit.
5. Volunteer personnel must be registered by the sending governmental agency and covered by the worker's compensation insurance of the sending government.
6. It is mutually understood and agreed that this agreement does not relieve any of the parties hereto from the necessity and obligation of providing adequate resources within their own areas, and each party hereto agrees that it shall maintain reasonable and prudent diligence in keeping emergency equipment in its possession up to at least minimum standards of repair.
7. It is further mutually understood and agreed that the provisions of this agreement will be invoked only when, in the opinion of the city council or county commission, it is deemed necessary to declare an emergency or disaster and to request outside assistance because all of the normal facilities at their command have been exhausted, and outside assistance is needed to control the emergency. If an official suspects the situation may require outside aid, the other parties should be informed immediately so that resources can be put on standby status.
8. The agreement shall not be construed as or deemed to be an agreement for the benefit of any third party or parties, and no third party or parties shall have any right of action hereunder for any cause whatsoever. Any services performed or expenditures made in connection with furnishing mutual aid under this agreement by either party hereto shall be deemed exclusively to be for the direct protection and benefit of the inhabitants and property of such party. Any liabilities incurred as a direct result of support of a receiving government shall be borne by the receiving government.
9. Any party to this Mutual Aid Agreement may withdraw at any time, upon 30 days notice to each of the other parties, and thereafter, such withdrawing party shall no longer be a party to this agreement; but this agreement shall continue in force among the remaining parties.

H. Relationship between Local and National Response Plans (As approved by State DES 12/2006)

In the Grand Forks County Emergency Operations Plan, significant responsibilities common to emergencies and disasters are grouped into nine (9) functional areas. The National Response Plan (NRP) has fifteen (15) functional areas called Emergency Support Functions (ESF). Relationships between the local and national plans are outlined on the chart below.

Grand Forks County Emergency Operations Plan	National Response Plan
Functional Areas and Functional Coordinators	Emergency Support Function and ESF Coordinators

<p>Public Works – Grand Forks County Road Superintendent; Public Works</p> <p>Health and Medical – Grand Forks Public Health Department</p> <p>Public Safety/Law Enforcement – Grand Forks County Sheriff’s Department; City Chief of Police</p>	<p>ESF 1: Transportation – Department of Transportation (DOT)</p>
<p>Communications – Grand Forks County Dispatch Center; County 911 Coordinator</p> <p>Warning – Grand Forks County Dispatch Center; City Police Departments</p>	<p>ESF 2: Communications – Department of Homeland Security (DHS)/Information Analysis and Infrastructure Protection (IAIP)/National Communications System (NCS)</p>
<p>Public Works – Grand Forks County Road Superintendent; Public Works</p>	<p>ESF 3: Public Works and Engineering – Department of Defense (DOD)/ U.S. Army Corps of Engineers (USACE)</p>
<p>Public Safety/Fire –Emerado Fire Department, Ferry Township Fire Protection District, Gilby Fire Department, Grand Forks Airport Fire Department, Grand Forks Fire Department, Inkster Fire Protection District, Larimore Fire Department, Niagara Fire Department, Northwood Fire Protection District, Reynolds Fire Protection District and Thompson Fire Protection District.</p>	<p>ESF 4: Firefighting – U.S. Department of Agriculture (USDA)/Forest Service (FS)</p>
<p>Coordination & Control – Grand Forks County Emergency Management and County Commission</p>	<p>ESF 5: Emergency Management – Department of Homeland Security (DHS)/Emergency Preparedness and Response (EPR)/Federal Emergency Management Agency (FEMA)</p>

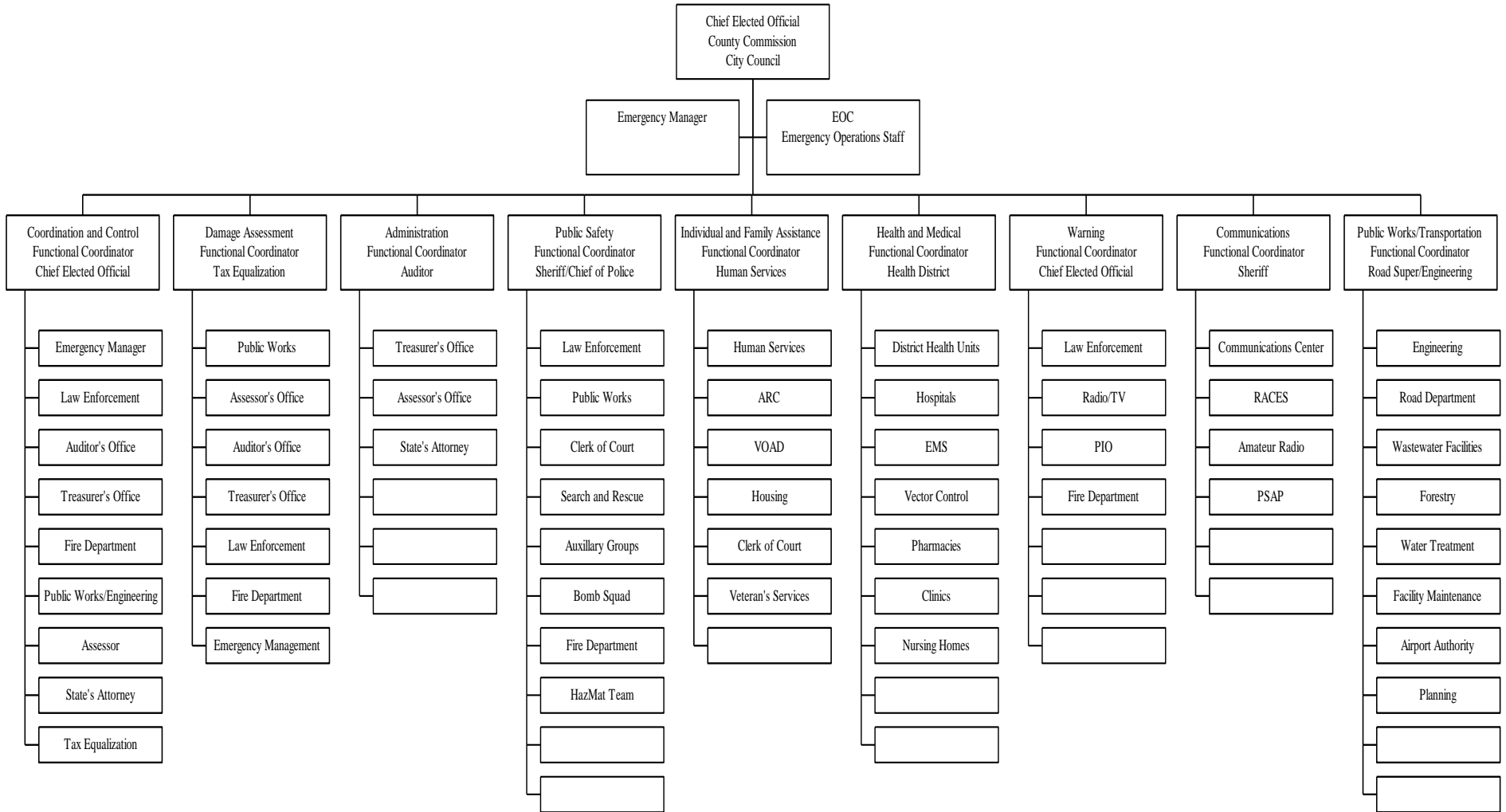
Grand Forks County Emergency Operations Plan	National Response Plan
Functional Areas and Functional Coordinators	Emergency Support Function and ESF Coordinators
<p>Individual & Family Assistance – Grand Forks County Social Service Director; Grand Forks County Red Cross</p>	<p>ESF 6: Mass Care, Housing, and Human Services – Department of Homeland Security (DHS)/Emergency Preparedness and Response (EPR)/ Federal Emergency Management Agency (FEMA)</p>
<p>Administration – Grand Forks County Auditor</p> <p>Coordination & Control – Grand Forks County Commission</p>	<p>ESF 7: Resource Support – General Services Administration (GSA)</p>
<p>Health & Medical – Grand Forks Public Health Department Unit Director</p>	<p>ESF 8: Public Health and Medical Services – Department of Health and Human Services (HHS)</p>
<p>Public Safety/Fire –Emerado Fire Department, Ferry Township Fire Protection District, Gilby Fire Department, Grand Forks Airport Fire Department, Grand Forks Fire Department, Inkster Fire Protection District, Larimore Fire Department, Niagara Fire Department, Northwood Fire Protection District, Reynolds Fire Protection District and Thompson Fire</p>	<p>ESF 9: Urban Search and Rescue – Department of Homeland Security (DHS)/ Emergency Preparedness and Response (EPR)/ Federal Emergency Management Agency (FEMA)</p>

