Unit 5: Interconnectivity of NIMS Command and Coordination Structures

Unit Terminal Objective

Identify the complex incident management issues that can result from a lack of multiagency coordination.

Unit Enabling Objectives

- **Define essential terms related to multiagency coordination.**

- **Identify examples of the different levels at which multiagency coordination is commonly accomplished.**

- **Explain the NIMS functional groups within a Multiagency Coordination System.**

- **Identify examples of organizations that may provide multiagency coordination.**

- **List the responsibilities of EOCs and MAC Groups.**

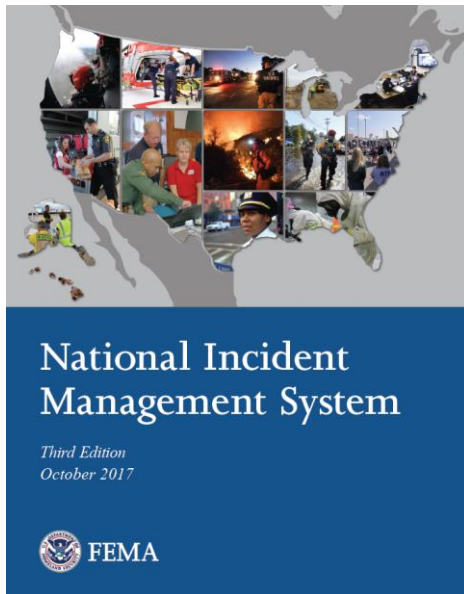- **Describe the respective roles of Incident Command, Area Command, Unified Command, EOCs, and MAC Groups.**

Response Coordination Challenges

- **Increasing incident complexity**

- **Complex and confusing legal authorities**

- **Increasing litigation**

- **Increasing response costs**

- **High property and economic losses**

- **Life, health, safety issues**

- **Deteriorating public view of government**

- **Intense media and public scrutiny**

- **Political, legislative, and budgetary ramifications**

NIMS Components Review

Resource Management

Command and Coordination

Communications and Information Management

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- **Incident Command System**
- **Emergency Operations Center**
- **Multiagency Coordination Group**
- **Joint Information Systems**

Command vs. Coordination
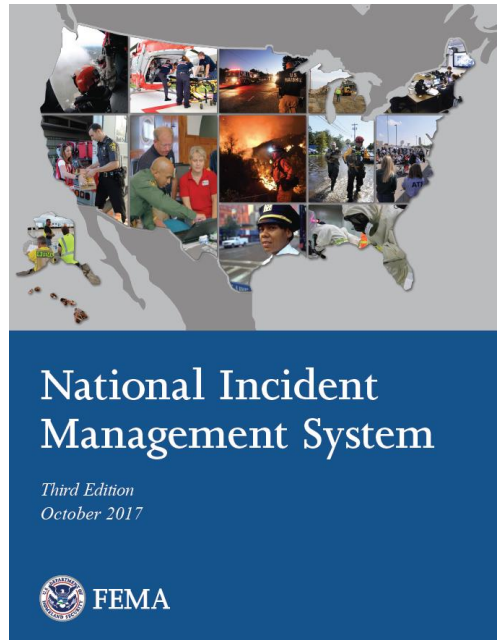
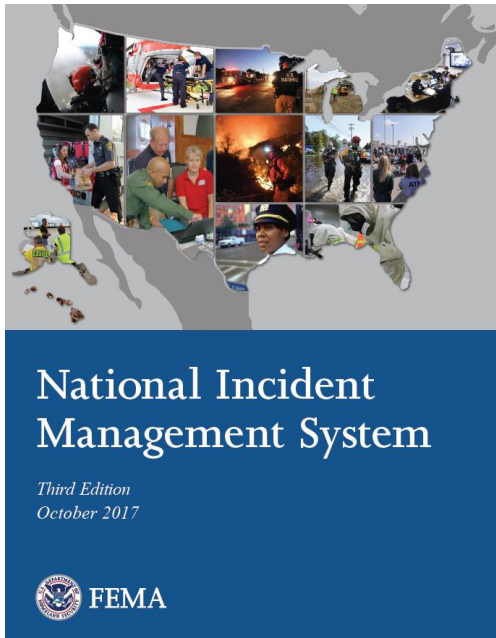**What is the difference between command and coordination?**

NIMS: Command

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

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Who has the explicit authority for the management of all incident operations?

