



National Park Service
U.S. Department of the Interior

National Park Service

INCIDENT MANAGEMENT PROGRAM

REFERENCE MANUAL-55

Approved:

Sept. 09, 2014

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2014

Law Enforcement, Security, and
Emergency Services

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Chapter 1

Introduction

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1.1 Purpose

Reference Manual 55 (RM-55) provides comprehensive information, standard operating procedures, and other recommendations for implementing the policies and requirements of Director's Order #55 (DO#55), the National Park Service (NPS) Incident Management Program.

1.2 Objectives

This RM meets the following objectives:

1. Reference and describe the authorities for the NPS Incident Management Program.
2. Describe the historical development of incident management in general and the NPS "all-hazard" (i.e., non-wildland fire) Incident Management Program in particular.
3. Provide definitions for pertinent incident management terminology.
4. Describe how the NPS Incident Management Program is managed.
5. Describe how NPS will develop qualifications and certifications for incident management personnel.
6. Provide a transition plan for NPS non-fire incident management qualifications.
7. Describe the workforce development plan for NPS incident management personnel.
8. Provide guidelines for non-fire incident and event management.
9. Provide guidelines for the management of all-hazard IMTs (IMTs).
10. Provide incident business management procedures specific to NPS for non-fire incidents and events.
11. Provide guidelines for coordinating incidents with other agencies.
12. Provide supplementary information regarding incident management, including specialized resources, related documents, contacts, and other information.

1.3 **Background**

Initial Development of the Incident Command System. During the 1970s, a series of large fires occurred in portions of Southern California. Numerous problems arose during the responses to these events including unclear lines of authority, unspecified or unclear incident objectives, different organizational structures, inadequate and incompatible communications, and multiple plans by different agencies for managing the same incident, lack of coordination by agencies, different terminology, and many other issues.

The need for a standardized emergency management system was identified and an interagency task force, called FIREScope (Firefighting Resources of California Organized for Potential Emergencies) began research and development. The task force identified four requirements of the new system:

- The system must be sufficiently flexible to meet the needs of any kind or size incident.
- The system must be used on a day-to-day basis as well as during major emergencies.
- There needed to be sufficient standardization so that personnel from multiple agencies in numerous locations could rapidly assemble and organize a planned, integrated response.
- The system needed to encourage a careful balance between cost and effectiveness.

After several years, the Incident Command System (ICS) was introduced for use on wildland fires. Other agencies noticed the applicability of the principles and features of ICS to other kinds of incidents, including its common terminology, modular organization, integrated communications, adaptive command structure, manageable span of control, pre-designated incident facilities, and comprehensive resource management. Increasingly, other public safety and public service agencies began to use the system.

Evolution of the Incident Command System. In 1980, the original ICS was incorporated as the operational component of the new National Interagency Incident Management System (NIIMS). All Federal land management agencies adopted NIIMS for use in managing incidents. As the system demonstrated its strengths, other agencies started adopting it, including the Federal Emergency Management Agency (FEMA), the U. S. Coast Guard, the National Fire Academy, Occupational Safety and Health Administration (OSHA), the National Oceanic and Atmospheric Administration (NOAA), the Environmental Protection Agency (EPA), and other agencies.

Numerous State and local agencies began adopting ICS for firefighting, search and rescue, law enforcement, hazardous material releases, disaster response, and other major events.

However, there was no standard national ICS training curriculum and most of the available ICS training was fire-specific. Thus, in the early 1990s, an interagency, multidisciplinary steering group undertook the development of a standardized modular course to provide detailed knowledge of ICS. The course was designed for government agencies and private organizations to be used for all kinds of incidents and events.

National Incident Management System. Following the terrorist attacks of September 11, 2001, the White House established the Office of Homeland Security, which later became the Department of Homeland Security (DHS). In accordance with Homeland Security Presidential Directive 5, DHS is developing the National Incident Management System (NIMS). The operational element of this system is the ICS. All Federal agencies, as well as State and local agencies receiving Federal funds, will be required to use NIMS and ICS.

National Park Service Use of ICS. During the early 1980s, NPS began using ICS to manage fires and, subsequently, many parks began using ICS to manage other types of incidents. The results were successful and the use of ICS to manage emergencies and planned events was mandated by policy in *Management Policies* (1988).

An attempt was made to develop standard operating procedures for all the teams in 1995, although the document was never finalized. Most of the teams operated under similar procedures for recruitment, training, dispatching, and deployment.

During the mid and late 1990s, many parks developed in-house type 3 IMTs for extended incidents that did not reach type 2 complexities.

The final versions of the agency's principal policy document, *Management Policies*, published in 2001 and subsequently in 2006, require the use of ICS for emergency incidents and events.

The terrorist attacks on September 11, 2001, caused NPS to reassess the protection of parks considered to be "icons" of America as well as other significant infrastructure. This action resulted in additional protection being given to these sites, especially when the terrorist alert status was raised or special events were planned.

Chapter 2

Authorities

2.1 Authorities

2.2 Exhibit 2: Incident Management Program Steering Committee Charter

2.1 Authorities

Law. Several Federal laws give authority for various components of the NPS Incident Management Program:

- 16 USC 1-4. Generally known as the NPS “Organic Act,” these sections authorize the creation of the NPS and provide broad discretion in taking management actions to achieve the mission of the Service and the protection of parks and resources. These authorities include developing and maintaining facilities; managing resources; providing public services; enforcing laws; managing emergencies; entering into agreements; assisting other agencies in emergencies; purchasing supplies, equipment, and services as well as other actions.
- 16 USC 12. The Service may provide aid to visitors in emergencies.
- 16 USC 13. The Service may provide aid for employees in remote locations, including moving those employees to medical attention.
- 16 USC 14d. The Service may reprogram funds to resolve law enforcement and search and rescue emergencies.
- 16 USC 17c. The Service may provide supplies and equipment for employees and cooperators during an emergency.
- 16 USC 19jj. The National Park System Resource Protection Act requires the Secretary of the Interior to assess and monitor injuries to NPS resources. The act specifically allows the Secretary to recover response costs and damages from the responsible party causing the destruction, loss of, or injury to park system resources. This act provides that any monies recovered by NPS may be used to reimburse the costs of response and damage assessment and to restore, replace, or acquire the equivalent of the injured resources.
- 16 USC 594. The Department of the Interior (DOI) and its agencies are authorized to enter into agreements.
- 33 USC 1251. The objective of the Clean Water Act (Federal Water Pollution Control Act) is to restore and maintain the chemical, physical and biological integrity of the nation’s water. The act is the principal statute governing pollution control and water quality of the nation’s waterways.
- 33 USC 2701. The Oil Pollution Act of 1990 establishes a liability regime for oil spills that injure or are likely to injure natural resources and/or the services that those resources provide to the ecosystem or humans. Federal and State agencies and Indian tribes act as trustees on behalf of the public to assess the injuries, scale restoration to compensate for those injuries, and implement restoration.
- 42 USC 5192. This portion of the Robert T. Stafford Disaster Relief and Emergency Assistance Act allows (through Presidential direction) any agency to assist States and local jurisdictions, provide emergency assistance through Federal agencies, remove debris, and provide temporary housing.
- 42 USC 5195-5197g. The Stafford Act also provides a system of emergency

preparedness for the protection of life and property in the United States and vests responsibility for emergency preparedness jointly in the Federal Government and the States and their political subdivisions. This preparedness includes measures taken to prepare for or minimize the effects of an incident, to deal with the immediate emergency conditions caused by the incident, and to restore normal conditions. FEMA may reimburse Federal agencies for such activities.

Regulation. The following regulations influence the NPS Incident Management Program:

- 36 CFR 1.2. Federal regulations do not prohibit administrative activities conducted by NPS or its agents, in emergency operations involving threats to life, property, or park resources.
- 36 CFR 1.5. The superintendent can close all or any portion of a park when emergency conditions dictate.

Executive Direction. The White House has issued the following directive:

- HSPD 5. Homeland Security Presidential Directive 5, *Management of Domestic Incidents*, mandates the development of the NIMS. One of the key elements of the system is the ICS. All Federal agencies, as well as State and local agencies receiving Federal funds, are required to use NIMS and ICS.
- PPD 8. Presidential Policy Directive 8, PPD-8 directs the development of a National Preparedness Goal to identify those activities that must be accomplished in order to prevent and protect against acts of terrorism in the homeland and mitigate against, respond to, and recover from emergencies and disasters regardless of their cause. This supersedes HSPD 8.

Department Policy. Department policy includes the following:

- 145 DM 7. The scope of operations managed by the Associate Director, Visitor and Resource Protection, is outlined. This scope includes law enforcement, emergency services, risk management, and public health.
- 245 DM 1. The Director is authorized to exercise the program authority of the Secretary of the Interior with respect to the supervision, management, and operation of the National Park System.
- 350 DM 1. Bureaus are responsible for the effective implementation and execution of Departmental policies related to all aspects of aviation operations.
- 900 DM 1. The Department's Emergency Management Program spans the continuum of prevention, planning, preparedness, response, and recovery. The program encompasses all types of hazards and emergencies that impact the Department's lands, facilities, infrastructure, and resources; Tribal Lands and Insular Areas; the ability of the Department to execute essential functions; and for which assistance is provided to other units of government under Federal laws, Executive Orders, interagency emergency response plans such as the National Response Plan (NRP), and other agreements.
- 905 DM 1. In a major disaster or emergency declared by the President, all elements of the Department will provide equipment, supplies, facilities, personnel, and other resources as possible.
- 910 DM 4. This chapter prescribes Departmental policy, functions, and responsibilities for responding to discharges of oil and releases of hazardous substances (incidents) pursuant to the National Oil and Hazardous Substances Contingency. Bureaus of the

Department shall make proper notifications regarding and shall properly respond to these incidents and may be required to assist States with major release incidents.

National Park Service Policy. *Management Policies* (2006) mandates the protection of resources, the protection of employees and the public, and the provision of visitor services. Specific policies related to incident management and emergency response include these quotations:

“5.3.1.1 Emergency Management

Measures to protect or rescue cultural resources in the event of an emergency, disaster, or fire will be developed as part of a park’s emergency operations and fire management planning processes. Designated personnel will be trained to respond to all emergencies in a manner that maximizes visitor and employee safety and the protection of resources and property.”

And

“8.2.5.2 Emergency Preparedness and Emergency Operations

The National Park Service will develop a program of emergency preparedness in accordance with title VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 USC 5195-5197g); National Security Decision Directive 259 (February 4, 1987); Department of the Interior policy; and other considerations at the Washington headquarters, regional, and park levels. The program will (1) provide guidance for incident management at the park level and management and relief for emergency incidents and events beyond park capabilities; (2) ensure the agency complies with the Presidential Homeland Security Directives, the National Emergency Response Framework, and the National Incident Management System standards; and (3) support interagency and national response to major incidents. The purpose of the program will be to provide for visitor and employee safety and the protection of resources and property to the extent possible. This program will include a systematic method for alerting visitors about potential disasters and evacuation procedures.

“Superintendents may assist other agencies with emergencies outside of parks, as authorized by 16 USC 1b(1). To the extent practicable and in accordance with Director’s Order #20, written agreements with other agencies must first be in effect. NPS employees who are outside the area of their jurisdiction and who are directed by their supervisors to provide emergency assistance to other agencies will be considered to be acting within the scope of their employment.

“NPS emergency operations will be conducted using the Incident Command System of the National Interagency Incident Management System (NIIMS). The Unified Command System (within the Incident Command System) will be used when other agencies are involved. Each park superintendent will develop and maintain an emergency operations plan to ensure an effective response to all types of emergencies that can be reasonably anticipated.

“As one element of the emergency operations plan, or as a separate document, each park must have an oil and chemical spill response management plan for spills that result from NPS activities or from activities that are beyond NPS control (such as commercial through-traffic on roads that pass through a park). The plans will place first priority on responder and public safety.

“Employees will not be permitted to respond to hazardous material spills unless they are properly qualified and certified in accordance with Director’s Order #30B: Hazardous Spill Response. The Service will seek to recover all allowable direct and indirect costs for responding to oil or hazardous materials spills.

“Parks that have their own aircraft or contract for the use of aircraft must have an aircraft crash rescue response plan or other planning document in place.”

And

8.6.2 Special Events

8.6.2.1 General

“... Large-scale events will be managed using the Incident Command System.”

Management Direction. To provide professional guidance and development of the Incident Management Program, the Associate Director, Visitor and Resource Protection, chartered a steering committee made up of incident management providers, users, and experts. A copy of the charter is located in section 2.2 of this document.

2.2 Incident Management Program Committee Charter

INCIDENT MANAGEMENT PROGRAM COMMITTEE CHARTER

July 21, 2009

I. PURPOSE

To provide leadership, support, and strategic direction for the development and implementation of the Incident Management Program (IMP) within the National Park Service (NPS) and assure its continuing compatibility and integration with national incident management standards and programs.

II. AUTHORITY

The Incident Management Program Committee (IMPC) is established under the authority of the Associate Director for Visitor and Resource Protection.

III. ORGANIZATION

A. The IMPC shall be comprised of the following membership:

- Technical Expert (TE) designated by each region (7)
- U.S. Park Police (1)
- Regional Incident Management Team – Incident Commander (1)
- DCES
- Emergency Services Leadership Board Liaison (non-voting)

B. TEs will be designated by the regional director or designee to represent their respective geographic area.

C. The U.S. Park Police (USPP) representative will be designated by the Chief of the USPP.

D. The IMPC chair will be a TE. The chair responsibilities will rotate between the TEs, with the chair term of office no more than 18 months.

- The chair will be rotated among the regions.
- If the chair is vacated, the next individual identified for the vacated position will assume the duties. A new tenure begins when the individual assumes the vacated position.
- The chair is responsible for setting meeting dates and locations, developing the meeting agenda, communicating meeting invitations to non-members, following up on items identified in the IMPC action plan, and facilitating the monthly IMPC conference.

E. The IMPC vice chair will be the DCES.

- F. If the chair is temporarily unavailable, the vice chair will assume responsibilities and duties.
- G. The IMPC may invite participation from other NPS programs to participate in meetings, as appropriate, in an effort to share information and foster improved communications.
- H. The IMPC may invite additional subject matter experts to participate in meetings, as appropriate, to facilitate a better understanding of issues, concerns, and decisions.

IV. FUNCTIONS

The IMPC will:

- A. Provide strategic direction and recommendation for long-term NPS incident management solutions, programs, policies, funding, and interagency involvement.
- B. Serve as the focal point for integrating park, regional, and national perspectives into the development of Incident Management Program.
- C. Create an arena for integration of the NPS Incident Management Program with the existing national fire management, homeland security, and all-hazard programs.
- D. Incorporate a qualification system, training curriculum, and performance based certification system for Incident operations.
- E. Craft strategies for implementation of IMPC recommendations.

V. DECISION-MAKING PROCESS

- A. A quorum consisting of six (6) members of the IMPC is required to conduct official business whether in person or via teleconference.
- B. The IMPC will strive to reach consensus as the decision-making process. For the purpose of this document, consensus is defined to be as follows: "All committee members can fully support the decision although it may not be their personal choice or preference."
- C. Decisions directly affecting specific programs or regions will not be made without opportunities for consultation and input from the affected board member or their designee.

VI. SUB-COMMITTEES AND TASKGROUPS

- A. The IMPC will maintain two standing committees to develop subject specific recommendations, reference manuals, field manuals, and program guidance on emergency services issues. These two committees are:
 - The Incident Management Team Sub-Committee (IMTSC) will focus on the operations support and well-being of established regional IMTs. At minimum, the IMTSC will consist of the Incident Commander for each established regional IMT.
 - The Training and Certification Sub-Committee (TSC) will focus on the coordination of Service and interagency all-hazard incident command system training and certification standards.