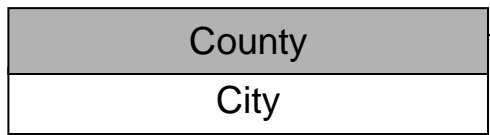
Protection District.	
Public Safety/Fire –Emerado Fire Department, Ferry Township Fire Protection District, Gilby Fire Department, Grand Forks Airport Fire Department, Grand Forks Fire Department, Inkster Fire Protection District, Larimore Fire Department, Niagara Fire Department, Northwood Fire Protection District, Reynolds Fire Protection District and Thompson Fire Protection District.	ESF 10: Oil and Hazardous Materials Response – Environmental Protection Agency (EPA)
Health & Medical – Grand Forks Public Health Department Unit Director, Grand Forks County Extension Agent	ESF 11: Agriculture and Natural Resources – U.S. Department of Agriculture (USDA)
Damage Assessment – County Auditor/Tax Equalization; County Commission Public Works – Grand Forks County Highway Department	ESF 12: Energy – Department of Energy (DOE)
Public Safety/Law Enforcement – Grand Forks County Sheriff’s Department, Grand Forks Police Department, Northwood Police Department.	ESF 13: Public Safety and Security – Department of Homeland Security (DHS), Department of Justice (DOJ)

Grand Forks County Emergency Operations Plan	National Response Plan
Functional Areas and Functional Coordinators	Emergency Support Function and ESF Coordinators
Coordination and Control – Grand Forks County Commission, City Councils of Arvilla, Emerado, Gilby, Grand Forks, Honeyford, Inkster, Johnstown, Kempton, Larimore, Manvel, McCanna, Mekinock, Merrifield, Niagara, Northwood, Reynolds, Thompson, Turtle River Park	ESF 14: Long-term Community Recovery and Mitigation – Department of Homeland Security (DHS)/ Emergency Preparedness and Response (EPR)/ Federal Emergency Management Agency (FEMA)
Coordination and Control – Grand Forks County Commission, City Councils of Arvilla, Emerado, Gilby, Grand Forks, Honeyford, Inkster, Johnstown, Kempton, Larimore, Manvel, McCanna, Mekinock, Merrifield, Niagara, Northwood, Reynolds, Thompson, Turtle River Park	ESF 15: External Affairs – Department of Homeland Security (DHS)

COORDINATION and CONTROL RELATIONSHIP CHART

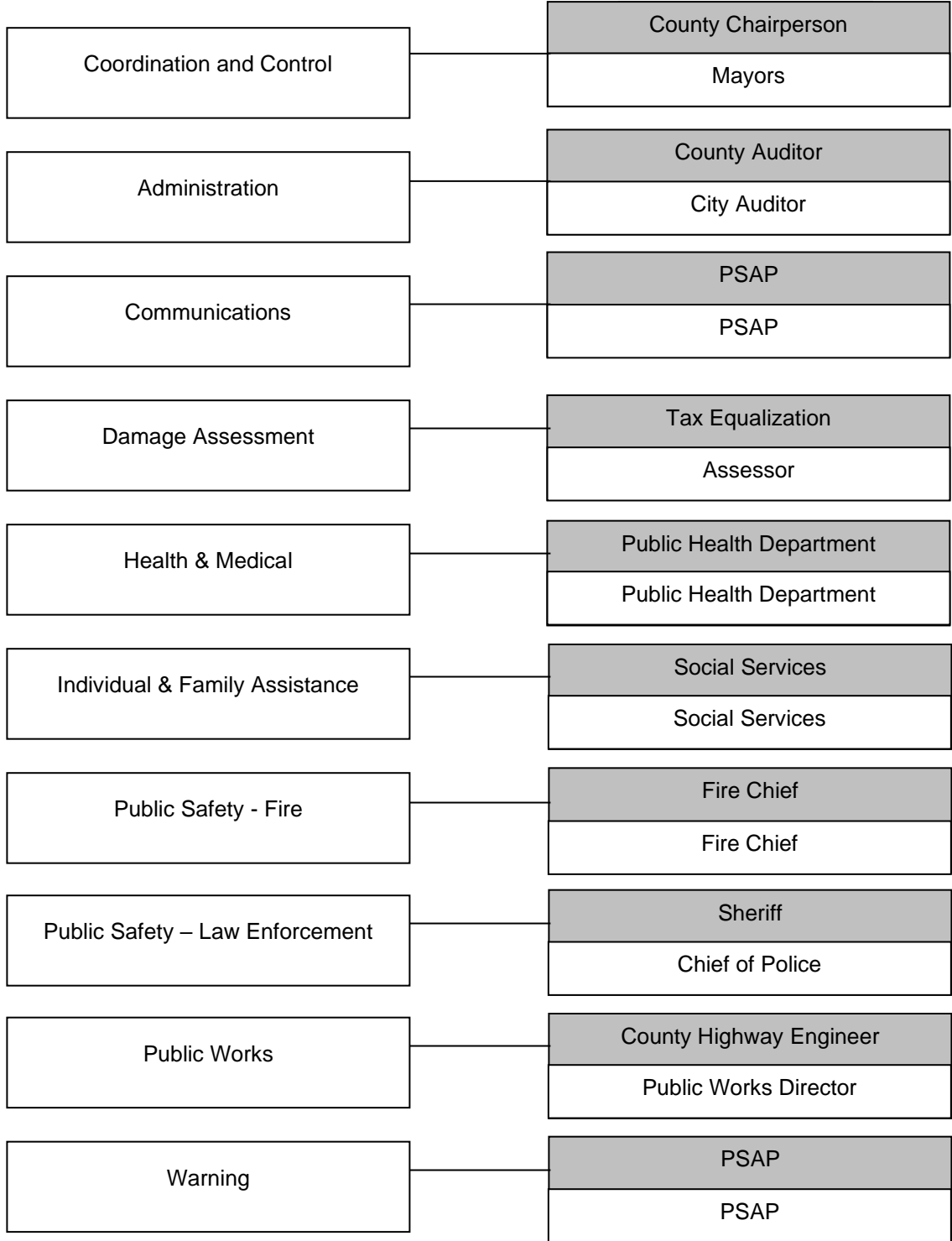
Emergency Management





Emergency / Disaster Responsibility:

Functional Coordinator:



FUNCTIONAL ANNEX CHART GRAND FORKS COUNTY

The relationship between county departments and agencies to functional annexes with the Local Emergency Operations Plan is portrayed on this Functional Annex Chart. Each city will have its own Functional Annex Chart.

F Functional Coordinator Responsibility T Task Coordinator Responsibility Department	Coordination & Control	Administration	Communications	Damage Assessment	Health & Medical	Individual & Family Assistance	Public Safety	County Highway City Public Works	Warning
County Commission	F	T							
Amateur Radio/ARES/RACES			T						
American Red Cross/Salvation Army/ United Way						T			
Auditor	T	F							
Grand Forks PSAP	T		F		T		T		F
Coroner					T				
County Agent	T								
County Highway Department	T			T			T	F	
Grand Forks Public Health Department	T				F	T			
Department Heads	T								
Emergency Manager	T	T		T					
EMS					T				
Fire Chiefs	T				T		F	T	
Humane Society						T			
Information Systems			T						
Northeast Human Services	T				T	T			
Sheriff/Chiefs of Police	T		T				F		F
PIO (Public Information Officer)	T		T	T	T	T	T	T	T
Social Services	T					F			
State Area Warning Officer									F
State's Attorney	T	T				T			
Tax Equalization	T			F					
Water Resource District	T								

FUNCTIONAL ANNEX CHART City Government

The relationship between city departments and agencies to functional annexes with the Local Emergency Operations Plan is portrayed on this Functional Annex Chart. Each city will have its own Functional Annex Chart.

F Functional Coordinator Responsibility T Task Coordinator Responsibility Department	Coordination & Control	Administration	Communications	Damage Assessment	Health & Medical	Individual & Family Assistance	Public Safety	County Highway City Public Works	Warning
Mayor/City Council	F	T							
Amateur Radio/ARES/RACES			T						
American Red Cross/Salvation Army/United Way						T			
Assessor	T			F					
Auditor	T	F		T					
Chief of Police	T		T	T			F		F
City Attorney	T	T				T			
City Engineer	T			T			T	F	
Grand Forks PSAP	T		F		T		T		F
Coroner					T				
Grand Forks Public Health Department	T				F	T			
Department Heads		T							
EMS					T				
Fire Chief	T				T		F	T	
Housing /Urban Development						T			
Information Systems			T						
Northeast Human Services	T					T			
Park District/Forestry	T								
PIO (Public Information Officer)	T		T		T	T	T	T	T
Grand Forks City Public Works				T			T	F	
Social Services						F			
State's Attorney		T				T			
Water Resource District	T								

COORDINATION AND CONTROL

Functional Coordinator: County Commission/City Governing Bodies

Purpose

This function provides procedures for coordinated management of preparedness, response and recovery, continuity of government, emergency operations centers (EOC) and policy making in emergency situations.

The principles of NIMS will enable responders at all jurisdictional levels and across all disciplines to work together more effectively and efficiently.

The primary functional coordinator is the principal executive officer of government for his or her designee in either the city or county. The principal officers are responsible for their respective city or county emergency operations, including assuring continuity of resources. The county commission is responsible for all county emergency operations outside of corporate city limits.

All city and county staff and elected officials are activated during emergency situations and are responsible for carrying out emergency operations and advising chief elected officials, functional coordinators and emergency managers on matters pertaining to their areas of functional responsibility.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Coordination and Control	
Task/Responsibility	Functional Coordinator
Maintain and test all equipment necessary for efficient operations	Emergency Management
Determine alternate EOC as necessary	Emergency Management
Establish training programs for each employee consistent with level of operational responsibility	Department Head
Review and update communications SOPs and communication annex with the emergency manager	PSAP (Public Safety Answering Point)
Participate in disaster exercises	Department Head
Maintain updated version of LEOP	Emergency Management
Maintain SOPs necessary for completion of responsibilities	Department Head
Review and update mutual aid agreements	States/City Attorney
Exercise all functions on a prescribed four-year schedule	Emergency Management
Maintain liaison with key outside agencies that support emergency operations	Emergency Management
Initiate public awareness campaigns on possible hazards	Department Head
Response Phase: Coordination and Control	
Task/Responsibility	Functional Coordinator
Activate the EOC	Department Head
Conduct initial situation assessment	PSAP
Initiate priority disaster operations based on initial situation assessment	County Commission/City Council
Establish schedule of emergency operations staffing	Department Head
Provide daily briefings and review of emergency staff assignments	Emergency Management
Provide ongoing and final situation reports to ND Division of Emergency Management	Emergency Management
Designate on-scene coordinators	Department Head
Issue a local emergency/disaster declaration, if necessary	County Commission/Mayor
Coordinate emergency operations with incident commander	Department Head
Authorize the purchase of emergency supplies, as necessary	Auditor
Identify and coordinate the use of food/fuel/supply sources for the EOC	Emergency Management
Utilize Mutual Aid Agreement, as necessary	Department Head
Provide for continuity of government	County Commission/Mayor

Coordinate and disseminate disaster-related public information or appoint a PIO (public information officer)	Public Information Officer
Request specific outside assistance from ND Department of Emergency Management	County Commission/City Council
Issue resolutions affecting the emergency/disaster situations to facilitate local emergency operations (i.e. curfews, policies and other controls)	County Commission/Mayor
Direct utilization of support resources provided by government and/or private sectors	Department Head
Support coordination and control and EOC to assess emergency/disaster situation	Department Head
Coordinate evacuation activities	Sheriff/Police Department
Recovery Phase: Coordination and Control	
Task/Responsibility	Functional Coordinator
Conduct damage assessment	Assessor/Tax Equalization
Determine when and how evacuees may return to disaster/risk area	Sheriff/Police Department
Appoint coordinating and operations personnel for recovery duties	Department Head
Prepare hazard mitigation recommendations and submit after action report to the county/city governing bodies	Department Head
Reduce EOC hours or close, as appropriate	Emergency Management
Provide counseling and other mental health services to emergency response personnel, as appropriate	Northeast Human Services

ADMINISTRATION

Functional Coordinator: County Auditor/City Auditor

Purpose

This function provides procedures for preparedness, response and recovery to maintain and record all public documents that may be impacted by a disaster.