NIMS: Coordination

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Coordination is the exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

An entity/individual may have "command and control" over resources and policies without being in command of the incident scene.
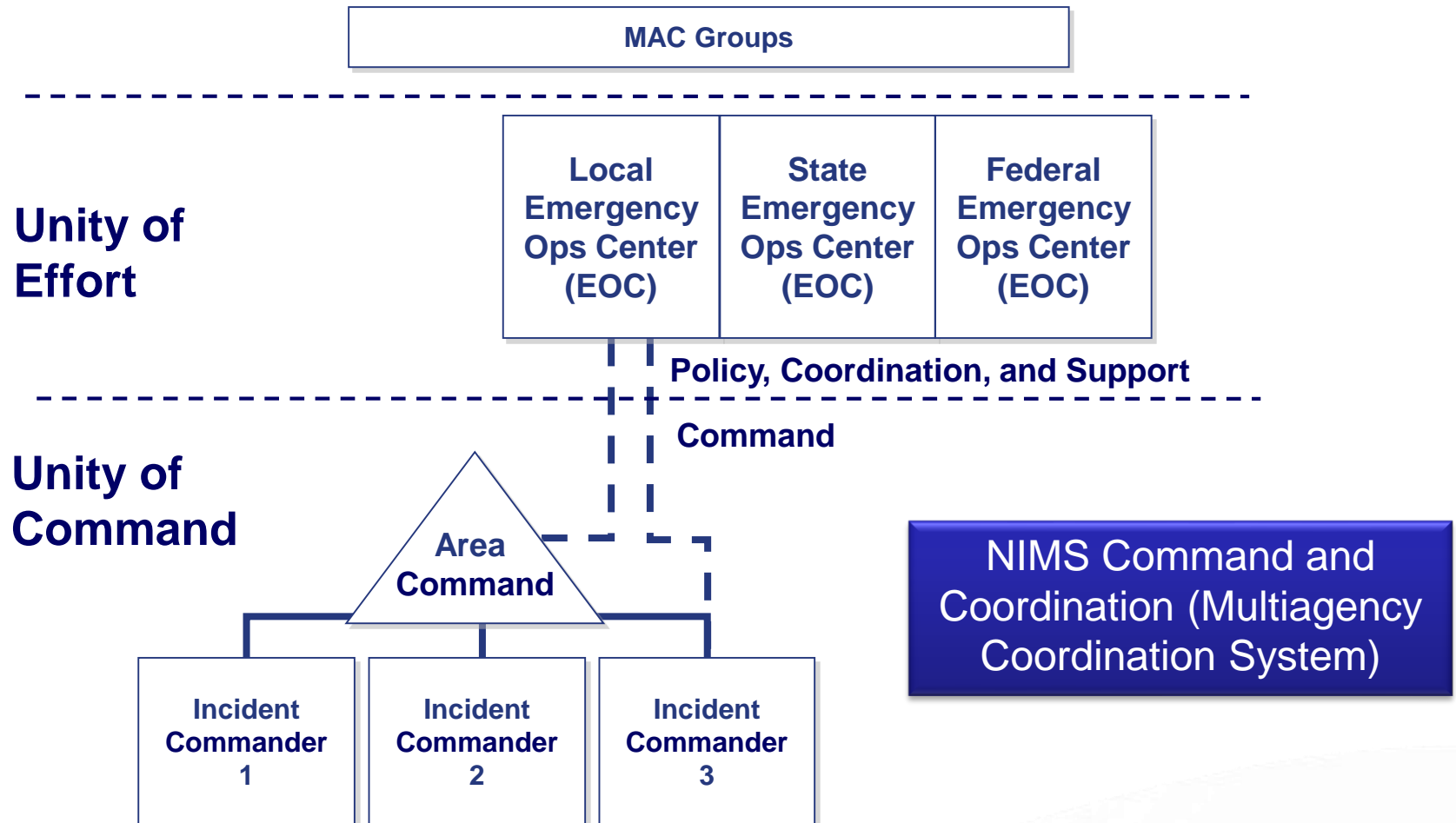
Terminology Review

How does Area Command differ from an EOC?

Where is Unified Command applied?