- B. Committees will have a charter that includes committee purpose, identification of membership, and determination of tenure.
- C. Committee chairs are responsible for scheduling meetings and teleconferences for their respective groups, and for the preparation and distribution of meeting minutes to committee and task group members and the IMPC.
- D. An IMPC member will serve as liaison to each sub-committee (non-voting member).
- E. Committee chairs, vice chairs, sub-committee chairs, or the IMPC liaison are responsible for presenting reports or recommendations to the ESLB.
- F. Task groups may be initiated to facilitate development of specific products directly or indirectly related to the standing committees.
- G. Task groups will not necessitate a charter, but they will have a defined purpose, identified membership, and will be assigned one or more specific tasks that are short-term in nature. Once the task(s) is completed, the group will be sunset.
- H. Reports and recommendations prepared by committees or task groups will be submitted to the IMPC for further action.

VII. MEETINGS

- A. The IMPC will meet in person, at a minimum, once a year, funding permitted. Meeting times will coincide with opportunities to address strategic Emergency Services Program needs and issues.
- B. Monthly teleconference calls will be used to conduct IMPC business. Additional teleconferences may be scheduled to address time-sensitive or specific issues.
- C. The IMPC chair is responsible for scheduling meetings and teleconferences. The vice chair may facilitate the monthly IMPC conference calls as requested by the IMPC chair.

VIII. INFORMATION DISSEMINATION

The chair will forward items developed by IMPC to the DCES for review.

The DCES will forward items developed by IMPC to the Chief, Division of Law Enforcement, Security, and Emergency Services, that are appropriate for distribution under the signature of the Associate Director, Visitor and Resource Protection.

Regional emergency coordinators are responsible for distributing IMPC correspondence and decisions as appropriate to their regional directorate, regional chief ranger, emergency services program staff, and park superintendents.

IX. FINANCIAL SUPPORT

Routine travel costs of members will be borne by their respective program accounts.

X. CONCURRENCE

The Incident Management Program Committee (IMPC) charter is effective as of the date signed and approved by the Chair of the Emergency Service Leadership Board and the Deputy Chief, LESES, Emergency Services. The charter is valid for a period of up to 5 years; however, it may be revised or amended upon recommendation by a majority of the IMPC and approval by the ESLB.

Chapter 3

Definitions

3.1 Definitions

3.1 Definitions

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ACTION PLAN: (See Incident Action Plan.)

AGENCY: An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In the Incident Command System, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multi-Agency.)

AGENCY ADVISOR: Person designated by the agency executive or administrator to provide advice to an Incident Commander or Incident Management Team or to make decisions on behalf of the agency responsible for the incident.

AGENCY EXECUTIVE OR ADMINISTRATOR: Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident. Previously called "Line Officer."

AGENCY DISPATCH: The agency or jurisdictional facility from which resources are allocated to incidents.

AGENCY REPRESENTATIVE: An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency representatives report to the Incident Liaison Officer.

ALL-HAZARD: Incidents and events that are not defined as or related to wildland fire, including wildland fire, fire use, and prescribed fire.

AIR OPERATIONS BRANCH DIRECTOR: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

ALLOCATED RESOURCES: Resources dispatched to an incident.

AREA COMMAND: An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple IMTs assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

ASSIGNED RESOURCES: Resources checked in and assigned work tasks on an incident.

ASSIGNMENTS: Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

ASSISTANT: Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants also may be used to supervise unit activities at camps.

ASSISTING AGENCY: An agency directly contributing tactical or service resources to another agency.

AVAILABLE RESOURCES: Incident-based resources that are ready for deployment.

---B---

BASE: The location where primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

BRANCH: The organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional name (e.g., medical, security, etc.).

---C---

CACHE: A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

CAMP: A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

CHECK-IN: The process whereby resources first report to an incident. Check-in locations include Incident Command Post (Resources Unit), Incident Base, camps, staging areas, helibases, helispots, and division supervisors (for direct line assignments).

CHAIN OF COMMAND: A series of management positions in order of legal or established authority.

CHIEF: The Incident Command System title for individuals responsible for command of functional sections including Operations, Planning, Logistics, and Finance/Administration.

CLEAR TEXT: The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing clear text.

COMMAND: The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

COMMAND POST: (See Incident Command Post.)

COMMAND STAFF: The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed.

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

COMPACTS OR AGREEMENTS: Formal working agreements among agencies to obtain mutual aid.

COMPENSATION UNIT/CLAIMS UNIT: Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

COMPLEX: Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

COOPERATING AGENCY: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

COORDINATION: The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (that can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

COORDINATION CENTER: Term used to describe any facility used for the coordination of agency or jurisdictional resources in support of one or more incidents.

COST SHARING AGREEMENTS: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost-sharing agreements are normally written, but also may be oral between authorized agency or jurisdictional representatives at the incident.

COST UNIT: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

CREW: (See Single Resource.)

CRITICAL RESOURCES: Personnel with skills or abilities specific to the needs of large numbers of incidents or events; or, equipment or materials in high demand.

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DELEGATION OF AUTHORITY: A statement provided to the Incident Commander by the Agency Administrator delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegations of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

DEPUTY: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy could 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.

DEMOBILIZATION UNIT: Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

DIRECTOR: The Incident Command System title for individuals responsible for supervision of a Branch.

DISPATCH: The implementation of a command decision to move a resource or resources from one place to another.

DISPATCH CENTER: A facility from which resources are assigned to an incident.

DIVISION: Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

DOCUMENTATION UNIT: Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

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EMERGENCY EQUIPMENT RENTAL AGREEMENTS (EERA): Procurement documents that allow the government to rent equipment for emergencies without further competition.

EMERGENCY COORDINATOR: The individual within the Washington Office Division of Law Enforcement, Security, and Emergency Services (specifically the Deputy Chief, LESES, Emergency Services) and in each region who has coordination responsibility for emergency management.

EMERGENCY MEDICAL TECHNICIAN (EMT): A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

EMERGENCY OPERATIONS PLAN: The plan each park has and maintains for responding to appropriate hazards.

EMERGENCY SUPPORT FUNCTIONS (ESF): As a part of the National Response Plan, the Emergency Support Functions provide the structure for coordinating Federal interagency support for Incidents of National Significance. The Emergency Support Functions structure includes mechanisms used to provide Federal support to States and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

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

EXTENDED RESPONSE: Resources committed and actions taken after the initial response.

---F---

FACILITIES UNIT: Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

FIELD OPERATIONS GUIDE: A pocket-size manual of instructions on the application of the Incident Command System.

FINANCE/ADMINISTRATION SECTION: The section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

FOOD UNIT: Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

FUNCTION: In the Incident Command System, function refers to the five major activities in the system, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function also is used when describing the activity involved, e.g., the planning function.

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GENERAL STAFF: The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

GENERIC ICS: Refers to the description of the Incident Command System that is generally applicable to any kind of incident or event.

GROUND SUPPORT UNIT: Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

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

---H---

HELIBASE: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

HELISPOT: Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

HOMELAND SECURITY DESIGNATED RESOURCES: Those resources identified by the National Park Service as being critical to meeting its security obligations for “icon parks” and special events. These include 100 law enforcement single resources, all of the Special Event Teams (SET) and all of the Incident Management Teams.

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ICON PARKS: Following the terrorist attacks of September 11, 2001, the National Park Service identified parks that may have significantly higher risk of attack because they are internationally recognized symbols of American heritage (“icons” of the nation). These parks are Boston National Historical Park, Statue of Liberty National Monument, Independence National Historical Park, National Mall and Monuments, Jefferson National Expansion Memorial, Mount Rushmore National Memorial, Golden Gate National Recreation Area, and the U.S.S. Arizona Memorial.

ICS NATIONAL TRAINING CURRICULUM: A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of Incident Command System operations. The modules can be intermixed to meet specific training needs.

INCIDENT: An occurrence, either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or resources.

INCIDENT ACTION PLAN: Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written. When written, the plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

INCIDENT BASE: Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

INCIDENT COMMANDER (IC): The individual responsible for the management of all incident operations at the incident site.

INCIDENT COMMAND POST (ICP): The location where the primary command functions are executed. The post may be collocated with the incident base or other incident facilities.

INCIDENT COMMAND SYSTEM (ICS): A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

INCIDENT COMMUNICATIONS CENTER: The location of the Communications Unit and the Message Center.

INCIDENT COMPLEXITY GUIDE: A document designed for managers to determine the appropriate level of incident management needed for an incident or event.

INCIDENT MANAGEMENT TEAM (IMT): The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

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

INFORMATION OFFICER: A member of the Command Staff responsible for interfacing with the public, media, incident personnel and other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants.

INITIAL ACTION: The actions taken by resources that are the first to arrive at an incident.

INITIAL RESPONSE: Resources initially committed to an incident.

INCIDENT SITUATION ANALYSIS: A process used to compile pertinent facts of an incident or event for determining complexity and prioritizing incident actions.

INCIDENT SUPPORT ORGANIZATION: Includes any off-incident support provided to an incident. Examples would be agency dispatch centers, airports, mobilization centers, etc.

IQCS: Incident Qualification and Certification System. The system used to qualify personnel for incident positions under the National Wildfire Coordinating Group (NWCG) standards, and described in NWCG PMS 310-1.

---J---

JURISDICTION: The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, State, or Federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multi-Jurisdictional.)

JURISDICTIONAL AGENCY: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

---K---

KIND: Refers to the nature of a resource (i.e., engine, search dog, helicopter, etc.).

---L---

LANDING ZONE: (See Helispot.)

LEADER: The Incident Command System title for an individual responsible for a Task Force, Strike Team, or functional unit.

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

LOGISTICS SECTION: The section responsible for providing facilities, services, and materials for the incident.

LIFE SAFETY: Refers to the joint consideration of both the life and physical well being of individuals.

LINE OFFICER: Older term for the official with legal authority to manage an incident or event. Now called the Agency Administrator or Agency Executive.

---M---

MANAGERS: Individuals within Incident Command System organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

MANAGEMENT BY OBJECTIVES: In the Incident Command System, this is a top-down management activity that involves a three-step process to achieve the incident goal. The steps are establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes selection of tactics, selection of resources, resource assignments, and performance monitoring.

MEDICAL UNIT: Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

MESSAGE CENTER: The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

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

MOBILIZATION CENTER: An off-incident location where emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

MULTI-AGENCY INCIDENT: An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

MULTI-AGENCY COORDINATION (MAC): A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene Incident Command System and is not involved in developing incident strategy or tactics.

MULTI-AGENCY COORDINATION SYSTEM (MACS): The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multi-jurisdictional environment. A MAC Group functions within the MACS.

MULTI-REGION COORDINATING GROUP (MRCG): Similar to a MAC Group, this group prioritizes resources and events within the National Park Service when there is competition for resources, especially Homeland Security designated resources.

MULTI-JURISDICTION INCIDENT: An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In the Incident Command System, these incidents will be managed under Unified Command.

MUTUAL AID AGREEMENT: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

---N---

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS): A national program consisting of five major subsystems which collectively provide a total systems approach to all-hazard incident management. The subsystems are the Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

NATIONAL EMERGENCY RESPONSE CONCEPT OF OPERATIONS (CONOPS): The National Park Service plan that describes levels of emergency, acceptable draw-downs of resources in parks, and acceptable emergency services.

NATIONAL RESPONSE FRAMEWORK (NRF): The National Response Framework is a guide to how the nation conducts all-hazard response.

---O---

OFFICER: The Incident Command System title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

OPERATIONAL PERIOD: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths.

OPERATIONS SECTION: The section responsible for all tactical operations at the incident. Includes branches, divisions and/or groups, task forces, strike teams, single resources, and staging areas.

OUT-OF-SERVICE RESOURCES: Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

OVERHEAD PERSONNEL: Personnel assigned to supervisory positions that include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

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PLANNING MEETING: A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

PLANNING SECTION: Responsible for the collection, evaluation, and dissemination of strategic and tactical information related to the incident, and for the preparation and documentation of Incident Action

Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

POSITION TASK BOOK : When a competency for completion of a Task Book is awarded in the system, it is coded with the position mnemonic (Job Code or Position Code) followed by the letters “TB” (e.g., the competency for successful completion of a position performance assignment as a Strike Team Leader is indicated by the code “STCR TB”).

PROCUREMENT UNIT: Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

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RADIO CACHE: A supply of radios stored in a pre-determined location for assignment to incidents.

RECORDERS: Individuals within the Incident Command System organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration units.

REINFORCED RESPONSE: Those resources requested in addition to the initial response.

REPORTING LOCATIONS: Location or facilities where incoming resources can check-in at the incident. (See Check-in.)

RESOURCE ADVISOR: Trained and qualified subject matter expert with the skills necessary to recognize critical natural and cultural resource stabilization and protection needs associated with an Incident Management Team's assignment.

RESOURCES UNIT: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

RESOURCES: Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, and may be used in tactical support or overhead capacities at an incident.

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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. The Safety Officer may have assistants.

SECTION: That organization level with responsibility for a major functional area of the incident, specifically Operations, Planning, Logistics, Finance/Administration. The section is organizationally between Branch and Incident Commander.

SEGMENT: A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

SERVICE BRANCH: A branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food units.

SINGLE RESOURCE: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

SITUATION UNIT: Functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

SPAN OF CONTROL: The supervisory ratio of from three-to-seven individuals, with five-to-one being established as optimum.

STAGING AREA: Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

STRATEGY: The general plan or direction selected to accomplish incident objectives.

STRIKE TEAM: Specified combinations of the same kind and type of resources, with common communications and a leader.

SUPERVISOR: The Incident Command System title for individuals responsible for command of a Division or Group.

SUPPLY UNIT: Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

SUPPORT BRANCH: A branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support units.

SUPPORTING MATERIALS: Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

SUPPORT RESOURCES: Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

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TACTICAL DIRECTION: Direction given by the Operations Section Chief that includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

TASK FORCE: A combination of single resources assembled for a particular tactical need, with common communications and a leader.

TEAM: (See Single Resource.)

TECHNICAL SPECIALISTS: Personnel with special skills that can be used anywhere within the Incident Command System organization.

TEMPORARY FLIGHT RESTRICTIONS (TFR): Temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the Federal Aviation Administration to ensure aircraft safety, and are normally limited to a 5-nautical-mile radius and 2,000 feet in altitude.

TIME UNIT: Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

TYPE: Refers to resource capability. A type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task. Type also refers to the complexity of an incident, with type 5 being the least complex and type 1 being the most complex.

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

UNIFIED COMMAND: In the Incident Command System, Unified Command is a unified team effort that allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

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.

Chapter 4

Program Management

- 4.1 National Program Management
 - 4.2 Servicewide Program Management Responsibilities
 - 4.3 Regional Program Management Responsibilities
 - 4.4 Park Program Management Responsibilities
 - 4.5 Chain of Command
 - 4.6 Records Management
-

4.1 National Program Management

Department of Homeland Security. DHS is charged by law and Presidential directive with ensuring that the nation has a comprehensive national response plan that includes the ICS. DHS, mostly through FEMA, is integrating the various versions of ICS into a national standard form based upon the NIIMS ICS developed by the wildland fire agencies.

DHS is responsible for the identification of various disciplines of resources (other than wildland firefighting) and for the typing of resources. In the future, DHS may act as the coordinating agency for IMTs, as well. Most of the national standard ICS components will be the responsibility of DHS.

Department of the Interior. The Department of the Interior (DOI) is responsible for ensuring that NIMS and the ICS are consistently used by agencies within the Department. DOI also ensures proper qualifications and certifications, facilitates agreements among agencies, and provides safe aviation resources and procedures for incident use.