The functional coordinator will provide a system to carry out the legal, fiscal and administrative responsibilities necessary to maintain the continuity of government and records management as prescribed by law. In addition, the functional coordinator will support EOC operations through administrative support to log all activities taken during an emergency or disaster situation.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Administration	
Task/Responsibility	Functional Coordinator
Issue key emergency workers identification cards	Sheriff/Police department
Provide emergency operations and records management training to all personnel	Auditor
Ensure all records are appropriately stored or backed up for preservation	Auditor
Participate in disaster exercises	Auditor
Review and update communications SOPs and communication annex with the emergency manager	PSAP (Public Safety Answering Point)
Maintain record of all staff contact numbers	Auditor
Response Phase: Administration	
Task/Responsibility	Functional Coordinator
Advise local officials on legal actions that they may exercise in handling emergency situations	States/City Attorney
Promulgate curfew, policies and other controls, as are legal and necessary	County Commission/Mayor
Initiate record keeping and documentation	Auditor
Relocate and reactivate administration staff in host area in the event of evacuation	Auditor
Provide specialized computer services and technical assistance to local departments for response and recovery operations	Auditor
Provide accountant services upon activation of the EOC to track all expenditures relative to any disaster or emergency	Auditor
Represent the county in legal proceedings in which the county/city may be involved as a result of an emergency or disaster	States/City Attorney
Advise departments of local government on maintenance and security of vital records during an emergency or disaster situation	Auditor
Receive, process and maintain all official documentation of executive decisions and/or actions that affect the emergency or disaster situation	Auditor

Recovery Phase: Administration

Task/Responsibility	Functional Coordinator
Rescind unneeded emergency policies; cancel state of emergency when appropriate	Auditor
Maintain necessary statistical data, reports and legal forms in accordance with existing laws and regulations	Auditor
Maintain records on amounts of disaster spending	Auditor

COMMUNICATIONS

Functional Coordinator: Public Safety Answering Point Director

Purpose

This function provides procedures for preparedness, response and recovery to establish the ability to communicate between direction and control authorities and between coordinating authorities and response organizations for an effective and coordinated response and recovery. Should the day-to-day communication systems become unavailable, alternate systems will be planned and implemented.

The functional coordinator has the responsibility, within financial and technical restraints, to establish, use, maintain and manage the emergency communication network and to ensure that it is protected from hazards that may reduce its effectiveness. Standard operating guidelines should be developed to ensure consistency. This communications network includes back-up systems that are capable of supporting county-wide disaster operations, utilizing all available public and private communication systems, such as ARES, RACES and amateur radio, within the county. Dispatchers have the responsibility to follow established procedures.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Communications	
Task/Responsibility	Functional Coordinator
Identify vulnerable communication locations	PSAP (Public Safety Answering Point)
Review communications resource requirements	PSAP
Review and update communications SOPs and communication annex with the emergency manager	PSAP
Identify/verify agreements with private and public sector agencies to augment communications capabilities	PSAP
Ensure testing and maintenance of communications equipment	PSAP
Maintain list of licensed amateur operators within the county	Emergency Management
Instruct staff on contents and use of message handling system	PSAP
Ensure availability of message forms	Emergency Management
Participate in disaster exercises	PSAP
Renew radio licenses as required	Department Head
Response Phase: Communications	
Task/Responsibility	Functional Coordinator
Alert communications personnel, as needed	PSAP
Advise functional coordinators of communications status	PSAP
Ensure communication capability for:	
➤ Teletype	PSAP
➤ Emergency Alert System (EAS)	PSAP
➤ Interactive Video Network (IVN)	IT
➤ Pagers	PSAP
➤ Spotter network	PSAP
➤ Amateur radio, RACES	EM
➤ NOAA Weather Radio for civil emergency message	
➤ Public safety radio channels	PSAP
➤ Cellular phones	PSAP
➤ Sirens	Department Head
➤ NAWAS	PSAP
➤ Fax	PSAP
➤ Telephone	IS/Administrative
➤ Local Area Networks (LAN)	IS
➤ Modems (email)	IS
Provide supplemental emergency communications	RACES/ARES
Keep log of activities performed by all task coordinators and update incoming shifts	PSAP

Recovery Phase: Communications

Task/Responsibility	Functional Coordinator
Maintain communications with state government and adjacent communities	PSAP
Maintain log of communication activity	PSAP
Prepare report of communication activities during disaster situation	PSAP
Assess disaster effects on communications facilities and systems	PSAP
Report status of communications system to emergency management coordinator	PSAP
Analyze and revise SOPs	PSAP

DAMAGE ASSESSMENT

Functional Coordinator: Tax Equalization Director/City Assessor

Purpose

This function describes the uniform damage assessment process to document damage from incidents or disasters in North Dakota. An extensive damage assessment is necessary to support requests for future planning, response and recovery programs offered at the state and federal levels. An accurate damage assessment will also support post disaster mitigation efforts that could result in building codes and land-use regulations, which, in turn, could reduce structural damage from future events.

The functional coordinator will act as a central contact for gathering necessary information as to severity, magnitude and overall impact of an emergency or disaster situation. The coordinator will submit completed applicable damage assessment forms (ND Disaster Procedures Handbook) and photos and maps of damaged areas to the North Dakota Division of Emergency Management when damages first occur and when local government requests outside assistance.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Damage Assessment	
Task/Responsibility	Functional Coordinator
Attend training in the damage assessment process and procedures	County Tax Equalization/City Assessor
Establish damage assessment teams	County Tax Equalization/City Assessor
Train damage assessment teams	County Tax Equalization/City Assessor
Purchase supplies/equipment for damage assessment team	County Tax Equalization/City Assessor
Establish tracking system for use during all phases of damage assessment	County Tax Equalization/City Assessor
Maintain current maps of the city/ county	Highway Dept/City Engineer
Maintain supply of forms needed for each phase of damage assessment	County Tax Equalization/City Assessor
Develop list of critical facilities and special needs in the county	Emergency Management
Review and update communications SOPs and communication annex with the emergency manager	County Tax Equalization/City Assessor
Participate in disaster exercises	County Tax Equalization/City Assessor
Distribute to city and county offices ND Disaster Procedures Handbook	Emergency Management
Response Phase: Damage Assessment	
Task/Responsibility	Functional Coordinator
Notify damage assessment teams and other agencies with damage assessment responsibilities	County Tax Equalization/City Assessor
Assign EOC damage assessment staff	County Tax Equalization/City Assessor
Define perimeter of disaster area	County Tax Equalization/City Assessor
Brief local emergency services of initial damage assessment procedures and requirements	County Tax Equalization/City Assessor
Ascertain safety of affected areas prior to allowing field teams in for damage assessment	Sheriff/Police Department
Coordinate and compile damage reports from damage assessment teams (private, public, and agricultural) and advise coordination and control group	County Tax Equalization/City Assessor
Keep log of activities performed by all task coordinators and update incoming shifts	Auditor
Contact city and county offices to notify them of the need and deadline for providing records of emergency work expense	County Tax Equalization/City Assessor

Recovery Phase: Damage Assessment

Task/Responsibility	Functional Coordinator
Complete the preliminary damage assessment within 36 hours from the incident and submit to EOC	County Tax Equalization/City Assessor
Compile priority list for emergency repairs and submit to EOC	County Highway Department/City Engineer
Identify areas needing debris removal and provide information to public works/engineering department	Sheriff/Police Department
Identify areas with damaged transportation routes and coordinate with law enforcement to determine alternate routes	County Highway Department/Public Works
Identify areas needing restoration of utilities and coordinate with utility services to restore service	County Highway Department/Public Works
Complete final damage assessment summary within seven days from the incident and submit to NDDEM	County Tax Equalization/City Assessor
Provide assessment information on damage to public parks and trees	Parks Department
Coordinate support for state and federal public damage inspection teams	Emergency Management
Assist in preparation of requests for state and federal assistance	Emergency Management

HEALTH AND MEDICAL

Functional Coordinator: City/County Public Health Director

Purpose

This function provides procedures for preparedness, response and recovery to provide health, medical care and environmental analysis during an emergency or disaster situation.