Unity of Command & Unity of Effort

MAC Groups

Unity of Effort

| Local Emergency Ops Center (EOC) | State Emergency Ops Center (EOC) | Federal Emergency Ops Center (EOC) |

Policy, Coordination, and Support

Command

Unity of Command

Area Command

| Incident Commander 1 | Incident Commander 2 | Incident Commander 3 |

NIMS Command and Coordination (Multiagency Coordination System)

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MAC System

A MAC System:

- **May be as simple as a teleconference, or**

- **May require an assembled group and associated support systems.**

Common Coordination Organizations

- **MAC Group**
- **Crisis Action Teams**
- **Policy Committees**
- **Agency Executives**

- **Dispatch Centers**
- **Emergency Operations Centers (EOCs)**
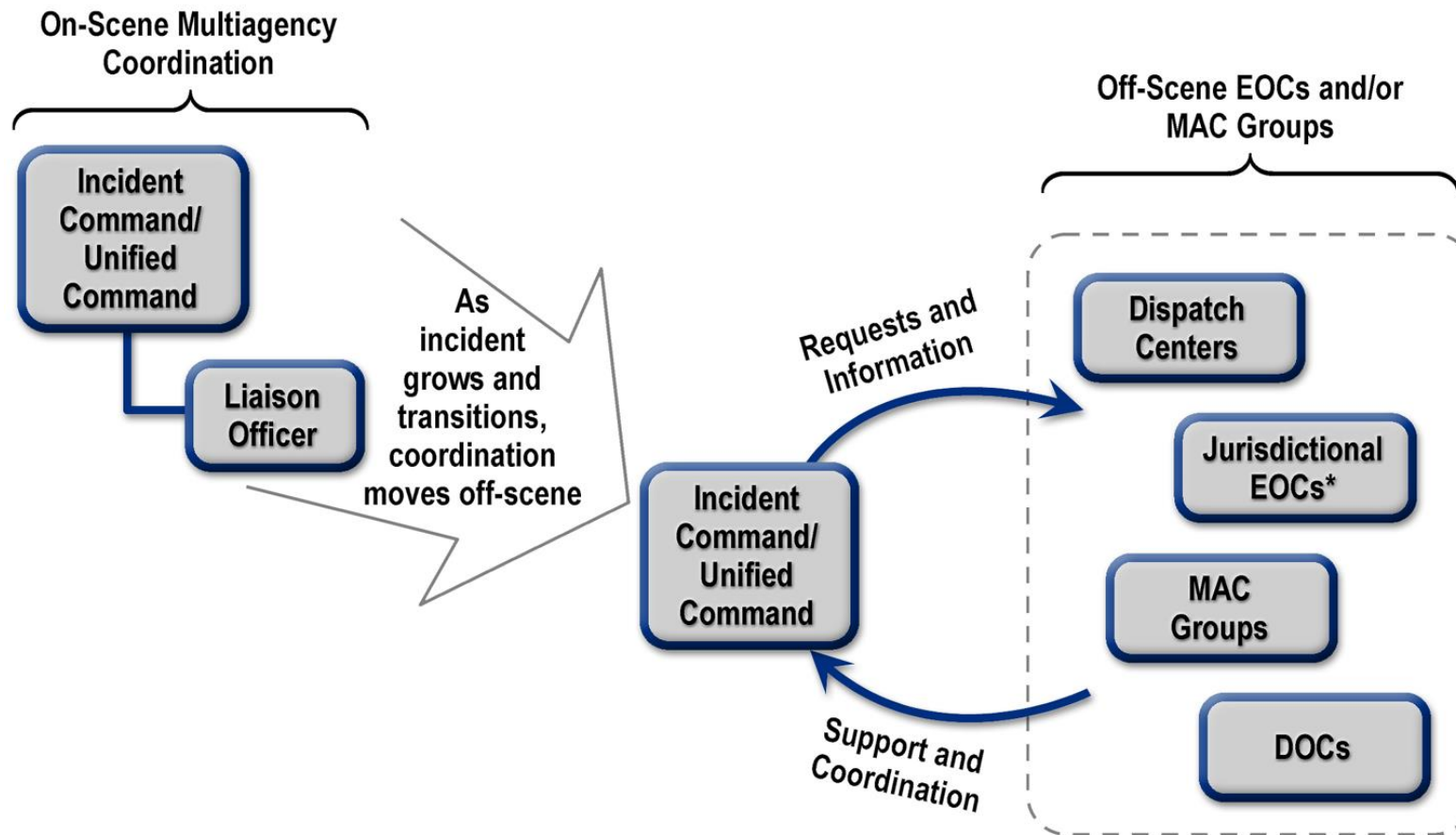- **Department Operations Center (DOCs)**
- **National Operations Center**

Decisionmakers

Facilities/Ops Support

Interconnectivity of NIMS Command and Coordination Structures

On-Scene Multiagency Coordination

Incident Command/ Unified Command

Liaison Officer

As incident grows and transitions, coordination moves off-scene

Incident Command/ Unified Command

Requests and Information

Support and Coordination

Off-Scene EOCs and/or MAC Groups

Dispatch Centers

Jurisdictional EOCs*

MAC Groups

DOCs

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Emergency Operations Centers (EOC)

- **EOCs are locations where staff from multiple agencies typically come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other EOCs.**

- **EOCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.**

EOCs vs. DOCs: What's the Difference?