Most of the statutory authority for providing emergency services within the National Park System is specifically granted to the Secretary of the Interior. This authority, in turn, has been formally delegated to the Director of NPS.

4.2 Servicewide Program Management Responsibilities

Director and Deputy Director. Through formal delegations from the Secretary of the Interior, the Director and Deputy Director for Operations are the line authority for the incident management program as well as the management of actual incidents. They also have the ultimate responsibility to ensure that the Service has the ability to respond to all kinds and types of emergencies and events in parks and other areas, in accordance with the National Response Plan.

Associate Director, Visitor and Resource Protection. The Associate Director, Visitor and Resource Protection, is responsible for developing mission-oriented policy, procedures, and standards, and providing effective review, oversight, and inspection of the NPS Incident Management Program.

Chief, Division of Law Enforcement, Security, and Emergency Services. The Chief, Division of Law Enforcement, Security, and Emergency Services is responsible for implementing mission-oriented policy, procedures, and standards, and for ensuring effective review, oversight, and inspection of the NPS Incident Management Program.

Deputy Chief, LESES, Emergency Services. The Deputy Chief, LESES, Emergency Services (DCES) is located in the Division of Law Enforcement, Security, and Emergency Services, WASO. This staff position is responsible for providing management and direction to the Servicewide Incident Management Program. The incumbent evaluates program effectiveness and needs, and makes recommendations to the Associate Director, Visitor and Resource Protection, and the Chief, Division of Law Enforcement, Security, and Emergency Services.

Incident Management Program Committee. The Deputy Chief, LESES, Emergency Services shall convene the Incident Management Program Committee to advise and work on issues regarding the program. This committee provides strategic oversight, develops consensus within the Service regarding the program, establishes program goals, seeks needed funding, prepares standard operating procedures, and improves the overall effectiveness of the program.

Emergency Incident Coordination Center (EICC). The EICC will serve as the national dispatch and coordination center for NPS all-hazard response and will maintain the database of all-hazard ICS qualified personnel, as well as rosters of all-hazard IMTs and unique teams and resources.

4.3 Regional Program Management Responsibilities

Regional Director. Regional directors provide the line authority for program management and are responsible for ensuring that regions have the ability to properly respond to all kinds and types of incidents for which they have jurisdiction. In addition, they may serve as the Agency Administrator for incidents and events of regional significance or that requires that level of authority.

Regional Emergency Services Coordinator. Each of the seven NPS regions will assign a staff person to coordinate emergency preparedness and response within their region. These positions may coordinate their region's participation during disasters and emergencies, whether local, regional, or national in scope.

4.4 Park Program Management Responsibilities

Superintendent. Each superintendent has line authority for program management and is responsible for ensuring that the park can properly respond to the kinds and types of incidents and events normally encountered (usually type 5 through type 3 incidents) and have the procedures in place to adequately guide those managing the incidents. The superintendent is responsible for ensuring that the incident or event is managed at the appropriate complexity level and that an adequate Delegation of Authority is presented to incoming IMTs.

Park Emergency Services Coordinator. The responsibility of the Park Emergency Services Coordinator is assigned to a park employee by the superintendent. This position ensures that systems are in place to respond to emergencies and events. It also prepares or coordinates the preparation of park-level incident management standard operating procedures and interagency agreements. The coordinator documents the training and experience of incident management personnel and ensures their qualifications and certifications. The coordinator evaluates program effectiveness, identifies needs, and revises program elements as needed.

4.5 Chain of Command

Authority. The chain of command follows the line authority established by law. This chain is the Secretary of the Interior, the NPS Director, the Deputy Director, the Regional Directors, and the park Superintendents. Position descriptions formally re-delegate this authority to staff members. During emergencies or special events, the chain of command still exists. However, any level of the chain may delegate authority to an Incident Commander or Area Commander.

4.6 Records Management

Program Records. Incident Management Program records will be managed in accordance with law and regulation, as described in DO #11D, Records and Electronic Information Management.

Incident Records. Records from or regarding any specific incident or event generally are retained by the unit that experienced the incident, although in some cases a region or WASO may retain the records of incidents managed at those levels. Records fall into one of three categories: permanent records, operational records, and unneeded records.

Permanent Records. Permanent records consist of the following documents and exhibits:

- Case Incident Reports (10-343 or successor forms; DI-1202 Fire Reports for fire)
- Incident Situation Analyses
- Delegation of Authority
- Objectives and Strategies Document
- Incident Narrative Report (copies of Incident Narrative Reports done IMTs should be submitted to the Morning Report editor through the Regional Emergency Services Coordinator).
- News Releases, News Reports, Clippings
- Final Statement of Costs
- Incident Maps and Displays
- Essential Photographs, Videos and Other Media
- After Action Reports

Parks should retain permanent records as described in DO #11D. However, permanent records that are in active use may be retained in NPS archives, as long as those archives meet the standards set forth in the Museum Handbook. When required archival standards and conditions cannot be met in NPS locations, permanent records must be transferred to the Regional Office.

Operational Records. Operational records consist of the following documents and exhibits:

- Incident Action Plans
- Incident Transition Plans
- Incident Complexity Analysis
- Incident Briefings (ICS 201)
- Incident Status Summary Reports (ICS 209)
- Check-in Lists (ICS 211)
- Safety Inspection Checklists
- General Message Forms
- Unit Logs (ICS 214)

- Operational Planning Worksheets (ICS 215)
- Supply and Transportation Vehicle Inventory
- T-cards
- Demobilization Checkout Forms
- Daily Cost Estimates
- Cost Apportionment Agreements
- Weather Forecasts/Incident Predictions
- Raw Weather Data Files
- Contingency and Evacuation Plans
- Air Operations Records
- Safety Reports/Accident Reports
- CISM Documentation
- Training Documentation
- Incident Communications Logs
- Natural Resource Information
- Cultural Resource Information
- Special Requests/Decisions (such as the use of mechanized equipment in wilderness)
- Cache Issue Returns (OF 315)
- Waybills
- Non-essential Photographs
- Thank You Letters
- Justifications for Extended Hours
- Original Resource Orders
- Copies of Contracts, Procurement, and Payment Records
- Equipment Rental Agreements
- Land Use Agreements
- Memorandums of Understanding/Agreement
- Compensation and Claims Records
- Timekeeping Records

Parks should retain operational records for 7 years or until they are no longer needed for claims, court cases, or similar purposes, whichever is later. Thereafter, these records may be destroyed.

Unneeded Records. Unneeded records include copies of any records listed above or that are filed elsewhere, except for General Message Forms (ICS 213). All copies of General Messages should be kept as the copies usually bear responses. Unneeded records can be destroyed or recycled at the conclusion of the incident. Unneeded records should not be included in the final incident package.

Further Information. The National Interagency Fire Center (NIFC) provides excellent information about incident records management on their website at www.nifc.gov.

Chapter 5

Qualifications and Certification

- 5.1 All-Hazard Incident Qualification System
 - 5.2 Transition Plan for All-Hazard Incident Management Qualifications
-

5.1 All-Hazard Incident Qualification System

Department of Interior All-Hazard Qualifications. NPS developed an All-Hazard Incident Qualification System Guide that was adopted in 2009 by DOI. The *DOI Incident Positions Qualifications Guide* outlines the qualification system requirements for all-hazard incident management personnel.

Objectives of the System. The objectives of the all-hazard qualification system are:

- Establish minimum agency training and qualification standards for ICS positions that are consistent with the Incident Qualifications and Certification System (IQCS).
- Retain the best features of the performance based qualification system (found in the National Wildfire Coordinating Group (NWCG) qualification system) while evolving to a competency-based system.
- Enable the NPS to conform to NIMS requirements for ICS training, qualifications, and certification.
- Hold to a minimum of required training and allow for the development of skills and knowledge outside of the formal classroom environment.
- Eliminate redundancy, and unnecessary positions and requirements.

Qualification Policy. It is NPS policy to require incident management personnel at the type 3 level or higher to be qualified for the ICS positions to which they are assigned. The contents of the All-Hazard Incident Qualifications System Guide represent the qualifications required for each ICS position assigned to manage all-hazard incidents and events.

It should be noted that, at this time, NWCG qualifications and certifications meet or exceed NPS requirements. Thus, NWCG certification often translates to an all-hazard certification, but all-hazard certification does not automatically mean NWCG certification. This may change in the future as all-hazard qualifications evolve.

Personnel who are certified in a position prior to the implementation of the All-Hazard Incident Qualifications System Guide may retain certification at the discretion of the park emergency services coordinator or superintendent. However, to qualify for other positions, the individual must meet the standards set forth in the guide.

Personnel mobilized beyond their home unit for type 3 or higher incidents will be expected to meet minimum standards set forth for the position as shown in the DOI All-Hazard Incident Qualifications System Guide. These requirements apply to parks and IMTs.

While it is recognized there will need to be a period of transition, it is expected that parks, regions, and WASO will begin a reasonable effort to qualify and certify ICS personnel. (See the

transition plan section of this chapter.) This transition period will expire 3 years from the date this reference manual is issued.

Parks are encouraged to develop training for personnel to meet the all-hazard qualification standards. However, this policy recognizes that parks may manage type 4 and type 5 incidents where positions are filled by individuals who do not meet these qualifications.

Description of the System. ICS is a “competency based” qualification system. The primary criteria for qualification are individually demonstrated competencies acquired through training, experience, performance, or a combination of these methods. Examples can include the demonstration of knowledge gained through formal training or the evaluation of performance observed by qualified evaluators during scenarios, or on actual incidents.

Components of the system include:

- Position Task Books
- Training Courses
- Job Aids
- Park-level Certification
- Simulations

Certification. Each park will be responsible for certifying the ICS qualifications, to the type 3 level, of its personnel annually. The EICC will be responsible for maintaining the qualification system and its related database, and for approving all positions at the type 2 level or higher through the DCES.

Currency Requirements. For each position for which an employee is qualified, the employee must have a satisfactorily performed assignment at least once every 5 years, except for air operations and expanded dispatch positions. The air operations and expanded dispatch positions must be performed once every 3 years. Specific information about what assignments meet currency requirements can be found in the All-Hazard Incident Qualifications System Guide.

Required Training and Experience. Required training and prerequisite experience (as identified in the All-Hazard Incident Qualifications System Guide) cannot be challenged. The process of determining the abilities to perform the position is a review of the completed training, the completion of a position task book or specific identified tasks in a task book, evaluation of previous experience, or a combination of training, task performance, and experience. Equivalent courses may be substituted for required courses when learning and performance objectives meet or exceed required course learning and performance objectives.

Fitness Standards. The All-Hazard Incident Qualifications System Guide indicates a fitness category for each ICS position. Standards have not been established or validated for general all-hazard incidents; therefore, these categories should be considered as recommendations. Personnel must meet the position fitness requirements established for specific hazards or kinds of incident work (i.e., fire, law enforcement, diving, and other kinds of work/positions having specific fitness standards).

Incident Management Team Members. To serve on the national team, any person filling a team position as the IC, Safety Officer, Information Officer, or general staff, should complete, as

established in the All-Hazard Incident Qualifications System Guide, the appropriate Command and General Staff training course and exercise or an equivalent course.

5.2 **Transition Plan for All-Hazard Incident Management Qualifications**

Current Incident Management Team Members and Other Personnel. Many NPS employees on the IMTs, as well as other employees regularly used to manage incidents, do not have NWCG (fire) certifications for the positions in which they serve. Through training and on-the-job experience they have learned to perform successfully their functions.

All individuals currently serving on teams will be considered for “historically acceptable qualifications.” An individual already certified for a position under NWCG standards would not need to submit any documentation other than their current “red” card for that position. Other team members will be sent an evaluation package in which they can provide documentation of the incident management experience, training, evaluations, and any other qualification information that supports certification in their ICS positions.

This packet will be evaluated by a work group of subject matter experts. This work group also will use references to include the All-Hazard Incident Qualification System Guide, All-Hazard Position task books, incident narratives, and IC recommendations to make a determination regarding certification. The determination may be (1) full certification, (2) certification at a lower level (i.e., OSC2 rather than OSC1), and/or (3) recommendation for further training or experience.

Chapter 6

Workforce Development

- 6.1 Employee Development
 - 6.2 Sources of Training
-

6.1 Employee Development

Needs Assessments. Each IMT shall conduct a Needs Assessment. This assessment shall include a prediction of positions needing to be filled in the next 5 years, an identification of sources of potential candidates, and a projection of training needs for those candidates. Each team will forward the results to their regional emergency coordinators and to the DCES.

The regional emergency coordinators and the Deputy Chief, LESES, Emergency Services will coordinate a review of these assessments.

Parks are encouraged to identify employees interested in incident management and other incident management employee development needs and share those needs with their regional emergency coordinators.

Employee Development Planning. Each year the regional emergency coordinators and the DCES will review the results of the IMT and park Needs Assessments. They will identify and plan training and development opportunities to meet as many of the needs as possible, in accordance with the All-Hazard Incident Qualifications System Guide.

These opportunities may include the following:

- Presentation of or attendance at modules of the National ICS Training Curriculum.
- Presentation of or attendance at NWCG skills courses.
- Attendance at other training (as NIMS standardizes training, these courses may become more available at the local level).
- Online training and research.
- Trainee assignments.
- Mentoring.
- Participation in conferences and special assignments.
- Exercises led by NPS or other agencies or organizations benefitting NPS preparedness.

Training. The foundation for all lower-level training is the park, with course management directed by the park's incident management needs. Parks with a significant history of incidents should maintain a sufficient number of individuals, qualified at the appropriate level, to meet the park's needs. Generally, parks are responsible for sponsoring the courses needed to qualify personnel below the type 3 level.

Regions and WASO generally are responsible for higher-level courses that could qualify one for membership on an IMT. Regions and the DCES will coordinate either presenting such courses or sending trainees to course presented by other agencies.

Trainee Assignments. The most effective and successful method of ensuring that replacement personnel are available in the future is to include trainees on incident and event assignments. Thus, it is NPS policy that IMTs shall include trainees and that such trainees will be ordered and assigned to incidents and events. Each IC shall be responsible for coordinating trainee positions and assignments with the regional emergency coordinators and the DCES.

6.2 Sources of Training

Sources of incident management training include the following organizations:

Organization	Training Available
National Wildfire Coordinating Group and participating agencies. See www.nwccg.gov	Incident Command System courses Incident Position courses Incident Business Practices courses Incident Computer System courses
National Association for Search and Rescue (NASAR). See www.nasar.org	Managing the Lost Person Incident course Incident Commander courses Planning Section Chief courses Search Management courses Rescue Management courses
Federal Emergency Management Agency. See www.fema.gov	Emergency Management courses Incident Management courses Disaster Mitigation courses NIMS and NRP courses Emergency Management Institute National Fire Academy Exercise Practitioner courses Urban Search and Rescue courses
Occupational Safety and Health Administration. See www.osha.gov	OSHA Training Institute Disaster Site Worker Outreach training Refer agencies to HAZWOPER training Collateral Duty Safety Officer courses
States: Every State has at least one agency for homeland security and/or emergency management.	Emergency Management courses Incident Management courses Disaster Mitigation courses Hazardous Materials courses Search and Rescue courses
Numerous private enterprises (enter “incident management training” into any major internet search engine).	Emergency Management courses Incident Management courses Disaster Mitigation courses NIMS and NRP courses Exercise Practitioner courses Urban Search and Rescue courses Hazardous Materials courses Search and Rescue courses ... and many others

Chapter 7

Incident and Event Management

- 7.1 Incident Typing
 - 7.2 National Park Service Response to Incidents/Events
 - 7.3 Funding Sources
 - 7.4 Other Incident Management Considerations
 - 7.5 After Action Review
 - 7.6 Audits of Incidents
 - 7.7 Exhibit 1: Generic Situation Analysis Form
 - 7.8 Exhibit 2: Incident Complexity Guide
 - 7.9 Exhibit 3: Significant Incident Reporting Procedures
 - 7.10 Exhibit 4: The Role of EICC
 - 7.11 Exhibit 5: Sample Delegations of Authority
 - 7.12 Exhibit 6: After Action Review Guide
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7.1 Incident Typing

Types of Incidents. The complexity of an incident or event determines its “type.” Incidents range in complexity from type 5 (least complex) to type 1 (most complex). The following describes each type along with examples of each. See the Incident Complexity Guide (exhibit 2 in this chapter) for more details.