The functional coordinator will provide the necessary components to ensure ongoing environmental sanitation, disease control, ambulance services, support to hospitals, mortuary services and protection against contamination of food and water supplies.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Health and Medical	
Task/Responsibility	Functional Coordinator
Review plans	Grand Forks Public Health
Coordinate anticipated requirements with area hospitals	Grand Forks Public Health
Establish number of additional patients the hospital and nursing homes could receive in the county	Grand Forks Public Health
Establish number of patients hospitals in surrounding areas could receive	Grand Forks Public Health
Review procedures at hospitals designated for monitoring and decontaminating incoming patients (chemical and radiation.)	Grand Forks Public Health
Coordinate with EMS/rescue squads the number of ambulances available to support an evacuation of the hospital or nursing homes, if required	Grand Forks Public Health
Coordinate alternate patient transportation resources (city transportation, school buses, vans, etc.) if equipped	Grand Forks Public Health
Coordinate availability of facilities to be used for emergency medical care	Grand Forks Public Health
Confer with Social Services to identify disabled individuals that may need medical assistance in the event of evacuation or disaster	Individual and Family Assistance
Coordinate with law enforcement for emergency transportation for medical personnel to critical medical facilities in the event roads are impassable	Sheriff/Police Department
Radiological/HazMat emergencies	Grand Forks Public Health/Fire Department
Coordinate anticipated lab support	Grand Forks Public Health
Coordinate anticipated personnel requirements for inspections	Grand Forks Public Health
Coordinate with Red Cross for lodging and feeding, if required	Social Services
Coordinate with medical coordinator and shelter coordinator in reviewing assignments of EMS personnel to shelters to ensure emergency medical capabilities	Grand Forks Public Health
Review and update communications SOPs and communication annex with the emergency manager	Grand Forks Public Health
Determine requirement for inspections of mass care facilities for public health and safety	Grand Forks Public Health
Participate in disaster exercises	Grand Forks Public Health
Plan implementation of inspections and gathering of samples to assess any public health threats or adverse environmental impacts	Grand Forks Public Health

Response Phase: Health and Medical	
Task/Responsibility	Functional Coordinator
Maintain liaison between public health coordinator, medical command officer and local government officials	Emergency Management
Coordinate medical resource requirements with the EOC	Emergency Management
Advise local officials to request the Governor to waive occupancy regulations of hospital and nursing homes, if necessary	Grand Forks Public Health
Coordinate activities and resource requirements with the emergency manager	Grand Forks Public Health
Coordinate requirements for mental health counseling	Northeast Human Services
Coordinate requirements for communicable disease prevention or control	Grand Forks Public Health
Coordinate requirements for mortuary services	Coroner
Implement gathering of samples (food, water, soil, etc.) as required	Grand Forks Public Health
Provide potable water for drinking, if required	Grand Forks Public Health
Establish medical command	Grand Forks Public Health
Coordinate the mechanisms for analyzing any suspect samples	Grand Forks Public Health
Report findings and recommend actions to the communicable disease officer or local officials, as applicable	Grand Forks Public Health
Advise mortuary coordinator in the event emergency interment is required	Grand Forks Public Health
Keep log of activities performed by all task coordinators and brief oncoming shifts of actions.	Grand Forks Public Health
Initiate prescribed vector control measures to ensure public health and safety	Grand Forks Public Health
Recovery Phase: Health and Medical	
Task/Responsibility	Functional Coordinator
Assembles key medical personnel for analysis of all medical operations	Grand Forks Public Health
Complete required reports	Grand Forks Public Health
Recommend changes of the Local Emergency Operations Plan to the emergency manager	Grand Forks Public Health
Advise as to safety regarding public health of citizens reoccupying areas	Grand Forks Public Health
Coordinate the disposal of animal remains	Grand Forks Public Health
Assemble public health personnel for analysis of all public health operations	Grand Forks Public Health

INDIVIDUAL AND FAMILY ASSISTANCE

Functional Coordinator: County Social Services Director

Purpose

This function provides procedures for preparedness, response and recovery to meet the basic and special human needs of individuals and families impacted by emergency or disaster situations.

The functional coordinator will use necessary means to coordinate the use of volunteer groups to meet the tasks set forth in this function. Additionally, the coordinator will provide organizational support for donations management and coordinate the use and registration of volunteers for emergency operations.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Individual and Family Assistance	
Task/Responsibility	Functional Coordinator
Provide public awareness campaigns for individual and family protection at home during disasters	Emergency Management
Identify facilities suitable for shelters, disaster assistance centers, pet care centers, aid stations and temporary morgues	Social Services/Grand Forks Public Health
Recruit and train personnel to effectively manage response and assist citizens affected by disaster	Red Cross/Social Services
Identify personnel to use for assistance	Social Services
Develop and implement agreements with local businesses, service organizations and response agencies to supply goods and services during disasters	Social Services
Inventory medical supplies on hand and suppliers for restocking as needed	Grand Forks Public Health /EMS
Assign and train a representative to act as part of the assessment team to determine needs of citizens at time of disaster	Social Services
Recruit personnel for emergency management training offered by government, academic institutes and private organizations	Emergency Management
Identify special planning considerations for special needs populations	Northeast Human Services
Prepare and maintain current up-to-date pre-done and generic media releases	Public Information Officer
Review and update communications SOPs and communication annex with the emergency manager	Social Services
Participate in disaster exercises	Social Services
Prepare a registration and contact plan for citizens to enlist in services when available	United Way
Response Phase: Individual and Family Assistance	
Task/Responsibility	Functional Coordinator
Set up operations area, obtain necessary EOC organization chart, floor plan and telephone list	Emergency Management
Coordinate the release and dissemination of all public information with the EOC	Public Information Officer
Assure that resources for citizens' emotional and financial support are accessible and known (insurance agents, local ministry, local nonprofit organizations)	Social Services
Activate shelters and shelter personnel, ensure food, potable water, clothing and other basic needs are provided for the citizens of the disaster/event	Red Cross/Salvation Army