- **Departmental operations center (DOC) staff coordinate their agency or department's activities. While they communicate with other organizations and EOCs and may exchange liaisons with other agencies, DOC staff are primarily inward looking, focusing on directing their own assets and operations.**

- **Unlike DOCs, the EOCs addressed in NIMS are inherently multidisciplinary activities.**

Modular EOC Organizations

Common ways of organizing EOC teams:

- **ICS-like EOC Structure**

- **Incident Support Model (ISM) EOC Structure**

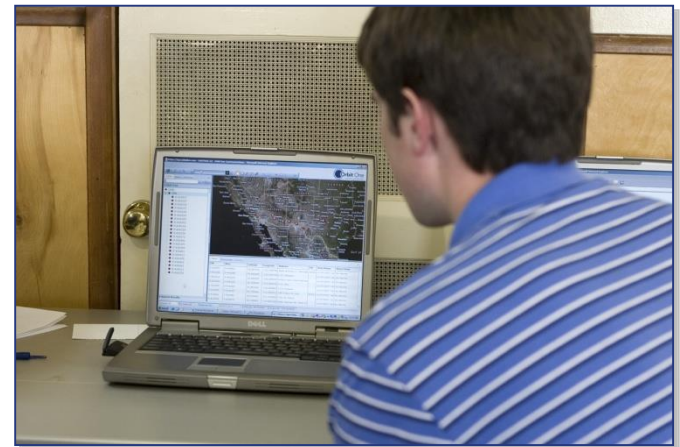- **Departmental EOC Structure**

EOC Activation

EOCs frequently have multiple activation levels to allow for a scaled response, delivery of the needed resources, and a level of coordination appropriate to the incident.

Primary EOC Coordination Functions

- **Collect and analyze information**

- **Share information**

- **Support resource needs and requests**

- **Coordinate plans and determine current and future needs**

- **Provide coordination and policy direction**

Enhanced Situational Awareness and Decision Support

Situational awareness (SA) and decision support can be enabled by using single, identical summary/presentation of critical incident information that is shared by all responders and organizations.

What are the potential challenges in maintaining SA? What info required for decision support?

What can an EOC do to address those challenges?

Multiagency Coordination Group (MAC Group)

MAC Groups (policy groups):

- **Part of the off-site incident management structure of NIMS.**

- **Consist of representatives from stakeholder agencies or organizations.**

- **Established and organized to make cooperative multiagency decisions.**

Discussion Question

What can the policymakers within a MAC Group do to facilitate their decision making process?