Type 5 Incidents. These are relatively simple incidents that are usually handled by one single resource. Examples include a motor vehicle accident with no injuries investigated by a single law enforcement officer or a small grass fire extinguished by a single engine and crew.

Type 4 Incidents. These are the incidents normally encountered by an agency or jurisdiction and are normally managed by the initial responding resources. Examples of type 4 incidents include a multi-vehicle traffic collision with injury and possible entrapment, handled by multiple resources or a single-alarm working structural fire.

Type 3 Incidents. Incidents requiring resources in addition to those initially dispatched, or incidents where timeframes for managing the incident are extended, are described as type 3 incidents. Examples include a lost person search extending over several operational periods, a one-day dignitary visit or a multiple-alarm structural fire. These incidents are usually managed by the local agency or jurisdiction. Some large parks may have organized type 3 IMTs.

Type 2 Incidents. These are incidents of significant complexity that are usually more than the local agency or jurisdiction can handle. These incidents are usually managed by a regionally (*Note:* this is not an NPS region) organized type 2 IMT

Type 1 Incidents. Type 1 incidents are the most complex, often involving multiple kinds of activities, a large area of operation, or significant political involvement. These incidents are usually managed by a nationally organized type 1 IMT.

7.2 National Park Service Response to Incidents/Events

Type 5 and 4 Incidents. All parks shall have plans in place to be able to properly manage type 4 and type 5 incidents. Parks in areas with robust emergency service capabilities may depend on local agencies to respond to some or all of these incidents. Such parks should have agreements in place with these agencies so that responders will be aware of special circumstances (such as fragile resources or unusual visitation).

Many larger or more remote parks will need to hire, train, and schedule staff to provide an adequate response to these incidents. The need for this staff will be determined by the Needs Assessment processes outlined in the DOs or RMs of the various protection specialties (such as emergency medical services, search and rescue, law enforcement, structural fire, etc.).

Type 3 Incidents. All parks shall have plans in place to properly manage type 3 incidents. This could be through local response agencies, local, and nearby park staff or a combination of the both. Type 3 incidents can be managed by an IC and subordinate staff assigned to the incident as needed, without a full type 3 IMT.

Larger parks or groups of parks that experience a significant volume of type 3 incidents may establish and maintain type 3 IMTs. These teams can be used to manage type 3 incidents at any park, providing that funding arrangements have been completed and that the incident is not type 2 or 1.

Safety Note: Many experienced employees believe that type 3 incidents have the greatest potential to be dangerous and that special consideration must be given to their management. Agency administrators and incident personnel should be especially concerned with type 3 operations being conducted in the face of incomplete or inadequate information, overly optimistic projections, personnel working outside of the approved work/rest guidelines, or a pervading attitude of “we can do it no matter what.”

Those managing type 3 incidents should pay special attention to safety issues and carefully consider the true complexity of the incident. Many type 3 incidents can grow to become type 2 or 1. It is best to consider that probability as early as possible.

Type 2 and 1 Incidents. If an incident or event is projected to be more complex than local staff/local agencies can manage, then the park must consider ordering a type 2 or type 1 NPS or interagency team. Follow these steps:

STEP 1: Take initial response actions in accordance with local plans and procedures.

- A. Respond to the incident in accordance with local plans and procedures with close regard to the safety of incident personnel and the public. If possible, take the appropriate initial steps to protect human life, prevent or minimize damage to resources, and prevent or minimize damage to property.

Initial actions may be reactive/defensive in nature and may include such things as:

- Instituting an emergency evacuation,
- Establishing inner and outer perimeters as needed,
- Terminating utilities or other systems that are contributing to the prolongation or

- severity of the incident,
- Terminating non-essential services,
- Containing subjects or suspect materials with movement control zones,
- Establishing surveillance or other forms of monitoring,
- Installing protective barriers, and
- Establishing decontamination or treatment stations as needed.

There are a host of other actions that can be considered. The overall goal, to the extent safely possible, is to stabilize the situation or minimize the negative impacts of the incident.

STEP 2: Conduct a situation analysis, including incident complexity.

- A. Rapidly gather as many facts about the incident as possible using a situation analysis or a checklist. A generic Incident Situation Analysis form (see exhibit 1, this chapter) or a checklist can be used.

Consider the incident's potential and forecasted effects. Ask yourself, what *could* happen, as well as what is likely to happen, in the next 2 weeks? The next month? Consider the appropriateness of managing the incident under a Unified Command.

- B. Use the Incident Complexity Guide (see exhibit 2, this chapter) to determine the actual or potential complexity of the incident. Using the facts gathered during the situation analysis, review the various factors shown in the guide. Decide which of the characteristics of each factor (listed under the "type" columns) best describes your incident.

No single incident is likely to have all of its characteristics fit neatly under just "type" column. Rather, you determine the complexity type based upon the preponderance of factor characteristics identified. See the detailed instructions found in the guide (exhibit 2 of this chapter).

Your regional emergency coordinator or designee can assist in conducting these analyses (except for wildland fires, where fire procedures outlined in RM-18 should be used). The coordinator can help ensure that all significant situation issues have been identified and can help determine the incident's complexity level. If there are multiple, simultaneous incidents occurring or if the incident is likely to draw national attention, you also may want to collaborate with the DCES.

If you are planning an event and if regional or WASO funding may be involved, you must consult your regional emergency services coordinator and the DCES.

STEP 3: Order incident resources, including an Incident Management Team.

- A. Use local and nearby mutual aid resources first, then turn to out-of-area resources.
- B. To order out-of-area resources, first determine if the incident is a wildland fire, a homeland security incident/event, or another kind of incident/event. Order incident resources, including an IMT, using the procedures appropriate for that kind of incident/event.

STEP 4: Prepare for the incoming Incident Management Team.

- A. Before the IMT arrives, a Delegation of Authority should be prepared and signed at the appropriate level. This delegation, very much like a performance contract, should outline what is expected from the IC and the team. It should include the following:
- A description of the results expected from the team, listed as goals, desired outcomes, specific targets, or other strategic method.
 - A list of other considerations, including financial constraints.
 - An identification of park staff assigned to assist the team (Agency Representative, Resource Advisor, Incident Business Advisor, etc.).
 - Any exceptions or matters specifically not delegated to the team.
 - Any special requirements or additional constraints.
 - Any requirements for rehabilitation of park or incident facilities.

See the sample Delegations of Authority in exhibit 5, this chapter.

- B. Plan two briefings for the incoming IMT. One should be conducted by the superintendent, or acting, and should focus on the desired results and strategic issues. The second briefing should be conducted by the initial action (or current) IC, focusing on the situation, objectives, strategy, tactics, logistics, and other issues specific to the incident.

1. *Agency Administrator (superintendent, regional director, or Director) Briefing*

It is desirable for the superintendent to brief the IMT command and general staff, although the superintendent may brief only the IC in special circumstances. The superintendent's briefing should include the following:

- A general review of the situation.
- A general review of the actions taken so far.
- Safety concerns.
- A review of the Delegation of Authority to the IC.
- Management considerations and priorities, especially as the incident may affect the park's operations and future plans.
- Legal constraints.
- Resource and visitor issues.
- Political considerations.
- Financial considerations.
- Other agencies involved.

2. *Current Incident Commander*

The briefing by the current IC should include these key elements:

Situation	
<input type="checkbox"/> incident map	<input type="checkbox"/> subject/resources/etc.
<input type="checkbox"/> weather (current/predicted)	<input type="checkbox"/> time of incident start
<input type="checkbox"/> topography	<input type="checkbox"/> point of origin/PLS/etc.
Resources	
<input type="checkbox"/> aircraft use/availability	<input type="checkbox"/> transportation needs
<input type="checkbox"/> resources available	<input type="checkbox"/> resources ordered
<input type="checkbox"/> rental agreements	<input type="checkbox"/> resources assigned
Actions Taken	
<input type="checkbox"/> review of existing plan	<input type="checkbox"/> copy of plan or briefing form
<input type="checkbox"/> current strategies	<input type="checkbox"/> tactics
<input type="checkbox"/> operations	<input type="checkbox"/> costs to date
<input type="checkbox"/> communications plan	<input type="checkbox"/> medical plan
General	
<input type="checkbox"/> hazards	<input type="checkbox"/> safety issues
<input type="checkbox"/> identity of Agency Reps	<input type="checkbox"/> photo/map availability
<input type="checkbox"/> helispot/helibase locations	<input type="checkbox"/> water availability
<input type="checkbox"/> infrared requests	<input type="checkbox"/> duplicating facilities
<input type="checkbox"/> weather data sources	<input type="checkbox"/> ICP and incident facilities
<input type="checkbox"/> access routes	<input type="checkbox"/> Communications issues/internet access
<input type="checkbox"/> security problems	<input type="checkbox"/> feeding facilities
<input type="checkbox"/> sanitation facilities	<input type="checkbox"/> traffic plan
<input type="checkbox"/> claims/injuries	<input type="checkbox"/> payroll/time functions

C. Attempt to accomplish the following tasks before the arrival of the team.

- Determine an incident command post/base location sufficient for the needs of the team.
- Order support equipment, supplies, and basic support organization for the incident (if this is an emergency, you may want to contact the incoming team as they travel to get these orders into the system).
- Secure an ample supply of maps and have the local Geographic Information System (GIS) ready to provide information.
- Schedule the times and locations for briefings.

- D. Prepare ICS form 201, Incident Briefing, with all of the pertinent information available.
- E. Determine the recommendations for the status of personnel being replaced by the team (will they be released from incident? Assigned to positions within the team? Assigned to trainee positions? Reassigned to operations?).
- F. Determine who will serve as the Agency Advisor, giving advice to the IC and making decisions on behalf of the Agency Administrator.
- G. Prepare an Incident Action Plan (IAP) for the first operational period that will be managed by the team.

STEP 5: Brief the incoming Incident Management Team.

- A. Conduct the Agency Administrator (superintendent, regional director, or NPS Director) briefing. Note that upon arrival, the incoming IC may wish to negotiate portions of the delegation based upon her/his experience, resource availability, and other factors.
- B. Conduct the initial action/current IC briefing.

STEP 6: Coordinate with the Incident Management Team to properly manage the incident.

- A. Meet regularly with the IC and incident staff as conditions and circumstances allow.
- B. Ensure that the park (hosting agency) finance staff becomes engaged with the incident finance staff early in the incident.
- C. Plan for the transition of management of the incident either to another IMT (in the case of an extended incident) or back to the park. Incidents with significant resource or facility damage may transition to a contracting and project management organization. IMTs may prepare a formal transition plan for some incidents, depending on the status of the incident. In all cases, teams shall keep the park in the long-term planning process.

STEP 7: Close out with the Incident Management Team.

- A. Conduct a close-out meeting with the IMT. The meeting generally will include the following:
 - A review of incident operations and safety.
 - A review of the Delegation of Authority and the actual accomplishments.
 - A review of the status of the other functional areas (planning, logistics, finance, information).
 - A review of the transition plan.

- A general evaluation of the team and park's performance (most significant incidents should have a separate After Action Review (AAR), conducted at a later date).
- Identification of any immediate lessons learned.
- A list of pending actions that still need to be completed.
- A list of other actions.
- A "Return of Delegation" or transfer of command document.

7.3 Funding Sources

Fire. See RM-18, Wildland Fire Management, for information about funding sources for fire incidents.

Search and Rescue. Actions taken to locate an overdue person, to render aid or remove a person from a situation of perceived danger, or to remove a deceased person (including the person's property) to a secure location are defined as a search and rescue (SAR) incident.

SAR incidents that result in \$500.00 or more of unprogrammed costs may be funded from the National SAR Account. The IC or other staff may initiate a request for National SAR Account funding by submitting the required documentation (Case Incident Report, SAR Funding Report, requisitions/resource orders/receipts for purchases and costs with appropriate justifications, Aircraft Use Reports, and pay authorizations). See RM-59, Search and Rescue, or interim WASO memorandums for more information about this funding source.

Emergency Law and Order. Incidents involving emergency law enforcement actions may be eligible for Emergency Law and Order funding in some circumstances.

Specific conditions and restrictions apply to this funding source. The costs must be the result of an emergency. Generally, the law enforcement costs of a large, planned event are not considered an emergency and must be programmed in advance. There may be some exceptions, however, such as when a major dignitary unexpectedly decides to attend the event. In other restrictions, the park must demonstrate that it does not have the funds to cover the unprogrammed costs.

The park must submit an Emergency Law and Order funding request through the regional law enforcement specialist. Funding is not guaranteed. See RM-9, Law Enforcement, for details.

Other Incidents. Other kinds of incidents are generally paid from appropriated funds. In many cases the park will bear the costs, although the involved region and WASO may assist in special circumstances. In extreme cases, supplemental appropriations may be needed.

Safety Note: Incidents and events without special funding sources often lead to funding shortfalls. These funding constraints, in turn, may limit incident activities. There can be a tendency to attempt incident operations with inadequate staff or no reserve, producing a potential vulnerability and creating risks for incident staff and the public. ICs and agency executives must resist the temptation to let the budget manage the incident rather than ensuring that the most appropriate/safest management actions are taken.

Policy. It is NPS policy that all incidents and events will be adequately managed. Emergency incident operations shall not be curtailed just because funding has not been identified. Planned events that cannot be adequately funded and managed should not be held.

Cost Sharing. ICs and agency executives should identify cost sharing and reimbursement opportunities with other agencies and organizations.

7.4 **Other Incident Management Considerations**

Preliminary Planning (Pre-Planning) for Planned Events. If it is anticipated that an IMT will be required to manage a planned event, that team may be assigned to conduct preliminary planning sessions for the event. The ICS planning process is key to the successful management of events. Therefore, the team should be assigned early enough to properly apply the planning process to the situation. For a complex event, the park should consider involving the team 6 to 12 months in advance. Financial planning should include funding for these pre-planning sessions. Planning for events should also use the Incident Complexity Guide (see exhibit 2, this chapter). Planning should be conducted in such a manner that any IMT could manage the event.

Pre-positioning Incident Management Teams. WASO or regions should pre-position IMTs if an incident or event is imminent and it is likely that a team will be assigned (e.g., a hurricane approaching several park areas or a specific, credible homeland security threat to one or more areas).

IMTs should be pre-positioned if:

- It is quite likely that the IMT will be needed. While it is expensive to mobilize teams, a pre-positioning can save response time in some circumstances. The ordering entity needs to balance the cost of pre-positioning against the benefit of an early response and the likelihood that such a response will be needed.
- The decision to pre-position has been coordinated between all affected offices, including the sponsoring regions, and WASO.
- The Delegation of Authority for pre-positioning and for management of the incident may come from WASO or DOI for major incidents with national impacts.

Multi-Agency Incidents and Unified Command. IMTs shall consider the best arrangement for managing incidents where other agencies are involved. The options include the following:

- Establishing unified command with the other involved agencies.
- Maintaining a single IC but assigning personnel from other agencies to the incident (perhaps as a deputy or with an agency representative).
- Accepting delegations of authority from the other agencies.