Liaison with government agencies and other organizations providing human services	Social Services
Facilitate and coordinate with EOC and county emergency management office.	Social Services
Provide service and support to the operations and personnel in the Family assistance center	Northeast Human Services
Maintain logs to support documentation, expenditures, situation status, resource allocations and reports	Department Head
Activate and implement pet care center plans	Humane Society
Request state/federal assistance through county emergency manager	County Commission/Mayor
Procure required resources to sustain operations	Department Head
Determine potential public health and environmental hazards	Health Department
Conduct periodic briefings for the personnel and participate in EOC briefings as required or requested	Social Services
Inform field units of all locations of shelters, aid facilities and other pertinent facilities and provide updates to relief personnel as they come on duty	Social Services
Keep log of activities performed by all task coordinators and update incoming shifts	Social Services
Coordinate with members of clergy for emergency sheltering and counseling	Social Services
Recovery Phase: Individual and Family Assistance	
Task/Responsibility	Functional Coordinator
Provide temporary housing for persons in shelters	Housing Authority
Reunite families and pets	Humane Society
Apply for state and federal assistance programs	County Commission/Mayor
Provide service and support to the operations and personnel in the Family Assistance Center	Red Cross/Salvation Army
Assist citizens with recovery needs as necessary	Social Services
Participate in damage assessment	Northeast Human Services
Provide information regarding recovery programs, if necessary	Public Information Officer
Provide crisis counseling to response agencies and victims	Northeast Human Services

FIRE

Functional Coordinator: Fire Chiefs

Purpose

This function provides procedures for preparedness, response and recovery to provide a coordinated effort for the immediate protection of life and property.

The functional coordinator will provide direction to coordinate the actions of fire departments, search and rescue units and hazardous materials response teams. Through unified command under the Incident Command System (ICS) responders will ensure the immediate safety of all citizens, protect public and private property, conduct haz-mat assessment and provide protection for essential industries, supplies and facilities for any type of disaster.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Fire	
Task/Responsibility	Functional Coordinator
Review mutual aid agreements	Fire Department
Review and update emergency staff assignments	Fire Department
Determine available resources	Fire Department
Alert personnel to be on standby status	Fire Department
Coordinate activities with county emergency manager	Fire Department
Coordinate communications requirements with communications officer	Fire Department
Check readiness of all equipment	Fire Department
Coordinate emergency ID for all Fire/EMS personnel	Sheriff's Office/Police Department
Prepare for possible shortage of water, electricity, chemicals and fuel	Fire Department
Accomplish inspections of shelter/emergency lodging facilities for safety	Fire Department
Review procedures for decontamination/universal precautions	Fire Department
Develop plans for utilizing volunteers	Fire Department
Provide refresher training in traffic control procedures	Fire Department
Provide training for volunteers	Fire Department
Coordinate procedures with health and medical functional coordinator in the event of a mass casualty incident	Fire Department
Review and update communications SOPs and communication annex with the emergency manager	Fire Department
Review fire SOGs	Fire Department
Participate in disaster exercises	Fire Department
Response Phase: Fire	
Task/Responsibility	Functional Coordinator
Provide for decontamination centers, as needed	Fire Department
Notify emergency manager of additional requirements	Fire Department
Coordinate inspection of affected buildings for safety, as soon as possible	Fire Department
Coordinate with public works for utilities shut off, as required	Fire Department
Provide damage reports to EOC	Fire Department
Coordinate and assist law enforcement with traffic and crowd control areas	Fire Department
Consult with Chemtrec (Hazmat Incident/Accident)	Fire Department
Coordinate urban search and rescue efforts for collapsed	Fire Department

buildings	
Assist warning function	Fire Department
Advise field units of hazardous conditions	Fire Department
Request additional communication support	Fire Department
Maintain log of activities and itemize financial expenditure records	Fire Department
Maintain status record of manpower, vehicles and equipment	Fire Department
Assign personnel to traffic control points in the event of evacuation	Sheriff/Chief of Police, Fire Departments
Request mutual aid and other resources as necessary	Fire Department
Establish on-site command post and communication	Fire Department
Establish media briefing area and information	Public Information Officer
Keep log of activities performed by all task coordinators and update incoming shifts	Fire Department
Define area to be involved in urban search and rescue operations	Fire Department

Recovery Phase: Fire

Task/Responsibility	Functional Coordinator
Review and analyze fire operations and update plan with any changes in procedures	Fire Department
Accomplish equipment checks and maintenance on all equipment	Fire Department
Replenish depleted supplies	Fire Department
Complete administrative and fiscal reports, as required	Fire Department
Assist law enforcement with traffic control, where possible	Fire Department
Provide public safety fire coordinator with log of fire operations	Fire Department
Return borrowed equipment and acknowledge assistance	Fire Department

PUBLIC SAFETY

Functional Coordinator: Sheriff/Chiefs of Police

Purpose

This function provides procedures for preparedness, response and recovery to provide a coordinated effort for the immediate protection of life and property.

The functional coordinator will provide direction to coordinate the actions of law enforcement through Unified Command under the Incident Command System (ICS). Responders will ensure the immediate safety of all citizens, maintain law and order, protect public and private property and provide protection for essential industries, supplies and facilities for any type of disaster.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Public Safety	
Task/Responsibility	Functional Coordinator
Complete daily assessments on special events, weather reports, road closures, fire danger or other factors that may influence operations	Sheriff/Police Department
Review mutual aid agreements	Sheriff/Police Department
Review and update emergency staff assignments	Sheriff/Police Department
Determine available resources	Sheriff/Police Department
Alert personnel to be on standby status	Sheriff/Police Department
Coordinate activities with county emergency manager	Sheriff/Police Department
Coordinate communications requirements with PSAP	Sheriff/Police Department
Check readiness of all equipment	Sheriff/Police Department
Coordinate emergency ID for all on-scene personnel	Sheriff/Police Department
Prepare for possible shortage of water, electricity, chemicals and fuel	Sheriff/Police Department
Develop plans for utilizing volunteers	Sheriff/Police Department
Coordinate with social services to determine locations of special needs groups (handicapped, elderly, transients) that may need special consideration. Provide assistance as needed	Sheriff/Police Department
Provide refresher training in traffic control procedures	Sheriff/Police Department
Provide training for volunteers	Sheriff/Police Department
Assist in the coordination of special transportation requirements for special needs groups (handicapped, infirm, etc.)	Northeast Human Services
Coordinate security procedures with health and medical function in the event of a mass casualty incident	Sheriff/Police Department
Review law enforcement SOPs	Sheriff/Police Department
Review procedures for transporting/guarding prisoners	Sheriff
Identify potential traffic and security problems and determine law enforcement actions	Sheriff/Police Department
Identify essential facilities needing security	Sheriff/Police Department
Review and update communications SOPs and communication annex with the emergency manager	Sheriff/Police Department
Participate in disaster exercises	Sheriff/Police Department
Coordinate evacuation planning and procedures	Sheriff/Police Department
Review policies for animal control	Sheriff/Police Department