Prioritization Considerations for MAC Groups

- **Saving lives**
- **Protecting property and the environment**
- **Stabilizing the incident**
- **Providing for basic human needs**
- **Legality**
- **Funding**
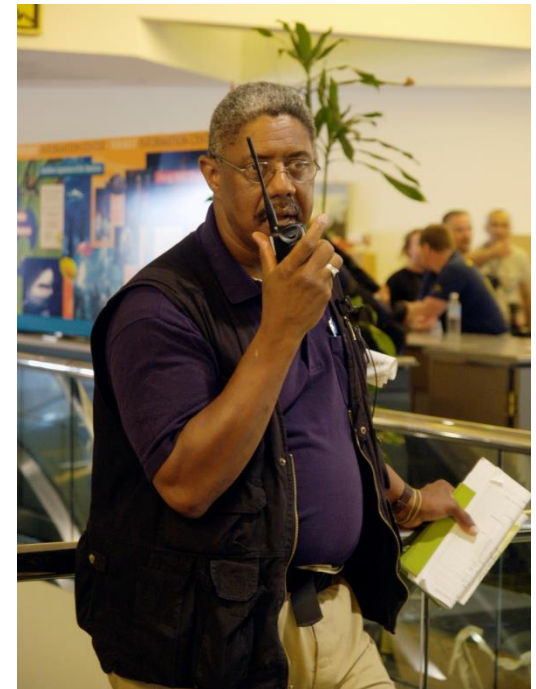- **Public and media concerns**
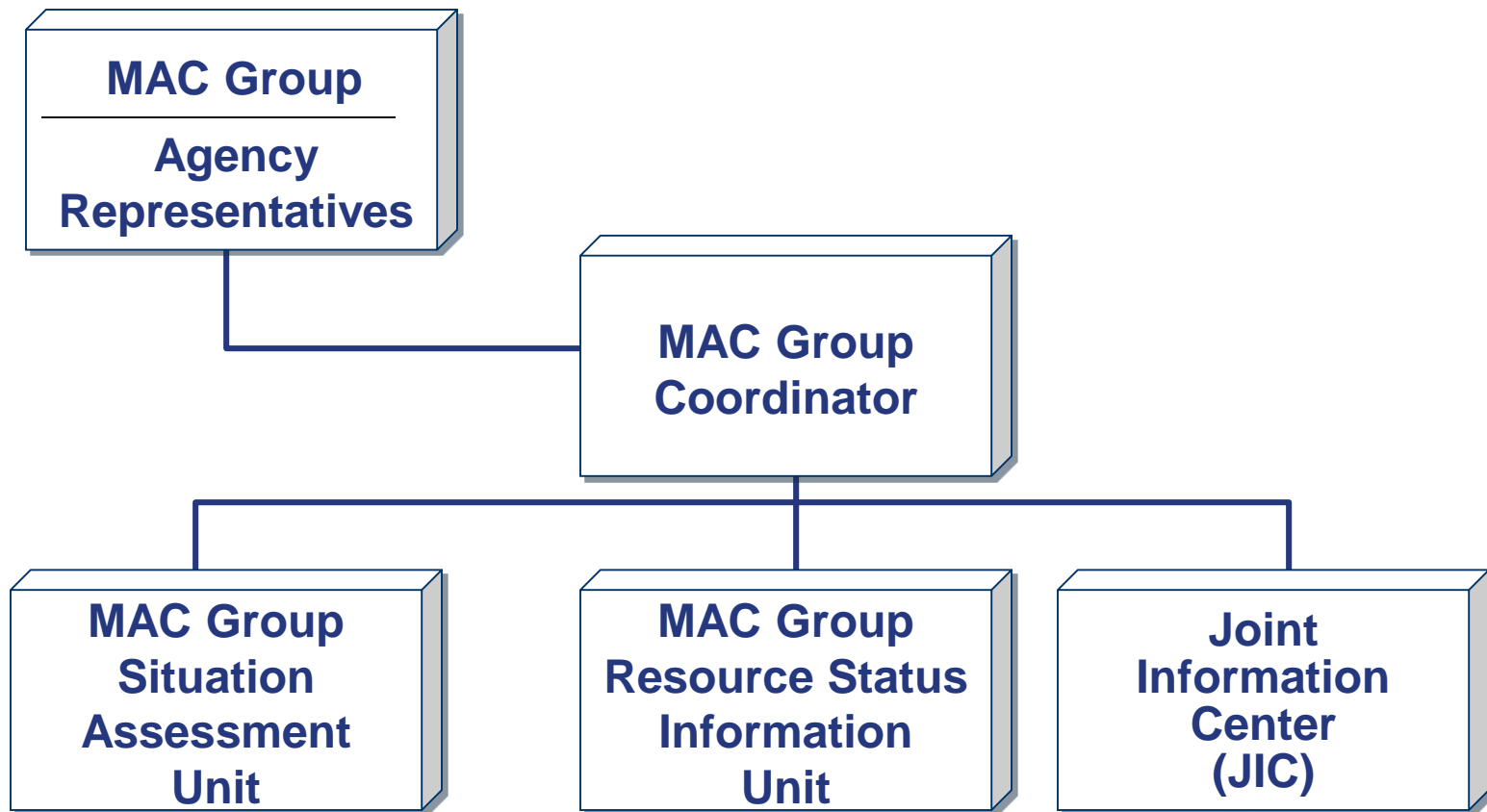- **Other "political" issues.**

Role of the MAC Group

Interagency decision-making related to:

- Incident management policies and priorities.

- Logistics support and critical resource tracking.

- Resource allocation.

- Coordinating incident-related information.

- Coordinating interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

MAC Group Organization Example

Joint Information System

The Joint Information System (JIS):

- Ensures that the public receives a consistent and comprehensive message.