Multiple Simultaneous Incidents. When multiple simultaneous incidents are occurring, consult with your regional emergency services coordinator and the Deputy Chief, LESES, Emergency Services to develop consensus as to the best course of action. Multiple simultaneous incidents can be managed in several ways:

Incident Complex. A number of smaller incidents in a general area can be managed by a single IMT as a “complex.”

Area Command. When a number of IMTs are working in a general area, especially when there is competition for resources, an Area Command may be established. The need for an Area Command within areas of the National Park System may be determined by the following:

- Regional emergency coordinators, in consultation with parks and offices.
- Deputy Chief, LESES, Emergency Services, in consultation with the regional emergency coordinators.
- DHS, FEMA or some other Federal agency with jurisdiction.

When Area Command has been assigned, all existing Delegations of Authority to IMTs shall be rescinded. Each Agency Administrator shall make a delegation to the Area Commander. The Area Commander, in turn, shall delegate management of the incident(s) to each IMT.

The Delegation of Authority may be made directly to the Area Commander from the region, WASO, or other designated Agency Administrator.

Currently the NPS does not have an established all-hazard Area Command Team (ACT). Until the need for a standing all-hazard ACT is determined, teams may be ordered from interagency NWCG sources or assembled from NPS personnel with extensive national or regional incident management experience.

Incident Status Reporting. Parks and IMTs must report incident status in accordance with NPS and interagency policy:

- NPS Significant Incident Reporting. All significant incidents (listed by WASO as type 1 and type 2) must be reported in a timely manner no matter what the complexity. See the current significant incident reporting procedures memorandum (exhibit 3) for details.
- Interagency Incident Status Reporting System. Parks are encouraged to report significant type 3 incidents with either version of an ICS 209, Incident Status Summary, or Incident Intelligence Report. Type 2 and type 1 incidents shall be reported using an ICS 209. The report shall be submitted using the interagency coordination system with courtesy copies being sent to the same report recipients identified in the NPS significant incident reporting system (see above), including EICC and regional contacts. IMTs may use the National Fire and Aviation Management Web Applications page (FAMWeb found at <http://famweb.nwcg.gov/>) to submit the reports, but copies should still be sent to the identified report recipients.

Critical Incident Stress Management (CISM). The Incident Commander and park staff shall carefully consider the need for CISM whenever an incident has occurred. The need for CISM may be the result of the following:

- The death or serious injury of a fellow staff member, family, or other significant person.
- The death or serious injury of a visitor, especially a child.
- The near-death experience of surviving a serious incident.
- The displacement from home or office.
- The disruption of normal work routines.
- The cumulative effect of multiple incidents occurring close together in time.
- Other circumstances.

The IMT may handle CISM needs in a variety of ways:

- The team may order one or all of the standing NPS CISM teams (through EICC).
- The team may order one of the CISM leaders or experts to evaluate the situation and develop a CISM response plan.
- The team may contract with a mental health provider(s) experienced in CISM.

Once assigned, CISM teams shall be supervised by the IMT.

See CISM standard operating procedures for details concerning ordering and information about the program. Information can be found on the *InsideNPS* intranet site.

7.5 After Action Review

It is NPS policy to conduct AARs for all incidents. AARs for type 5, 4, and 3 incidents will be conducted locally using local procedures. Formal after AARs will be conducted for all type 2 and type 1 incidents. The regional emergency coordinator shall be responsible for coordinating reviews of type 2 incidents. The DCES shall coordinate type 1 incident reviews.

7.6 Audits of Incidents

All incidents and events costing more than \$1 million shall be audited by the agency. Regional emergency coordinators and the DCES, shall coordinate with finance personnel and Agency Administrators to conduct these audits.

7.7 Exhibit 1: Generic Situation Analysis Form

The form starts on the next page.

INCIDENT SITUATION ANALYSIS	Park Name:	Prepared by (Name and Title):	Date and Time Prepared
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Describe the location of the incident (attach map)	Give GPS or other coordinates
Describe significant topographical features	Landownership Issues:
List the facilities or transportation routes	Land Use Issues:
Describe the topography of the zones:	List accessibility problems:

Describe known hazards or other safety considerations:	
Describe visitor and/or public uses that may be affected in or near a park:	
What restrictions are in place: <input type="checkbox"/> Area closures <input type="checkbox"/> Travel restrictions <input type="checkbox"/> Decontamination requirements	Details of restrictions:
Describe the actual or potential socio-economic effects:	
Describe the level of media attention and political interest:	Describe the likelihood of protest actions:

<p>What is at risk?</p> <input type="checkbox"/> Unique ungulate species <input type="checkbox"/> Other ungulates <input type="checkbox"/> T+E species <input type="checkbox"/> Unique plant communities <input type="checkbox"/> Livestock <input type="checkbox"/> National Historic Landmark <input type="checkbox"/> National Register property <input type="checkbox"/> Museum collections original to the site <input type="checkbox"/> NAGPRA-related materials <input type="checkbox"/> Other cultural resources <input type="checkbox"/> Feral populations <input type="checkbox"/> Other	<p>Describe the risks:</p>
<p>Describe other natural resource issues or considerations:</p>	
<p>Describe other cultural resource issues or considerations:</p>	

<p>How many people are likely to be involved?</p>	<p>What size is the incident area?</p>	<p>Are air operations likely to be involved?</p>	<p>Are other incidents occurring in the area?</p>
<p>Describe potential safety considerations:</p>			
<p>Describe policy issues and considerations:</p>			
<p>Describe likely logistical problems:</p>			
<p>Describe the current and forecast weather and its projected effect on the situation:</p>			
<p>What is the availability of resources?</p> <input type="checkbox"/> Good <input type="checkbox"/> Fair – other incidents are occurring <input type="checkbox"/> Poor – competition for resources is strong	<p>Summarize the overall situation in the country:</p>		

7.7 Exhibit 2: Incident Complexity Guide

The Incident Complexity Guide starts on the next page.

NATIONAL PARK SERVICE • Incident Management Program • INCIDENT COMPLEXITY GUIDE

Incident objectives	• Objectives cannot be met by the initial response	• Objectives cannot be met by a type 3 incident organization	• Objectives cannot be met by a type 2 incident organization
Resources	<ul style="list-style-type: none"> • Mostly local resources • Small to moderate number • Used to working together • Variety of resources not of issue • Local resources qualified and experienced at the extended response level 	<ul style="list-style-type: none"> • Moderate number • Many resources arrived pre-organized • Moderate variety of different kinds of resources • Some ordering difficulties • Lack of qualified incident personnel 	<ul style="list-style-type: none"> • Large number • Large number of single resources that need to be organized • There may be span of control issues to be resolved • Wide variety of different kinds of resources • Serious/severe ordering difficulties
Political sensitivity/ visibility and consequences	<ul style="list-style-type: none"> • Local significance 	<ul style="list-style-type: none"> • High local/regional significance 	<ul style="list-style-type: none"> • National/ international significance
Variety of activities involved in incident	<ul style="list-style-type: none"> • Encompasses a small to moderate variety of activities • Activities are generally standard for local operations 	<ul style="list-style-type: none"> • Encompasses a moderate variety of activities 	<ul style="list-style-type: none"> • Encompasses a wide variety of activities
Costs/source of money	<ul style="list-style-type: none"> • Uses well established funding mechanisms 	<ul style="list-style-type: none"> • WASO budget office may be involved • Possibility of needing supplemental appropriation • Home unit has inadequate incident funding capability 	<ul style="list-style-type: none"> • WASO budget office is involved • There is a probability of needing supplemental appropriation
Number of agencies and organizations involved	<ul style="list-style-type: none"> • Small to moderate number 	<ul style="list-style-type: none"> • Moderate number 	<ul style="list-style-type: none"> • Large number
Scope of agreements and contracts	<ul style="list-style-type: none"> • Agreements and contracts are in place and useable, or are not needed • Incident operations are well within local capabilities 	<ul style="list-style-type: none"> • Some or most agreements and contracts exists and are useable • A small number may need to be written 	<ul style="list-style-type: none"> • Large number of agreements and contracts need to be developed and implemented • Very large contracts may need to be developed (Level IV Warrant)
Logistic difficulties	<ul style="list-style-type: none"> • Within local capabilities or can be easily solved 	<ul style="list-style-type: none"> • Problems can be resolved through normal procedures and channels • Incident activities may be dispersed over a wide geographic area 	<ul style="list-style-type: none"> • Special interventions with outside organizations may be needed to solve logistics problems • Logistics may need to be branched
Safety complexity	<ul style="list-style-type: none"> • Most identified risks can be mitigated by standard procedures 	<ul style="list-style-type: none"> • Most identified risks can be mitigated by standard procedures 	<ul style="list-style-type: none"> • Significant research may be needed to identify risks or appropriate mitigations • Large number of assistant safety officers required
Media interest / complexity	<ul style="list-style-type: none"> • Low to moderate local or regional significance 	<ul style="list-style-type: none"> • High local/regional significance • Most information is straight forward 	<ul style="list-style-type: none"> • National / international significance • Potential for highly sensitive information or circumstances
Size of area involved	<ul style="list-style-type: none"> • Incident facilities and operational work sites are relatively close together 	<ul style="list-style-type: none"> • Moderate number of scattered incident facilities and or operational work sites. 	<ul style="list-style-type: none"> • Large number of widely scattered incident facilities and operational work sites.
Duration/impacts to unit operations	<ul style="list-style-type: none"> • Short duration or • Disruption to normal operations is minimal or of short duration 	<ul style="list-style-type: none"> • Normal operations/unit activities may be disrupted for a prolonged period of time 	<ul style="list-style-type: none"> • Local unit cannot resume normal operations because of the duration and/or severity of the incident
Air operations	<ul style="list-style-type: none"> • The local agency is prepared to properly manage the air resources needed to manage the incident 	<ul style="list-style-type: none"> • The local agency is not prepared to manage the air resources needed 	<ul style="list-style-type: none"> • The local agency is not prepared to manage the air resources needed • Aviation complexity may require OAS or FAA intervention to resolve issues

NATIONAL PARK SERVICE • Incident Management Program

INCIDENT COMPLEXITY GUIDE, Instructions and Definitions

INSTRUCTIONS FOR USING THIS GUIDE

1. Gather as many facts about the incident as possible, using the “factors” column to help identify the information needed.
2. Contact your regional emergency coordinator and discuss the situation with her or him. Include type 2 or type 1 incident commanders in the decision process, as appropriate.
3. Looking at the typical characteristics of each factor, decide which of the characteristics listed under the “type” columns best describes your incident. Remember, usually no one incident will have all of the factors fall under just one of the “type” columns.
4. Determine the complexity based upon the column under which the preponderance of factor characteristics fall. For example, if most of the characteristics are best described by the type 2 column, then the incident is probably of type 2 complexity. But, also consider mitigating as well as aggravating circumstances.
5. Order incident resources, including an Incident Management Team, if needed, accordingly. Remember, one of the benefits of the Incident Command System is that if you were wrong, or if the situation changes, you can always transition to a more complex or lower complex management structure as needed.

INFORMATION REGARDING INCIDENT TYPES

Type 5 incidents are relatively simple incidents that are usually handled by one resource.

Examples:

- Motor vehicle accident with no injuries investigated by a single police officer
- Small grass fire extinguished by a single engine

Type 4 incidents are those normally encountered by an agency or jurisdiction and are normally managed by the initial responding resources.

Examples:

- Multi-vehicle accident with injuries, handled by multiple resources
- Single-alarm working building fire

Type 3 incidents are incidents that may require more resources in addition to those that initially responded and/or the timeframes for managing the incident are extended. (Some large parks may maintain organized type 3 Incident Management Teams.)

Examples:

- Lost person search extending over several operational periods
- One-day dignitary visit
- Multiple alarm structural fire

Type 2 incidents are incidents of significant complexity exhibiting characteristics shown by the factors listed on the reverse side of this sheet. These incidents are usually managed by regionally organized type 2 Incident Management Teams.

Examples:

- Impacts from moderate to large disaster
- Large special event or ceremony

Type 1 incidents are the most complex incidents, often involving multiple kinds of activities, a large area of operation or significant political involvement. These incidents are usually managed by a nationally organized type 1 Incident Management Team.

Examples:

- Impacts from a large disaster, such as a hurricane, flood, tornado or earthquake
- Large special event or ceremony with national or international significance

7.8 Exhibit 3: Significant Incident Reporting Procedures

REPORT FORMAT

As far as possible, all reports should contain the following information. Exceptions are noted.

Subject: Name or description of incident.

Time and Date: Time and date of occurrence.

Location: Brief description of incident location.

Type: Reports are to be marked prominently and in **boldface** with one of two terms if they contain sensitive information:

- Law enforcement sensitive – Used only when the report contains sensitive information, sharing of which might compromise prosecutions, confidential sources, etc.
- Internal use only – Used for incidents that contain information that is not law enforcement sensitive, but is nonetheless sensitive and not for public release.

Reports not so marked are considered public information. Parts of incident reports that are generally okay for public release may include stipulations that specified sections are either LE sensitive or for internal use only.

Summary: Brief description of incident. Attention should be placed on making the report simple, clear, and inclusive. Many reports omit critical information or contain confused narratives. A simple chronological narrative works best.

Names/Titles: First and last names and titles of persons involved, if appropriate. If victim names must be withheld, at least specify gender and, if possible, approximate or specific age.

Status of Case: What is being done and/or will be done next. Optional in routine cases. It is presumed that investigations will always take place when appropriate. The status is important only in major incidents in which extensive follow-up will occur.

Agencies: Other Federal, State, local, or other agencies involved or to become involved in the incident. Optional if deemed immaterial to the report.

Media: The level of media interest and involvement.

Contact: Name and telephone number of park person who can be contacted for additional information, or a 24-hour contact number.

Submitter: The name and title of person submitting the report, which should appear on the report itself – not just in the cover email message.

REPORTING PROCESS

Follow the reporting policies as defined in the NPS Law Enforcement Reference Manual -9. These SOPs explain how to submit reports. The basic rules are nonetheless worth reiterating:

- Level 1 reports and some particularly significant Level 2 reports are called immediately to the EICC, then followed up with written reports sent via email within 3 working days. They are not to be submitted by posting to InsideNPS.
- Level 2 reports are to be submitted via email within 3 working days. They are not to be submitted by posting to InsideNPS.
- All Level 1 and 2 written reports are to be submitted to the Law Enforcement, Security, and Emergency Services Deputy Chief, Operations and Policy, in WASO, and to the EICC. Copies of each should also be sent to your regular regional/system office contacts.
- Reporting parties should be judicious regarding inclusion of names of law enforcement rangers and investigators and/or confidential investigative or enforcement techniques in incident reports. The NPS Morning Report is posted on the web; email transmissions are also passed along to many other readers. It is safe to presume that anyone might read it.
- All reports are considered to be public information unless otherwise indicated. Reports that are wholly or partly confidential and meant for internal review within the Division of Law Enforcement, Security, and Emergency Services should be marked as indicated.
- It is NPS policy to share as much information as possible with its employees and external audience. Reporting parties will therefore make every effort to write reports in a manner permitting their general release, insofar as is possible, and will only use the specified restrictions if truly necessary.