Response Phase: Public Safety	
Task/Responsibility	Functional Coordinator
Notify emergency manager of additional requirements	Sheriff/Police Department
Provide damage reports to EOC	Sheriff/Police Department
Coordinate with public works for priority debris clearance areas	Sheriff/Police Department
Set up initial hazard area perimeter until further assessment is provided	Sheriff/Police Department
Coordinate with fire services if evacuation is required	Sheriff/Police Department
Assist warning function	Sheriff/Police Department
Advise on road closures and parking restrictions	Sheriff/Police Department
Advise field units of hazardous conditions	Sheriff/Police Department
Coordinate search efforts involving lost or missing persons, fugitives and bomb threats	Sheriff/Police Department
Assign security personnel to shelters, as necessary	Social Services
Request additional communication support as required	Public Safety Answering Point
Authorize assistance to support other law enforcement agencies, as appropriate	Sheriff/Police Department
Keep log of activities performed by all task coordinators and update incoming shifts	Sheriff/Police Department
Maintain status record of manpower, vehicles and equipment	Sheriff/Police Department
Assign personnel to traffic control points in the event of evacuation	Sheriff/Police Department
Provide security to affected areas, as needed	Sheriff/Police Department
Request mutual aid and other resources as necessary	Sheriff/Police Department
Establish on-site command post and communication	Sheriff/Police Department
Establish media briefing area and information	Public Information Officer
Recovery Phase: Public Safety	
Task/Responsibility	Functional Coordinator
Review and analyze law enforcement operations and update plan with any changes in procedures	Sheriff/Police Department
Accomplish equipment checks and maintenance on all equipment	Sheriff/Police Department
Replenish depleted supplies	Sheriff/Police Department
Complete administrative and fiscal reports, as required	Sheriff/Police Department
In the event of evacuation, establish traffic control for return of population and resources	Sheriff/Police Department
Provide law enforcement functional coordinator with log of law enforcement operations	PSAP
Assist with return of special needs groups, if required	Sheriff/Police Department
Return borrowed equipment and acknowledge assistance	Sheriff/Police Department

PUBLIC WORKS

Functional Coordinator: County Highway Engineer/City Public Works Director

Purpose

This function provides procedures for preparedness, response and recovery to provide a coordinated effort for maintenance, replacement and/or repair of public works facilities and services during and after an emergency or disaster situation.

The basic operational concept is to provide uninterrupted critical services during all situations. Priority actions will be taken to restore critical utility services, provide for debris removal, coordinate movement of transportation networks and protect and repair the infrastructure of the jurisdiction.

The functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Public Works	
Task/Responsibility	Functional Coordinator
Develop and maintain individual departmental emergency plans and procedures	County Highway/City Public Works
Develop and maintain inventory of individual departmental resources	County Highway/City Public Works
During increased readiness or warning periods, alert all operational departments and put personnel on standby status	County Highway/City Public Works
Assemble key departmental personnel	County Highway/City Public Works
Advise resource members of anticipated needs and support required	County Highway/City Public Works
Determine availability, quantity and procedures to obtain sandbags in coordination with Emergency Management	Emergency Management
Assist in development of general resolution to permit access for emergency stream bank/dike repair	City Public Works
Pre-select sites for acquisition of material for emergency stream bank/dike repair	City Public Works
Pre-select dumping sites for debris and other materials for disposal	County Highway/City Public Works
Determine condition of roads and implement required maintenance with first priority on evacuation routes	County Highway/City Public Works
Review requirements for location of traffic control devices and ascertain if sufficient devices are available	County Highway/City Public Works
Determine current status of public utilities	City Public Works
Develop limited use policies for submission to local officials in the event needs exceed utilities capabilities	City Public Works
Establish liaison with local private utilities	City Public Works
Review and update communications SOPs and communication annex with the emergency manager	County Highway/City Public Works
Participate in disaster exercises	County Highway/City Public Works
Review emergency power generating capability fixed and mobile	City Public Works

Response Phase: Public Works/Engineering/Transportation

Task/Responsibility	Functional Coordinator
Clear emergency routes and arterial streets to facilitate movement of emergency equipment	County Highway/City Public Works
Initiate temporary emergency road repairs, as needed	County Highway/City Public Works
Establish detour routings	County Highway/City Public Works
Position traffic control devices	County Highway/City Public Works
Ensure all streets, highways and roads are open to traffic	County Highway/City Public Works
Provide priority service to evacuation routes	County Highway/City Public Works
Restore interrupted public utility service	City Public Works
Provide transportation for evacuation including buses, vans and handicapped accessible means of transportation	City Public Works
Assist resource members in providing emergency power to critical facilities and locations (public and private)	City Public Works
Monitor utility use and assess capabilities	City Public Works
Install or restore service according to priority	City Public Works
Keep log of activities performed by all task coordinators and update incoming shifts	County Highway/City Public Works
Recommend establishment of reduced service areas, if necessary	City Public Works
Manage emergency construction activities using contractors	County Highway/City Public Works

Recovery Phase: Public Works/Engineering/Transportation

Task/Responsibility	Functional Coordinator
Restore all streets, roads and highways to normal conditions	County Highway/City Public Works
Recover traffic control devices	County Highway/City Public Works
Make repairs to street or road structures	County Highway/City Public Works
Complete debris clearance activity	County Highway/City Public Works
Return borrowed or requisitioned equipment and material	County Highway/City Public Works
Ensure egress routes are maintained in optimum condition	County Highway/City Public Works
Complete restoration of normal services	County Highway/City Public Works
Conduct safety inspection prior to restoration of private dwelling service	County Highway/City Public Works
Replace damaged or destroyed utility service equipment	County Highway/City Public Works
Manage emergency construction activities using contractors	County Highway/City Public Works

WARNING

Functional Coordinator: Public Safety Answering Point Director

Purpose

This function provides procedures for preparedness, response and recovery to establish and maintain a 24-hour countywide warning system. To receive and communicate timely warnings to appropriate officials and to the general public concerning actual or potential hazards and other situations so that appropriate preparedness or response actions may be taken.

The functional coordinator will provide program support and operational guidance in maintaining warning systems such as outdoor sirens, Emergency Alert System, NAWAS phones, law enforcement teletype, Internet and emergency public information.

Functional coordinator or designees will perform the following tasks to carry out the function:

Preparedness Phase: Warning	
Task/Responsibility	Functional Coordinator
Update and review warning capabilities with available technology	PSAP (Public Safety Answering Point)
Review and update communications SOPs and communication annex with the emergency manager	PSAP
Review SOPS	PSAP
Update and confirm warning resources	PSAP
Release information to public pertinent to preparing for threat/hazard expected	Public Information Officer
Establish liaison with all functional coordinators	PSAP
Keep local officials updated on all warning matters	PSAP
Prepare shelter and evacuation notification	PSAP
Review procedures with radio stations for continuous broadcasting	Public Information Officer
Review dissemination and distribution systems to ensure maximum coverage to residents	PSAP
Contact volunteer groups who may assist with distribution of shelter evacuation notification	PSAP
Coordinate facility requirements for the joint information center	Emergency Management
Participate in disaster exercises	PSAP
Coordinate with communications functional coordinator on communications requirements, including anticipated needs for additional phones	PSAP
Response Phase: Warning	
Task/Responsibility	Functional Coordinator
Activate EAS for immediate protective actions to include warning alerts and evacuations (excluding warnings and alerts that are done by communications functional coordinator)	PSAP/NWS
Implement media release point and set schedule for periodic briefings, as required	Department Head
Confirm policy on admittance of news media to disaster area with local officials	Sheriff/Police Department
Implement and assign personnel to citizens inquiry center	Social Services
Release citizens inquiry center telephone numbers to news media	Public Information Officer
Coordinate release of all public information advisors and instructions with appropriate EOC staff	Public Information Officer