- Consists of the processes, procedures, and tools to enable communication to the public, incident personnel, the media, and other stakeholders.

- Integrates incident information and public affairs into a cohesive organization to provide coordinated and complete information before, during, and after incidents.
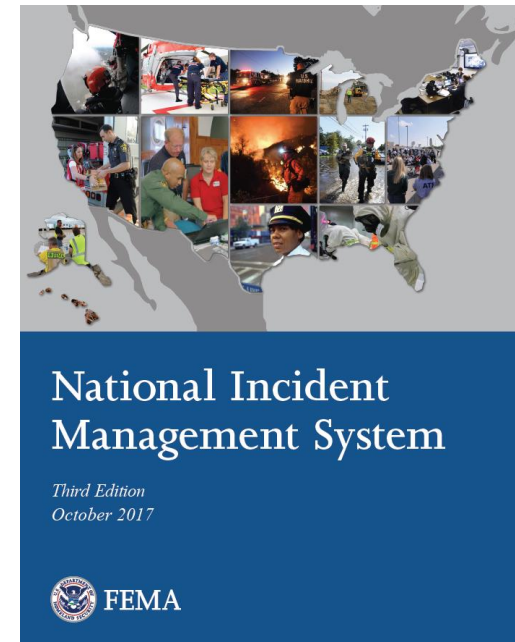
JIS: Public Information Officer

Public Information Officer:

- **Key members of ICS and EOC organizations**

- **Work closely with senior officials represented in MAC Groups.**

- **Create coordinated and consistent messages to the public and media.**

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Joint Information Center

The Joint Information Center (JIC):

- **Is a physical location used to coordinate crisis communications, critical emergency information, and public affairs functions.**

- **May be established at each level of incident management, as required.**

- **Must include representatives of all stakeholders.**

Federal Support to Response and Recovery Activities

The Federal Government becomes involved with a response:

- When state governors or tribal leaders request Federal assistance and the requests are approved;

- When Federal interests are involved; or

- As statute authorizes or requires.

National Response Framework

National Response Framework

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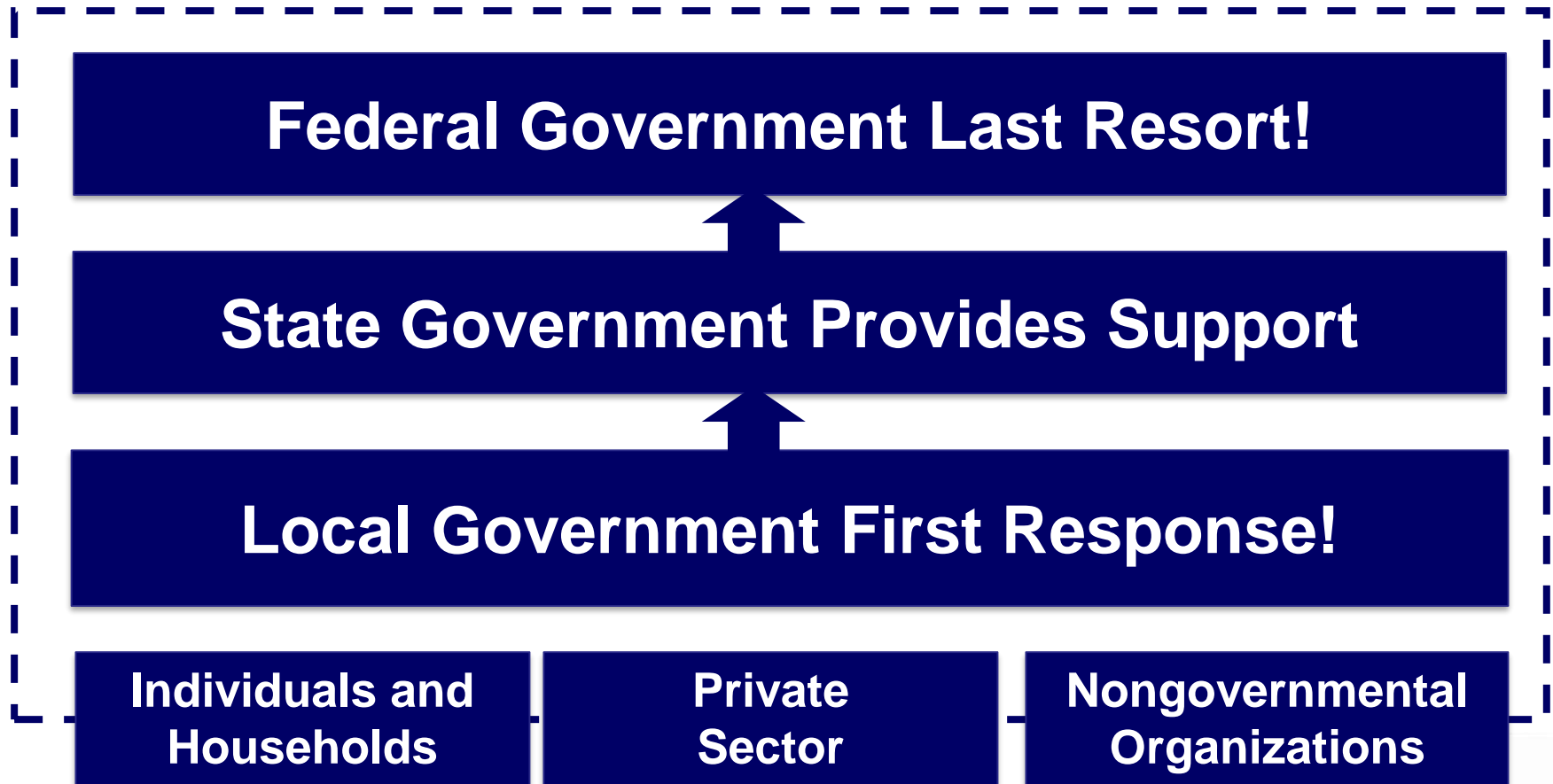Homeland Security