7.9 **Exhibit 4: Role of EICC**

Purpose. The Emergency Incident Coordination Center (EICC) serves as the National Park Service (NPS) homeland security and all-hazard focal point for mobilization, consolidation and dissemination of intelligence information, cost tracking and status reporting. EICC coordinates the all-hazard, non-fire “national” resources of the NPS, including those related to homeland security. The center carries out multiple national functions:

- Coordinates the identification, availability status and deployment of NPS law enforcement officers for homeland security assignments at “icon” parks.
- Serves as the NPS homeland security coordination center, dispatching resources to homeland security incidents and providing consolidated cost, status and intelligence reporting.
- Updates the rosters and maintains the availability of NPS IMTs, mobilizing or assisting in the mobilization of the Teams when needed.
- Serves as the Servicewide significant incident reporting center.
- Updates the rosters, maintains the availability and coordinates the ordering of specialized resources/teams exclusive to the NPS, including SETT, MERT, and CISM Teams.
- Provides overall coordination of NPS resources for all-hazard incidents of a Type III or higher level when local parks or units are not sufficiently resourced to accomplish the necessary goals and objective.
- Maintains the All-Hazard Incident Qualification System.

Assignment of Law Enforcement Officers for Critical Incidents. Following the terrorist attacks of September 11, 2001, NPS identified parks that may have a significantly higher risk of attack because they are internationally recognized symbols of American heritage (icons of the nation). During periods of increased threat, these parks may need additional law enforcement assistance. EICC works with the regions and parks to identify those officers, to obtain ordering information and to actually dispatch the officers when the need arises.

National Park Service Incident Management Teams. Because the NPS IMTs are considered resources, EICC updates the rosters and maintains the availability of all Teams. EICC dispatches the NPS IMTs as required for all-hazard incidents and may act as expanded dispatch for the teams based on incident needs.

EICC will work with the appropriate regional emergency coordinators and with the Deputy Chief, LESES, Emergency Services to identify the available team and fill the request for the NPS IMT. The ordering park will then have complete information with which to create the resource orders.

In addition, EICC can facilitate collaboration and coordination activities regarding the teams (such as helping to host conference calls, prompting key officials to communicate with others, etc.).

Specialized Resources/Teams. NPS has several specialized resources or teams often used at incidents and events. Most of these teams are unique to NPS. These include:

- Critical Incident Stress Management Teams
- Special Event and Tactical Teams (SETT)
- Museum Emergency Response Team (MERT)

- FMSS Damage Assessment Teams
- Arborist Teams
- Emergency Support Function #9 Search and Rescue IMTs (LandSAR)

EICC updates the rosters and maintains the availability status of these teams. In addition, EICC directly dispatches these resources/teams for homeland security incidents and events or assists with the dispatch for non-homeland security all-hazard incidents.

EICC may identify, track the availability of and dispatch other unique resources often used at incidents. Examples include:

- Bucket trucks
- Front-end loaders
- Dump trucks
- Heavy equipment
- Equipment operators
- Specification Writers
- Contracting Officers

Other Duties. EICC also provides dispatching and coordination services for the local Virginia "Mountains to the Sea" and Allegheny service areas. Wildland fire and all-hazard dispatching, resource availability status-keeping, and local intelligence is maintained for the Northeast Region parks. Resource availability for these units is updated in ROSS and mobilization is channeled into the interagency coordination system through the Virginia Interagency Coordination Center (VICC) and the Eastern Area Coordination Center. EICC is the focal point for NPS employees reporting status following formal evacuation per agreements with the Southeast Region and other units.

7.10 Exhibit 5: Sample Delegations of Authority

The samples start on the next page.

Sample 1

Memorandum

To: Incident Commander, NPS Incident Management Team

From: Superintendent, [name of park]

Subject: Delegation of Authority, Foot-and-Mouth Disease Response

You are hereby assigned to manage the incident related to this outbreak of Foot-and-Mouth Disease in (insert name of NPS Unit). You have full authority and responsibility for managing incident activities within the framework of law, regulation, Service and park policy, this Delegation, and guidance provided in the initial and subsequent briefings.

Specific direction and management considerations for this incident are:

1. For the safety of incident personnel and the public, identify hazards and assess and mitigate risks before taking actions.
2. Coordinate incident management, including priority setting, through Unified Command.
3. Protect private and public property and resources, basing actions on analysis of values at risk. Prevent, mitigate, or otherwise minimize resource impacts resulting from incident situations or operations.
4. Work with park staff to ensure that all incident operations are in compliance with all laws, regulations, and policies. Record and document plans and actions for park's historical archives.
5. Provide accurate and timely information to incident personnel, cooperating agencies and the public.
6. Keep costs commensurate with incident needs. Coordinate reimbursable costs with cooperating agencies as required. Develop a request for emergency funding and provide the necessary documentation. Coordinate finance with the Park administrative staff.
7. I appoint _____ to serve as my Agency Advisor. She/He has full authority to make decisions in my stead. Park personnel may be assigned to the incident. Coordinate their availability with Agency Advisor.
8. Make all out-of-area resource orders directly with _____ Dispatch.
9. Prepare a list, to be used for letters of appreciation, of any cooperative agencies, and their personnel that are assigned to the incident.
10. Ensure that as incident facilities are released back to the Park that they are cleaned and put back to good order. Work with the Park staff to refurbish any equipment and incident kits upon completion of their use.
11. Notify me 24 hours in advance of the closeout of your management of the incident.
12. Meet with me personally for a closeout meeting prior to your departure.

Sample 2



**UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE**

Shenandoah National Park
Route 4, Box 348
Luray, Virginia 22835-9036

IN REPLY REFER TO

W34

June 3, 1996

Memorandum

To: _____, Incident Commander

From: _____ Acting Superintendent, Shenandoah National Park

Subject: Delegation of Authority, Bridle Trail Incident

You and your Incident Management Team are hereby assigned to establish a Unified Command with the FBI to manage the Bridle Trail Incident at Shenandoah National Park, effective June 3, 1996, at 1800 hours. You have full authority and responsibility for managing incident activities within the framework of law, regulation, Service and park policy, this Delegation, and direction provided in the initial and subsequent briefings.

Specific direction and management considerations for this incident are:

1. Cooperate with and facilitate the activities of the FBI.
2. Determine what happened to the victims of this incident and apprehend all suspects involved.
3. Protect human life and operate safely as the first priority. As a component of safe operations, the Park Incident Work and Rest Policy (Policy Directive Number 90-43, dated October 21, 1990) will be followed.
4. Prevent, mitigate, or otherwise minimize resource impacts resulting from incident situations or operations.
5. Ensure that all incident operations are in compliance with all laws, regulations, and policies.
6. Minimize disruptions to normal park operations.
7. You may use park personnel for the incident, but whenever it is possible and cost-effective, use out-of-park resources for specialized or professional-level tasks.
8. Make all resource orders directly with the Shenandoah National Park Coordination Center.
9. Carefully coordinate finance with the Park Finance and Budget office. Please prepare the necessary documentation for a Law and Order Funding Request prior to release.
10. Please prepare an ICS-209, Incident Status Summary, each day by 1900 and ensure that a copy is sent or faxed to the Shenandoah Coordination Center. You may use your judgment as to whether the 209 should be distributed further.
11. Please prepare lists of cooperative agencies and their personnel to be used for letters of appreciation.

12. Please ensure that incident facilities are cleaned and put back to good order upon completion of the incident.
13. Please work with the Park staff to refurbish equipment and incident kits upon completion of the incident.
14. Please notify me 24 hours in advance of the close-out of your management of the incident.
15. Please meet with me personally for a close-out meeting prior to your departure.

Acting Superintendent, Shenandoah National Park

Date

Agreed upon, subject to amendment:

Incident Commander

Date

Sample 3



**UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE**

1849 C Street, N.W.
Washington, D.C. 20240

IN REPLY REFER TO
A76

October 22, 1999

Memorandum

To: _____, Incident Commander

From: _____ Deputy Director

Subject: Delegation of Authority, Y2K Day One

I hereby delegate to you and your Incident Management Team the authority and responsibility to manage all aspects of the Y2K Day One roll-over period for the National Park Service National Office.

Specific management considerations for this incident are:

1. Protect human life and operate safely as the first priority.
2. Work with the regions, Department and other agencies, as needed, to provide national coordination of the consequences related to the Year 2000 date rollover.
3. Provide the Department with the reports and information they need.
4. Please ensure that the Directorate is notified of significant events that occur during the rollover period.
5. Please keep costs to a level commensurate with the needs of the incident.

This delegation is effective at 0800, October 22, 1999, and includes related exercises on 11/03-04/99 and 12/08-09/99. This delegation will expire at 1800 on 01/04/2000 unless otherwise amended by me.

My designated representative for this assignment is Linda Canzanelli.

Sample 4

September 24, 2005

Memorandum

To: NPS National Incident Management Team Commander
From: Director, National Park Service
Subject: Delegation of Authority, Hurricane Response

I hereby amend the previous delegations of authority to you and your Incident Management Team for the response to the consequences of Hurricane Katrina to include Hurricane Rita and any other major tropical storm events for units of the National Park System in the Gulf Coast and associated inland areas of the United States. This amendment is effective at 1200, September 26, 2005 and will also serve as the terms of the delegation of authority to the Incident Management Team that succeeds you. You are directly accountable to me or my representative listed below. Your area of operations includes all affected units of the national park system and any associated staging, mobilization or operational facilities. It will also include other operations and areas outside the national park system as assigned and authorized. Your team will manage the response as a Complex with responsibility for the coordination and direction over other IMTs and resources within the operational area, including assigned resources from other agencies.

Specific management considerations and directives include:

1. Protect human life and operate safely as the first priority.
2. Implement employee assistance programs to include accounting for all employees and their immediate families, determining their needs, and assisting them with short and long term recovery.
3. Prepare and initiate plans for relocation of affected administrative offices.
4. Provide interagency coordination within your operational area with local, State and Federal agencies and the various levels of incident management.
5. Ensure that the Washington office and the affected Regions and Parks are kept informed about the consequences and response efforts to the hurricane.
6. Please keep costs to a level commensurate with the needs of the Incident without compromising safety.
7. Provide support to other Department of Interior agencies and their employees.
8. Provide emergency support to affected park neighbors, partners and adjacent communities.
9. You may enter into agreements with other agencies or entities that will expedite the short term and long term recovery of the affected parks and employees or other Department of Interior units as assigned. I will expect you to exercise your professional judgment in developing agreements that need my approval and/or coordination and consultation with other levels of management and expertise.

At any time the Director is unavailable, Deputy Director <name> will have full authority to represent her.

Authorized by: _____
Director, National Park Service

Received by: _____
NPS National Incident Management Team Commander

Sample 5



**UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE**

1849 C Street, N.W.
Washington, D.C. 20240

IN REPLY REFER TO:

October 6, 2003

To: _____, Incident Commander

From: Director

Subject: Delegation of Authority, Hurricane Isabel Response

I hereby delegate to you and your Incident Management Team the authority and responsibility to manage the response to the consequences of Hurricane Isabel, particularly at Colonial National Historical Park, Fredericksburg and Spotsylvania National Military Park, Richmond and Petersburg National Battlefields. You may be assigned responsibilities at other NPS units, as the need arises. You have full authority and responsibility for managing this incident within the framework of law, regulation, NPS policy and direction provided by me and the Superintendents of each park. This delegation is effective at 0600 hours, October 7, 2003.

Specific management considerations for this incident are:

1. Ensure that safety and the protection of human life is the first priority.
2. Work closely with the effected Regions and Superintendents (and assigned staff) to manage the incident in a manner that meets their expectations, the expectations of involved partners and the elements of this delegation. The Superintendents will serve as the Agency Administrator to the Incident Management Team, representing their respective park's interest, coordinating use of local resources and providing a liaison with local agencies.
3. Manage the emergency restoration and essential clean-up of damaged resources and infrastructure.
4. Coordinate and complete a professional condition assessment of damaged park assets, utilizing the FMSS, for all NPS units sustaining damage during Hurricane Isabel.
5. Maintain cost at a level commensurate with the needs of the incident.
6. Provide situation updates daily. Please send Incident Status Summary reports (ICS 209) via NWCG's "FAMWEB" internet-based program, by 1800 hours each operational period.
7. Order resources and equipment through EICC.
8. Coordinate with park staff to manage local media and public information needs. Coordinate National information needs with the WASO Public Affairs Office.
9. Please provide a final report, which includes a summary of incident actions and recommendations for future incidents.
10. Schedule a close-out meeting with me prior to your team's demobilization from the incident.

My designated representative for this incident will be the Associate Director for Visitor and Resource Protection, Karen Taylor-Goodrich.

7.11 Exhibit 6: All-Hazard After Action Review Technical Guide

An after-action review (AAR) is a professional discussion of an event that focuses on performance standards and enables development of professionals and colleagues with similar or shared interests to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. The AAR tool affords leaders, staff, and partners an opportunity to gain maximum benefit from every program, activity, or task. It provides:

- Candid insights into specific strengths and weaknesses from various perspectives
- Feedback and insight critical to improved performance
- Details often lacking in evaluation reports alone

The AAR is the basis for learning from our successes and failures. A good manager or leader does not learn in a vacuum: the people involved in an activity – those closest to it – are the ones best poised to identify the learning it offers. No one, regardless of how skilled or experienced they are, will see as much as those who actually carry out the events, program, or activity. The AAR is the keystone of the process of learning from successes and failures.

Feedback compares the actual output of a process with the intended outcome. By focusing on the desired outcome and by describing specific observations, teams can identify strengths and weaknesses and together decide how to improve performance. This shared learning improves team proficiency and promotes bonding, collegiality, and group cohesion. The AAR provides a starting point for improvements to future activities.

Because AAR participants actively discover what happened and why, they can learn and remember more than they would from a critique or more formal evaluation. A critique only gives one viewpoint and frequently provides little opportunity for discussion of events by participants. Other observations and comments may not be encouraged. The climate of a critique, focusing on what is wrong, often prevents candid discussion and stifles opportunities for learning and team building.

TYPES OF AARs

All AARs follow the same general format, involve the exchange of ideas and observations, and focus on improving training proficiency. AAR organizers can decide whether the review will be formal or informal.

Formal AARs require more resources and involve more detailed planning, coordination, logistical support, supplies, and time for facilitation and report preparation. A facilitator guides the review discussion, and notes are recorded on flip charts with the help of a dedicated scribe. The meeting should follow an agenda, using the four guiding questions to set up the “meat” of the discussion. Following the AAR session itself, a formal report 2 is presented. Recommendations and actionable items are later brought to the attention of agency management.

Informal AARs are usually conducted on-site immediately following an event, activity, or program. They require a different level of preparation, planning, time to be carried out, facilitation, and reporting. Frequently, an informal AAR is carried out by those responsible for the activity, and if necessary, the discussion leader or facilitator can either be identified beforehand or chosen by the team itself. As with a formal AAR, the standard format and questions guide the discussion.

Team or project leaders may use informal AARs as on-the-spot coaching tools while reviewing overall group or individual performance. For example, the team could quickly:

- Evaluate performance against a desired standard or established performance objective
- Identify strengths and weaknesses
- Decide how to improve performance

In addition, informal AARs provide instant feedback: ideas and solutions can be immediately put to use, and the team can learn from them for future or similar application. Providing direct feedback, just in time, is a key strength of the informal AAR.

Chapter 8

Team Management

- 8.1 Number and Type of Incident Management Teams
- 8.2 Team Personnel
- 8.3 Mobilization
- 8.4 Coordination of the Use of Incident Management Teams
- 8.5 Team Development

8.1 Number and Type of Incident Management Teams

Regional Teams. NPS regions have entered into agreements to establish the following regional IMTs:

Team Identification	Sponsoring Regions
Eastern Team	Northeast Region National Capital Region Southeast Region
Central Team	Intermountain Region
Midwest Team	Midwest Region
Western Team	Pacific West Region Alaska Region

Changes to the Number and Types of Teams. The number and types of these teams may be changed to meet shifting needs. Changes to regional teams may be made pursuant to agreements by the involved regions and the concurrence of the Division Chief, Law Enforcement, Security, and Emergency Services. Changes to the national team may be made pursuant to the approval of the Associate Director, Visitor and Resource Protection.