Coordinate with EOC staff on requirements for printed public information material that needs to be distributed	Public Information Officer
Coordinate distribution of all public information printed material to insure maximum coverage to county residents	Public Information Officer
Upon receipt of a reliable warning, the dispatcher will refer to and automatically implement appropriate established procedures and will activate appropriate warning systems.	PSAP
Ensure that supplies and equipment for the information center are adequate and in place, as required	Public Information Officer
Coordinate volunteer weather spotting network	ARES/RACES
Keep log of activities performed by all task coordinators and update incoming shifts	PSAP/EOC
Advise communications functional coordinator of communications requirements (including additional telephones)	PSAP
Recovery Phase: Warning	
Task/Responsibility	Functional Coordinator
Provide instructions to the public for the recovery phase	Public Information Officer
Notify media when it is safe for evacuees to return to their homes	Public Information Officer
Release safety measures and precautions applicable to hazard and recovery activities	Public Information Officer
Discontinue operation of citizens inquiry center, when appropriate	Social Services
Notify residents where to call for assistance or for special problems	Public Information Officer
Discontinue operation of media release point and notify media of contact point	Public Information Officer
Discontinue operation of information center	Public Information Officer
Review public information office annex and SOPs and implement changes to correct problems and improve operations	Sheriff/Police Department

ACRONYMS

AFB	Air Force Base
AG	Attorney General
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ASD	Administrative Services Division
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
CAP	Civil Air Patrol
CAT	Crisis Action Team
CD	Correction Department
CDC	Center for Disease Control
CEO	Chief Executive Officer
CEP	Civil Emergency Preparedness
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CFR	Code of Federal Regulations
CID	Construction Industries Division
CISM	Critical Incident Stress Management
COG	Continuity of Government
CVB	Convention & Visitors Bureau
CYFD	Children, Youth and Families Department
DAC	Disaster Assistance Center
DAP	Disaster Assistance Program
DFA	Department of Finance and Administration
DFO	Disaster Field Office
DMAT	Disaster Medical Assistance Team
DOD	Department of Defense
DOE	Department of Energy
DOH	Department of Health
DOL	Department of Labor
DOT	Department of Transportation
DPS	Department of Public Safety
DSR	Damage Survey Report
DUA	Disaster Unemployment Assistance

EAS	Emergency Alert System
ED	Education Department
ED	Environmental Department
EDD	Economic Development Division
EIDL	Economic Injury Disaster Loan
EMC	Emergency Management Center
EMNRD	Energy, Minerals and Natural Resources Department
EMS	Emergency Medical Service
EMSB	Emergency Medical Service Bureau
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOCC	Emergency Operations Center Coordinator
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPI	Emergency Public Information
EPLO	Emergency Preparedness Liaison Officer
ERC	Emergency Response Coordinator
ERO	Emergency Response Officer
ERT-A	Emergency Response Team-Advance Element
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Center
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FIA	Federal Insurance Agency
FNARS	FEMA National Radio System
FRP	Federal Response Plan
FSA	Farm Service Agency
G&F	Game & Fish Department
GAR	Governor's Authorized Representative
GCO	Grant Coordinating Officer
GSD	General Services Department

HAZ-MAT	Hazardous Materials
HD	Highway Department
HF	High Frequency
HMER	Hazardous Materials Emergency Response Plan
HS	High School
HSD	Human Services Department
IAW	In Accordance With
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IFG	Individual Family Grant
IP	Injury Prevention
ISD	Information Systems Division
ISO	Information Systems Officer
IVN	Interactive Video Network
JIC	Joint Information Center
JIMC	Joint Information Media Center
LAN	Local Area Network
LEOP	Local Emergency Operations Plan
LEPC	Local Emergency Planning Committee
LGH	Local Government Handbook
LGR	Local Government Radio
LP	Local Primary
Lt.	Lieutenant
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSCA	Military Support to Civilian Authorities
MTD	Motor Transport Division
NAWAS	National Warning System
NDA	National Defense Area
NDANG	North Dakota Army National Guard
NDCD	North Dakota Corrections Department
NDDA	North Dakota Department of Agriculture

NDDEM	North Dakota Department of Emergency Management
NDSP	North Dakota State Patrol
NFIP	National Flood Insurance Program
NIIMS	National Interagency Incident Management Systems
NOAA	National Oceanic and Atmospheric Administration
NRCS	National Radio Communications Service
NRCS	National Resources and Conservation Service
NRT	National Response Team
NTSB	National Transportation Safety Board
NWC	National Warning Center
NWS	National Weather Service
OC	Office of Communications
OEM	Office of Emergency Management
OSC	On Scene Commander
OSE	Office of State Engineer
OSHA	Occupational Safety and Health Administration
PIO	Public Information Officer
PDA	Preliminary Damage Assessment
PHS	Public Health Service
PL	Public Law
POC	Point of Contact
PRC	Public Regulation Commission
RACES	Radio Amateur Civil Emergency Services
RAD	Radiation Absorbed Dose
RADEF	Radiological Defense
RCB	Radio Communications Bureau
RETCO	Regional Emergency Transportation Coordinator
ROC	Regional Operations Center
RPP	Radiological Protection Program
RRT	Remote Radio Transmitter
SAR	Search and Rescue
SARA	Superfund Amendment Reauthorization Act (Title III)
SAT	Situation Analysis Team
SBA	Small Business Administration
SCEPA	State Civil Emergency Preparedness Act

SCM	Survivable Crisis Management
SCO	State Coordinating Officer
SDE	State Department of Education
SEOP	State Emergency Operations Plan
SF	State Forester
SFHA	Special Flood Hazard Area
SHMO	State Hazard Mitigation Officer
SITREP	Situation Report
SOG	Standard Operating Guide
SOP	Standard Operating Procedure
UBC	Uniform Building Code
UHF	Ultra-High Frequency
USDA	United States Department of Agriculture
USGS	United States Geological Society
VA	Veterans Administration
VHF	Very High Frequency
VOAD	Volunteer Organizations Active in Disasters

Glossary of Key Terms

For the purposes of the NIMS, the following terms and definitions apply:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence. **Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

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

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

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

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

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

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that

reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

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

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

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

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

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

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

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

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

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

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

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

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

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

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

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

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

Multi-agency Coordination Systems: Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination

systems include facilities, equipment; emergency operation centers (EOCs), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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

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

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

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

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

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

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

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

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support

planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

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

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

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

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

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

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

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

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows

the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

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

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

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

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

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

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

special programs and services provided by the United States to Indians because of their status as Indians.

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

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

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

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

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

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g. 16 U.S.C. 742f(c) and 29 CFR 553.101.