- **Establishes a comprehensive, national, all-hazards approach to domestic incident response.**

- **Defines principles, roles, and structures.**

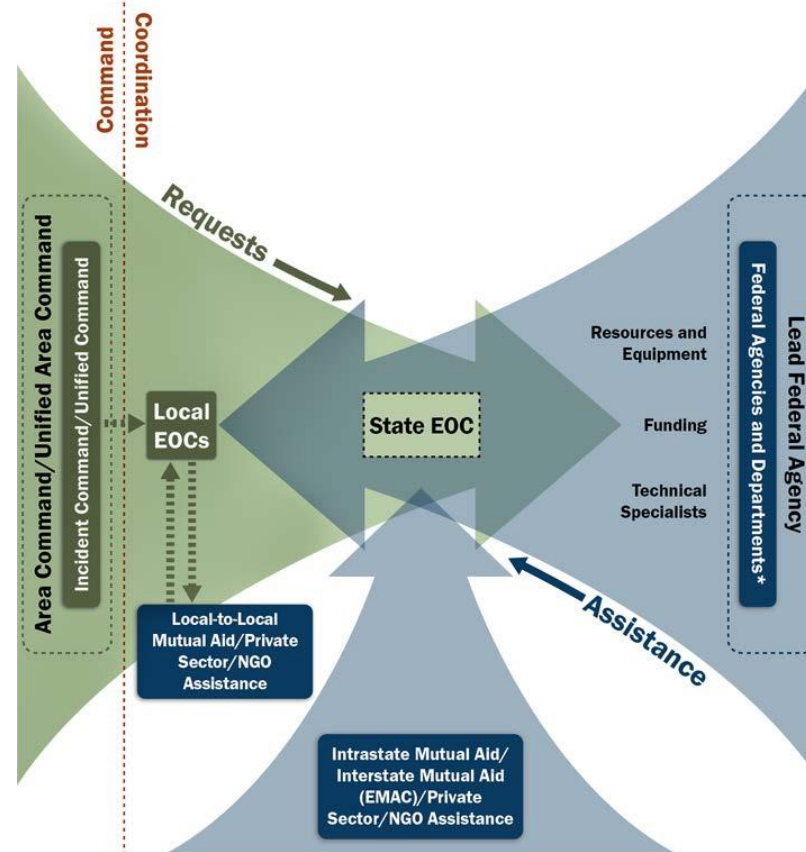# NRF Emphasizes Partnerships

Federal Government Last Resort!