Team Configurations. The following table describes the minimum positions that will make up a standing IMT. Other incident management positions that are needed for any specific incident/event may be ordered on a case-by-case basis.

Regional Teams
Incident Commander Deputy Incident Commander Safety Officer Information Officer Operations Section Chief Planning Section Chief Logistics Section Chief Ordering Manager Computer Technical Specialist Finance/Administration Section Chief

8.2 Team Personnel

Criteria. IMT members possess a broad knowledge of incident management skills, are motivated, and self-disciplined. Full-performance members must have completed All-Hazard Incident Qualification System or NWCG 310-1 requirements for the position, or have otherwise demonstrated skills/experience at an appropriate performance level.

Since team personnel may be required to work long hours under a variety of physical and/or emotional and stressful conditions, members must be in good physical condition and be emotionally stable under difficult work situations.

Team members should possess exceptional leadership qualities, be able to demonstrate these qualities in progressively responsible supervisory positions, and be able to work effectively in a team environment.

Team Recruitment. Team membership opportunities will be announced periodically, as warranted by team vacancies. Applications for regional teams will be accepted from all permanent or term status employees in the respective sponsoring regions.

Casual (AD) employees may be used for teams if no qualified full-time employees are available. The Incident Commander, Deputy Incident Commander, Safety Officer, and Operations Section Chief position may not be filled with an AD unless prior approval is granted by the DCES and there is a trainee assigned to that position for the full duration of the incident. Qualified employees of other DOI agencies may apply to serve on NPS IMTs with the approval of their agency.

Applications for regional team IC positions are submitted to a regional emergency services coordinator, a regional chief ranger, or other employee agreed upon by the sponsoring regions. Applications for national team ICs are submitted to the DCES. Once the IC position is filled, applications for other team positions are made to the respective IC(s).

Team Selection. Each sponsoring region(s) shall agree upon the selecting official for the IC positions on the regional teams. The IC of each regional team shall be the selecting official for other positions on the team. All selections for the team are subject to the approval of the regional emergency coordinators for all sponsoring regions.

The selecting official for the IC positions on the national team shall be the DCES.

Tenure. Team members make a commitment for 3 years of service. Members may continue on the team for succeeding 3-year terms at the discretion of the IC, providing that the member's superintendent concurs. Sponsoring regions may require additional regional approval.

Team members renewing membership shall submit new applications that specifically provide written authorization from the superintendent or other line manager.

Availability. Individuals selected for team membership are expected to commit to the team and normally be available within a few hours of call. Most positions on a team are filled at least two persons deep as there may be occasions where an individual is unavailable because of illness, family emergencies, unusual circumstances, or other unforeseen situations. However, it is expected that team members will usually be available for assignment.

Membership on Other Incident Management Teams. For the team to be effective and available, team members may not make commitments to other IMTs that might impact their availability for assignment. Exceptions to this policy may be considered and approved on a case-by-case basis by the IC.

Conduct. While all Federal employees must adhere to a Code of Conduct, membership on an IMT carries with it the obligation to adhere to an even more rigorous standard of conduct.

Team members are nominated and selected for their outstanding knowledge, skills, and abilities. They represent the most qualified personnel in the NPS. When on assignment, they represent not only their home unit and their region in general, but all NPS personnel. At all times, whether on assignment or in training, their performance is expected to be outstanding and their conduct above reproach.

Many of the incidents or events that a team is called upon to manage may involve issues or actions that are particularly sensitive to employees of the host park or area. All personnel are responsible for being aware of and sensitive to the feelings and concerns of the host park employees and the public.

8.3 Mobilization

Team Activation. The requesting unit shall go through the steps required for ordering an IMT (see chapter 7, Incident and Event Management). Sponsoring regions may require regional approval for team activation subject to the provisions of inter-regional agreements. Such approvals must be made in a timely manner and should not interject an unreasonable amount of justification, especially if lives, resources, or property are at risk.

Each team shall develop its own procedures for contacting team members and for determining the logistics of team mobilization. Ordered team members will be provided the request number, required date of arrival, length of detail, account number, NPS uniform requirements, and other details relevant to the assignment. Team members are individually responsible for notifying their supervisors and the home unit.

Travel and Transportation. Team members are responsible for arranging proper travel authorizations. Team members also will maintain current government credit cards to cover travel advances, subsistence, and accommodation needs. Whenever possible, members will travel together to reduce travel costs.

Travel Vouchers. Team members will promptly complete and submit travel vouchers upon return home. Travel vouchers will be submitted for processing to the home unit's administrative division. A copy of the completed travel voucher will be forwarded in accordance with the team's established standard operating procedures.

8.4 Coordination of the Use of Incident Management Teams

Team Status. The rosters and availability status of the teams shall be maintained by the EICC.

Regional Teams. Whenever a regional team is ordered, an emergency services coordinator from one of the sponsoring regions shall notify EICC. In turn, EICC shall notify the other Regional Emergency Coordinators and the DCES of the team's change of status.

Team Coordination. Regional Emergency Coordinators and the DCES should collaborate regarding the use of teams whenever there is a question about which type of team is appropriate for the incident, there is a possibility that there may be competition for the use of a team or teams, a team is unavailable, there is a need for a MRCG or other similar issue. This collaboration can be by single phone calls, conference calls or emails. It should be done as quickly as possible. EICC can facilitate the process, if needed.

If WASO funding is involved, then the Deputy Chief, LESES, Emergency Services must be consulted and the Incident Complexity Guide must be used.

8.5 **Team Development**

Team Meetings. The intent of establishing standing IMTs, rather than just assembling qualified individuals on a case-by-case basis, is to allow each team to work through the group dynamics process before they are assigned to an incident. With a clear understanding of the purpose of the team and each individual's role, the team should be able to function at a higher level. Therefore, periodic team meetings, apart from incident assignments, are essential.

It is NPS policy that all IMTs shall have at least one meeting each year unless frequent incident assignments preclude the meeting. During this meeting, the team will do the following, as a minimum:

- Introduce new team members.
- Conduct group dynamics/team building exercises.
- Review significant incident management lessons learned from the Wildland Fire Lessons Learned Center (which also accommodates all-hazard lessons learned from land management agencies) and other sources. See chapter 7, Incident and Event Management, for more information about the Lessons Learned Center.
- Review current safety issues.
- Review team procedures and revise as needed.
- Review the potential for incidents and upcoming planned events.
- Review new equipment and resources that may be available.
- Review new Incident Business Management requirements and procedures.
- Determine the future vacancies and developmental needs of the team.
- Review new interagency coordination procedures and cost sharing techniques.

Standard Operating Procedures. IMTs should develop their own Standard Operating Procedures consistent with the requirements and standards of this reference manual. These procedures should be posted on team websites.

Teams are encouraged to include evaluations in their Standard Operating Procedures and must complete evaluations for trainees in conjunction with the Position Task Book.

Chapter 9

Incident Business Management

- 9.1 Incident Business Management
- 9.2 Safety Issues
- 9.3 Employee Assistance Took Kit
- 9.4 Exhibit 1: Interim Cost Containment Guidelines

9.1 Incident Business Management

Provisions of the Handbook. Since NPS is a signatory agency to the Interagency Incident Business Management Handbook (IIBMH) and since that book contains core concepts for wildland fire and all-hazard incidents and events, it will serve as guidance until the DOI All-Hazard Incident Management Guide is developed.

The use of the IIBMH will include chapter 80 of the handbook (Cost Accounting and Reporting) to the extent that it applies to all-hazard incidents. If regional or WASO funding is being used, then early coordination with the respective budget and finance office is required and cost containment measures are required. These measures may change from time to time (see exhibit 1, this chapter).

This chapter includes only the information not contained in the interagency handbook or which clarifies the handbook's information for all-hazard incident/event purposes.

9.2 Safety Issues

Safety Issues. It is NPS policy that whenever any provision of the interagency handbook places an employee or member of the public in demonstrated jeopardy during an incident or event, the IC has the responsibility and the authority to take the appropriate actions to eliminate or mitigate that jeopardy.

These occurrences should be extremely rare. The Agency Administrator and incident business advisor (if assigned) must be notified of the actions within a reasonable time and the action must be documented with a memorandum to the file. If the action is not in conformance with the provisions of the handbook, the action must be brought into conformance as soon as a solution can be found.

Example: An employee assigned to the incident is working at her duty station. Since she is at her duty station, she is not eligible for government furnished lodging. Because of her unique knowledge, she is working on the incident 14 hours per day and is involved in the planning process. She has a 1.5 hour commute between her home and duty station. Because of her commute, she is only getting 4 to 6 hours of sleep per night and is complaining of drowsiness. The IC must take action. The options include cutting back her hours, requesting additional resources, or (if she is the only person able to fill her role) providing government furnished lodging.

Work/Rest Requirements, Days Off and Travel. Agency provisions and guidance including incident operations driving, shall apply to all-hazard incidents and events.

Length of Assignment. The provisions and guidance found in the interagency handbook regarding the length of assignments shall apply to all-hazard incidents and events, including law enforcement personnel assigned to homeland security incidents or events.

Workers Compensation Claims. Personal injuries or occupational illnesses covered by Office of Workers' Compensation Program (OWCP) are processed by, and charged to, the employee's home or employing unit, regardless of where the injury or illness occurs, even if it was at an incident or event. Home units must ensure the proper completion and submit the proper forms to the OWCP as proper coding will display the costs in the correct activity when NPS reimburses OWCP.

Employee and Tort Claims. IMTs do not have the authority to approve personal property claims or authorize the expenditure of funds to replace items. The park experiencing the incident or event (or in some cases the park providing an employee) must follow agency policy for claims processing. The park will review the claim for accuracy and completeness and will forward it to the local DOI regional solicitor.

Employee claims are sent to the employee's home unit if it is different from the park experiencing the incident or event.

Individual tort claims associated with incident activities not exceeding \$2,500 should be charged against an appropriate benefiting account. Tort claims in excess of \$2,500 are forwarded by the NPS Accounting Operations Center (AOC) to the Department of Justice (DOJ) for payment from their account. There is a possibility, however, that the solicitor(s) and/or DOJ may remand these claims back to the NPS unit for payment.

Administrative Payment Teams. Administrative Payment Teams (APT) can be used on all-hazard incidents to expedite the payment of financial obligations incurred as a result of an emergency incident. When an emergency incident generates a large volume of obligations that may not be paid in a timely manner, or when the demand on local suppliers is so great that financial hardship may result, the Agency Administrator may request the assistance of an APT, which is authorized to pay for supplies, services, rental equipment, and casual employees used on an emergency incident.

These teams are authorized by Section 4 of Executive Order 6166, dated June 10, 1933, which allows the Division of Disbursement, United States Treasury Department, to delegate the exercise of its functions locally to officers or employees of other agencies, as the interests of efficiency and economy may require.

Information regarding how to order a team can be found in the National Mobilization Guide (NFES 2092) or by calling the EICC.

Base 8 and Backfill. The use of incident funds to pay for a permanent government employee's programmed base 8 salary is normally not authorized.

Incident funding can be used to pay for unprogrammed base 8 salary for temporary and seasonal (including subject-to-furlough) employees if the incident occurs at a time when the employee was

not programmed to be on duty, so long as such expenditures are authorized by the funding source and approved by the Agency Administrator and the IC.

Backfilling involves charging overtime and premium pay to incident accounts for personnel who cover the normal duties of other personnel assigned to the incident. Backfilling for all-hazard incidents and events is allowed, provided that such expenditures are authorized by the funding source and approved by the Agency Administrator and the IC.

The authority to backfill should not be assumed as differing circumstances and funding sources may exclude such expenditures. In general, activities that can be programmed in advance to avoid or minimize disruptions are inappropriate for backfilling. Resource orders for all-hazard incidents and events should include information about backfill authorizations or prohibitions.

Base 8 and Backfill are not authorized for responses falling under the Stafford Act and the NRF. FEMA will not reimburse NPS for emergency response or disaster relief within the National Park System.

Cooperative Agreements. Chapter 50 of the Interagency Incident Business Management Handbook provides information about agreements at the national, regional, and local levels. A copy of the national interagency agreement among land management agencies, applicable to both fire and all-hazard incidents, can be found in the National Mobilization Guide (NFES 2092).

Parks are encouraged to develop cooperative agreements among agencies at the local level before incidents occur. However, if an incident or event occurs and a cooperative agreement needs to be developed, then park staff should negotiate the agreement. If the park staff is not familiar with the development of agreements, the incident staff (usually the Finance/Administration Chief or Procurement Unit Leader) can negotiate the agreement, with the Agency Administrator agreeing to the provisions. These agreements should include provisions outlining the specific documentation requirements for cost reimbursement. See DO/RM-20, Agreements, for information about creating agreements.

Working with the Federal Emergency Management Agency (FEMA). If NPS is asked to respond outside of the National Park System to a presidentially declared disaster, then that response will occur under the National Response Framework (NRF). The NPS currently is the “Primary Federal Agency” for Emergency Support Function (ESF) #9. Search and cost reimbursements are coordinated with FEMA.

Emergency coordinators and IMTs should stay abreast of developments in the NRF, which includes NIMS. Up-to-date information can be found on the web at <http://www.nimsonline.com> or at <http://www.fema.gov>.

Personnel Costs for Employees of Other Agencies. The costs of personnel from other agencies used on an all-hazard incident or event within the National Park System may be cross-billed to NPS in certain circumstances. Typically, the entire salary of project funded U.S. Forest Service employees will be charged to the incident. Check national and local agreements for details.

Cost Accounting. It is NPS policy that the IMTs shall maintain a current accounting of all costs and obligations incurred while managing incidents and events.

When funding sources exist (e.g., SAR or Emergency Law and Order) for incidents and events, the accounting system and procedures (numbers, codes, etc.) of that source will be used.

When no established funding source exists, the IMT shall work with the park, region, and WASO finance staff to establish one or more unique accounts and isolate incident/event costs in case of later reimbursement through reprogramming or supplemental appropriation. The team shall ensure that charges to the accounts, including personnel charges, are properly made.

IMTs managing incidents and events involving more than one account should consider ordering a technical specialist to coordinate the accounting and assist the park in managing the technical aspects of the budget/finance process.

An example of an event with more than one account would be a Presidential visit. The accounts could include: Secret Service reimbursable (for those services ordered by the USSS), Emergency Law and Order funding for costs not reimbursed by the Secret Service (if the President's visit was unexpected; if the park invited the President, then this funding source may not be available) and the "Blue Bunting" account (costs incurred to dress up park facilities).

Emergencies Affecting Employees. It is NPS policy to provide appropriate and sufficient assistance to employees (including the employee's family) affected by an emergency incident so that those employees may return to work. The authority for this assistance can be found in 16 USC 13, 16 USC 17 and 42 USC 5192. Depending upon the needs of the employee, this assistance will include:

- Temporary emergency repairs to employee's houses, even if it is a private house outside of the park, damaged by a disaster (NPS assimilates FEMA authority).
- Provision of temporary housing or lodging if emergency repairs cannot make a residence habitable. (If this need is based upon damage to government furnished quarters, then the government is responsible for the costs. If this need is based upon damage to private residences, then the homeowner's insurance may reimburse the government for these expenses. Under no circumstances will an employee be denied needed housing or lodging because of a lack of insurance coverage or an inability to pay.)
- Elimination of deductions for quarters if the structure is significantly damaged or uninhabitable.
- Provision of meals when refrigeration is not possible and/or food stores are not available within reasonable driving time or distance (NPS assimilates FEMA authority).
- Provision of potable water, ice, and coolers (NPS assimilates FEMA authority).
- Loan of emergency generators and other equipment (NPS assimilates FEMA authority).

Note: FEMA usually will not reimburse NPS for these actions, even though some of them are carried out based upon assimilation of their authority.

9.3 Employee Assistance Took Kit

The NPS response to emergency incidents includes significant employee assistance work. Consult the Employee Assistance Toolkit for detailed information.

9.4 **Exhibit 1: Cost Containment Guidelines**

COST CONTAINMENT GUIDELINES FOR MAJOR ALL-HAZARD INCIDENTS

Parks and regions may experience large unprogrammed costs during natural and man-caused incidents and events. Cost containment guidelines are part of the overall finance management practices being developed to supplement the Interagency Incident Business Management Handbook. These guidelines will be located in Chapter 9 (Incident Business Management) of RM-55, Incident Management Program. Interim guidelines will be posted on the Incident Management Program website.

OBJECTIVE

Best financial practices for efficiency, effectiveness, tracking, and cost containment are followed by the NPS units and IMTs.

POLICY

It shall be the policy of the National Park Service (NPS) to develop and maintain an Incident Management Program which (a) provides guidance to parks for incident management and relief for incidents and events beyond local capabilities, (b) ensures the agency complies with Presidential Homeland Security Directives and National Incident Management System standards in the management of incidents and events, and (c) supports interagency and national response to major incidents.

A primary objective in support of this policy is to provide immediate response and support to national park areas that have been impacted by significant natural and human-caused disasters. The NPS ability to return parks and employees to a pre-disaster status is limited by funds. Therefore, parks should not expect to have all damages and impacts repaired or mitigated by incident accounts or during Incident Management Team (IMT) deployments.

In response to these disasters, the role of the IMTs and the Incident Management Program at the level includes accounting for employees and providing for their welfare, stabilizing park facilities to prevent further damage and assisting parks with assessing and formulating recovery plans.

FUNDING AUTHORITY

Public Law 97-100, established in the FY 1982 Appropriations Act, provided that;

"any funds available to the National Park Service may be used, with the approval of the Secretary, to maintain law and order in emergency and other unforeseen law enforcement situations and conduct emergency search and rescue operations in the National Park System."

APPLICABLE POLICIES

Department of the Interior Departmental Manual (145 DM 7.1.A (2) (b))

The Law Enforcement, Security, and Emergency Services Division is responsible for the formulation of policies, standards, and procedures for Servicewide Incident Management, Search and Rescue, Emergency Medical Services, and Dive programs.

National Park Service *Management Policies*

“The saving of human life will take precedence over all other management actions as the Park Service strives to protect human life and provide injury free visits” (Management Policies section 8.2.5.1)

“The National Park Service will develop a program of emergency preparedness in accordance with title VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 USC 5195—5197g); National Security Decision Directive 259 (February 4, 1987); Department of the Interior policy; and other considerations at the Washington headquarters, regional, and park levels. The purpose of the program will be to maximize visitor and employee safety and the protection of resources and property. This program will include a systematic method for alerting visitors about potential disasters and evacuation procedure.” (Management Policies section 8.2.5.2)

“Superintendents may assist other agencies with emergencies outside of parks, as authorized by 16 USC 1b(1). To the extent practicable, written agreements with other agencies, in accordance with Director’s Order #20, must first be in effect. NPS employees who are outside the area of their jurisdiction, and who are directed by their supervisors to provide emergency assistance to other agencies, will be considered to be acting within the scope of their employment.” (Management Policies section 8.2.5.2)

“To provide for the protection and safety of park visitors, the Service will make reasonable efforts to search for lost persons, and to rescue sick, injured, or stranded persons. This responsibility may be fulfilled by Service staff or by qualified search and rescue organizations or agencies that are capable of responding to life-threatening emergencies pursuant to the terms of a formal agreement. Deceased persons will be evacuated unless the level of risk to the rescue party is found to be unacceptably high. Search managers and superintendents will jointly determine when to terminate a search. The NPS will not charge visitors for search-and-rescue operations. Search-and-Rescue operations will be conducted utilizing the ICS.” (Management Policies section 8.2.5.3)

PREPAREDNESS FUNDING

Costs for incident prevention and preparedness are funded from park and regional base operating funds. These may include the following:

- Supplies and equipment
- Personal protective equipment
- Information and education
- Employee training

INCIDENT FUNDING

Emergency incidents that result in unprogrammed costs greater than \$500 will be funded from established emergency accounts. These monies are allocated from other NPS programs. A system of cost containment is needed to reduce impacts on other programs and missions.

- Parks, regional offices, and WASO are authorized to expend funds on a national emergency account to stage IMTs for hurricanes after pre-approval by the affected regional director when (1) the hurricane is Category Three magnitude or greater, current or predicted or (2) for hurricanes of Category Two or less if the situation is unstable or unpredictable and there is an eminent threat to life, personal property, special resources or park facilities.
- Parks, regional offices, and WASO are authorized to expend funds on a national emergency account to stage or deploy IMTs to respond to other natural disasters such as floods, tsunamis, earthquakes, tornadoes, landslides, super storms, pandemics and others types of incidents. The Law Enforcement, Security, and Emergency Services Division must pre-approve the cost of staging teams if this expense is to be charged to a national emergency account.
- The EICC is authorized to expend funds on national emergency accounts for resource ordering, tracking, and coordination during mobilizations when directed to do so by the Law Enforcement, Security, and Emergency Services Division.
- Travel costs which include cell phone and satellite phone calls, internet service, car rentals, hotels, food, lodging, and per diem while en route to incidents will be paid by a national emergency account for incidents when pre-approved by the Law Enforcement, Security, and Emergency Services Division. When IMTs have transitioned from staging to incident operations in the designated operational area, project accounts will be assigned for tracking costs. This will begin with the first full operational period after staging.
- Regional offices and WASO are authorized to stage IMTs to respond to homeland security and emergency law enforcement incidents. The Law Enforcement, security, and Emergency Services Division must pre-approve the cost of staging teams for this expense to be covered by a national emergency account. The Emergency Law and Order authorization may be used with a spending cap of \$250,000. This account is managed by the Law Enforcement, Security, and Emergency Services Division.
- For pre-approval or reimbursement of costs for IMT staging and/or deployment to incidents covered by national emergency accounts, the request for approval to the WASO Law Enforcement, Security, and Emergency Services Division will be made through the Deputy Chief, LESES, Emergency Services. The deputy chief, after consultation as needed with IMT coordinators and Incident Commanders, will determine which team will be deployed considering factors including complexity; team's staffing status and team rotations. IMTs are authorized to stage and respond with normal team configurations (Command and General Staff, Unit Leaders, Technical Specialists, Trainees), support personnel and other critical resources as needed to effectively and efficiently manage the particular type of incident.
- Expenses accrued when assisting other agencies or to a FEMA Task Order should be tracked and transferred to the benefiting agency. IMTs may only expend funds for emergency assistance outside the Delegation of Authority or designated operational area with approval by the Law Enforcement, Security, and Emergency Services Division. Incident Commanders may expend funds to assist with life threatening emergency situations outside the Delegation of Authority or operational area without pre-approval.

Notification to WASO of these circumstances will be made as soon as practical and no later than the following operational period.

- Interagency, State, or local agency IMTs may be funded by national emergency accounts for response to NPS incidents when NPS IMTs are not available. The decision to use these teams will be made by the Associate Director, Visitor and Resource Protection.
- Permanent residents living on privately owned lands within parks and park employees living in park housing are entitled to emergency housing and shelter assistance from the State and FEMA. Costs associated with these responses should be transferred to the appropriate State or Federal agency and should not be borne by the NPS.
- FEMA will not assist with the cost recovery of damages to government owned housing and facilities.

The following costs will be covered by the specific incident account in coordination with the affected park(s) and regional office(s). Further regional or park accounts may be opened to track specialized costs that may be later transferred to another agency or account.

- Travel costs associated with the After-Action Review.
- Meals and lodging for personnel assigned to the incident who are not at their duty station.
- Critical Incident Stress Management (CISM).
- Costs such as cell phone calls (not the purchase of the phones) fax services, computer rental (not purchase), satellite phone service, satellite internet service,
- Overtime and premium pay costs for permanent and seasonal personnel assigned to incident.
- Rental vehicles for travel while at the incident.
- Overtime costs for park staff to backfill on a daily basis for personnel assigned to the incident. Time cannot be accumulated and used at a later date such as backfilling for one's self at the end of the incident. The amount of backfill charged to the account must not exceed the number hours the employee participating in the incident would normally have worked.
- Hiring of emergency personnel until the additional workload created by the incident has been reduced to a level that can be managed with regular permanent and seasonal staff.
- Base 8 salaries for extending seasonal and subject-to-furlough employees beyond their normal seasonal appointment.
- Base 8 salaries for temporary project funded employees.
- Costs for fixed and rotary wing aircraft, watercraft, and support services related to the incident.
- Services, supplies, and non-sensitive equipment purchased during the incident that are needed to safely carry out the mission.
- Costs associated with a search and rescue mission as outlined in the SAR Memo titled "Instructions for Use of the National Search and Rescue Account."
- GSA vehicle mileage.
- Payments to cooperators assisting with the incident under terms and conditions of an approved written agreement.
- Rental costs for equipment such as computers, tents, tables, office furniture, compressors, generators, trailers, and heavy equipment that is mission specific.
- Restocking of items expended on the incident from Incident Management Team kits and caches.
- Hazard pay.
- Overtime.

Expenses listed below are specifically not authorized for incident funding.

- Park GSA vehicle monthly rental fees (vehicles already at the affected park).
- Base 8 salaries for Federal permanent and seasonal employees within their appointments.
- Tort claims associated with the incident.
- New construction or additions to buildings, road improvement materials (except to open the road for emergency access), building materials for new construction, construction tools.
- Stocking the cache with new gear.
- The purchase of cameras, television sets, VCRs, computers, and peripherals.
- Investigative supplies such as fingerprint kits, drug kits, law enforcement defensive gear.
- Travel to award ceremonies.

This memo cannot cover all the funding issues that may arise in response to a disaster. The use of personnel qualified as Incident Business Advisors (IBAs) during major incidents is highly recommended to provide on-site guidance to IMTs. It is also recommended that Finance Sections on incidents use the Incident Cost Accounting and Reporting System component of I-Suite software to standardize the tracking of incident costs.

Questions regarding this guidance should be directed to the Deputy Chief, LESES, Emergency Services, 202-513-7093.

Chapter 10

Interagency Coordination

- 10.1 Pre-Incident and Event
 - 10.2 During Incidents and Events
-

10.1 Pre-Incident and Event

National Level Coordination. The DCES shall attend meetings of various national-level all-hazard coordinating groups and interagency committees and will work with FEMA to coordinate incident management methods, standards, and practices.

Coordination with FEMA. As NIMS is developed on a nation-wide basis, the DCES and the NPS Incident Management Steering Committee shall review the policies, procedures, and products of NIMS as they are proposed by FEMA and make appropriate comments and recommendations. Excellent sources of these proposals may be found on the web at <http://www.nimsonline.com> and <http://www.fema.gov>.

Regional Coordination. Regional offices oversee and facilitate the implementation of interagency standards and policies developed at the national level. Regional emergency coordinators facilitate and coordinate participation in national training, IMTs, and task groups.

Park Level Coordination. Parks identify the necessary local sources, types, and levels of interagency coordination. They also delineate the process whereby compliance with national and regional policies and standards will be achieved. Park superintendents and their staffs plan and implement cooperative interagency relationships at the local level.

Parks should develop agreements with local agencies to meet mutual objectives. The authority to enter into interagency agreements is extensive and found in Chapter 2, Federal Assistance and Interagency Agreements, of DO #20, Agreements, and the Departmental Manual (DM-620).

Agreements should lead to positive interaction among the participating parties by providing for areas of interaction during operations and by addressing other potential areas of cooperation. In addition to the requirements of DO #20, they specifically should address the following, as appropriate:

1. Cooperation in prevention, preparedness and response to incidents.
2. Identification of responsibilities for implementing various aspects of the agreement.
3. Resolution of differences in qualification standards for incident management and tactical resources.
4. Joint training and exercises.
5. Incident management responsibilities, including unified command within the ICS framework and resolution of command responsibility in specific situations.

Any agreement that obligates Federal funds, or commits anything of value, must be signed by the appropriate warranted contracting officer. Specifications for funding responsibilities should include billing procedures and schedules for payment. Any agreement that extends beyond the fiscal year must be made subject to the availability of funds. Any transfer of Federal property must be in accordance with Federal property management regulations. All agreements must undergo periodic joint review and, as appropriate, revision.

10.2 During Incidents and Events

Mobilization. Mobilization probably best exemplifies interagency coordination and demonstrates the value of interagency cooperation. The EICC All-Hazard Mobilization Guide, which is revised annually, clearly describes the all-hazard mobilization and dispatch procedures at all levels.

Coordination to Manage Incidents and Events. IMTs shall consider the best arrangement for managing incidents where other agencies are involved. The options include:

- Establishing unified command with the other involved agencies.
- Maintaining a single IC, but assigning personnel from other agencies to the incident (perhaps with an agency representative).
- Accepting delegations of authority from the other agencies.
- Establishing liaison with IMTs assigned in the nearby area, especially in the absence of Area Command.

Regional emergency coordinators and the DCES may need to establish contact with assisting and cooperating agencies during incidents and events. These contacts should occur frequently enough to prevent misunderstandings and the inappropriate assignment of resources.

Emergency Assistance to Outside Agencies. 16 USC 1-6(1) authorizes NPS to provide emergency assistance to adjacent jurisdictions upon their request. The key elements of the law include:

- The assistance must be provided to a nearby jurisdiction.
- It must be an emergency.
- The outside agency must request the assistance (the request may be a standing request based upon certain conditions described in a valid agreement or it can be an implied request in the event the outside agency is unable to make the request because of the emergency).

In addition to the provisions of the law, the DOI Office of the Solicitor requires that NPS have a valid agreement with the other agency prior to making such an emergency response.

Note: This provision of law does not connote new or additional law enforcement arrest or investigatory authority on NPS personnel. Such authority must be provided by law and must be outlined by a valid agreement. See DO/RM-9, Law Enforcement, for details.

Assistance to Other Agencies. Other authorities (such as a Delegation of Authority) may be used to assign IMTs to incidents and events for agencies and jurisdictions not covered by 16 USC 1-6(1).

Law enforcement personnel assigned to other agencies and jurisdictions must receive a specific deputization for their law enforcement duties. This deputization is subject to limits imposed by Federal law and liability coverage provided by the other agencies and jurisdictions. Even special deputy status with the U.S. Marshal Service may not provide authority to enforce State law or liability coverage. See DO/RM-9, Law Enforcement, for details or consult your regional chief ranger or law enforcement specialist.

Appendix A

Acronyms

List of NIMS and Emergency Services Acronyms

COG	Continuity of Government
CONOPS	Concept of Operations
COOP	Continuity of Operations
DHS	Department of Homeland Security
EMI	Emergency Management Institute
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERT	Emergency Response Team
FD	Fire Department
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
GPS	Global Positioning System
HAZMAT	Hazardous Material
HSPD-5	Homeland Security Presidential Directive-5
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Command or Unified Command
IMT	Incident Management Team
IS	Independent Study
JIC	Joint Information Center
JOC	Joint Operations Center
LNO	Liaison Officer
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRCC	National Response Coordination Center
NRP	National Response Plan
PIO	Public Information Officer
PPD 8	Presidential Policy Directive-8
R&D	Research and Development
ROSS	Resource Ordering and Status System
RRCC	Regional Response Coordination Center
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
UAC	Unified Area Command
UC	Unified Commander
US&R	Urban Search and Rescue
WMD	Weapons of Mass Destruction