State Government Provides Support

Local Government First Response!

| **Individuals and Households** | **Private Sector** | **Nongovernmental Organizations** |

Federal Support to Response Activities

*Some Federal agencies (U.S. Coast Guard, Environmental Protection Agency, etc.) have statutory responsibility for response and may coordinate and/or integrate directly with affected jurisdictions. During responses conducted under Stafford Act declarations, FEMA establishes a Joint Field Office (JFO) to coordinate Federal response activities.
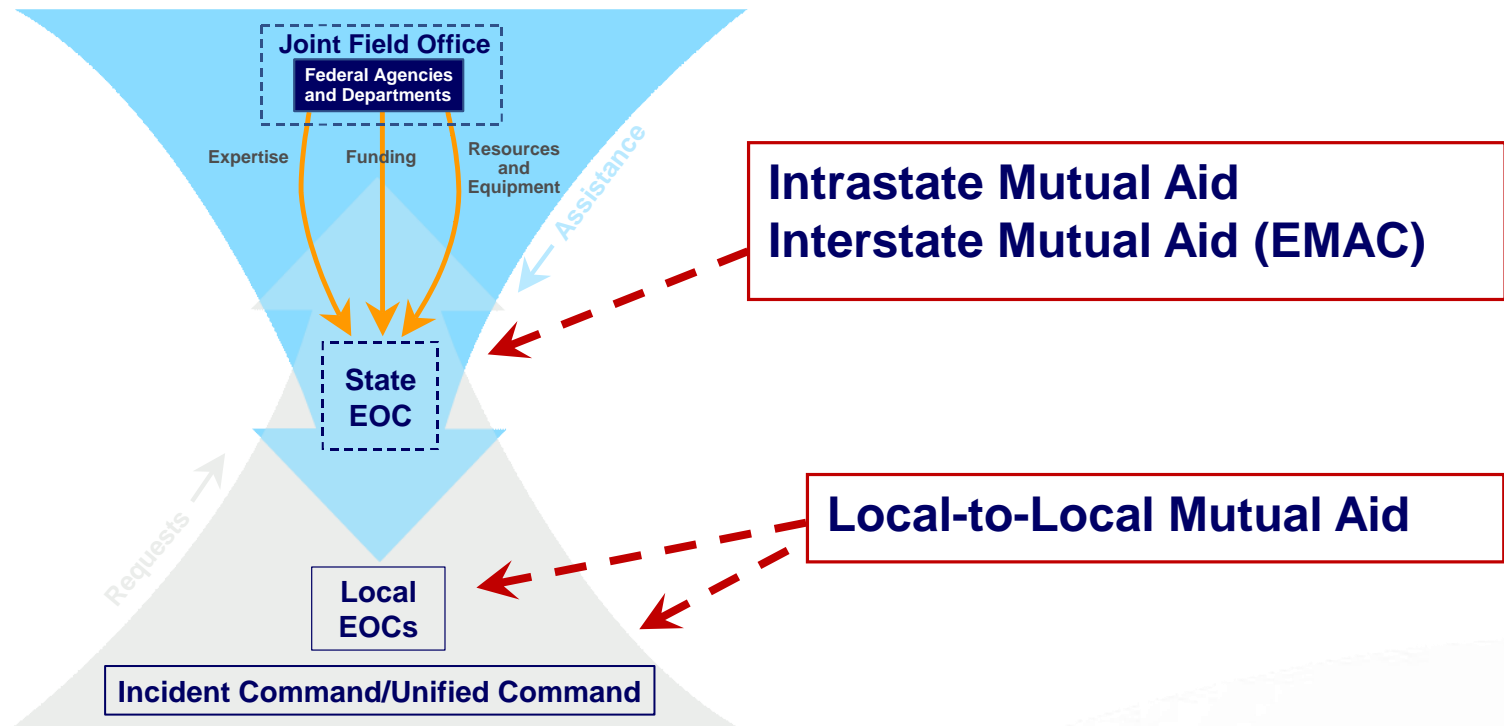
Mutual Aid and Assistance Agreements

Allow one jurisdiction to provide resources, facilities, services, and other needed support to another jurisdiction during an incident.

Joint Field Office
Federal Agencies and Departments

Expertise   Funding   Resources and Equipment

Assistance

State EOC

Requests

Local EOCs

Incident Command/Unified Command

Intrastate Mutual Aid
Interstate Mutual Aid (EMAC)

Local-to-Local Mutual Aid

National Operations Center (NOC)

The National Operations Center serves as the primary, national-level hub for:

- situational awareness,

- shared situational picture,

- information fusion,

- information sharing,

- executive communications.

National Response Coordination Center

- **The FEMA National Response Coordination Center (NRCC) is a multiagency emergency operations center that coordinates the overall Federal support for major incidents and emergencies at the national level.**

- **The NRCC coordinates with the affected region(s) and provides resources and policy guidance in support of the incident.**

Regional Response Coordination Center

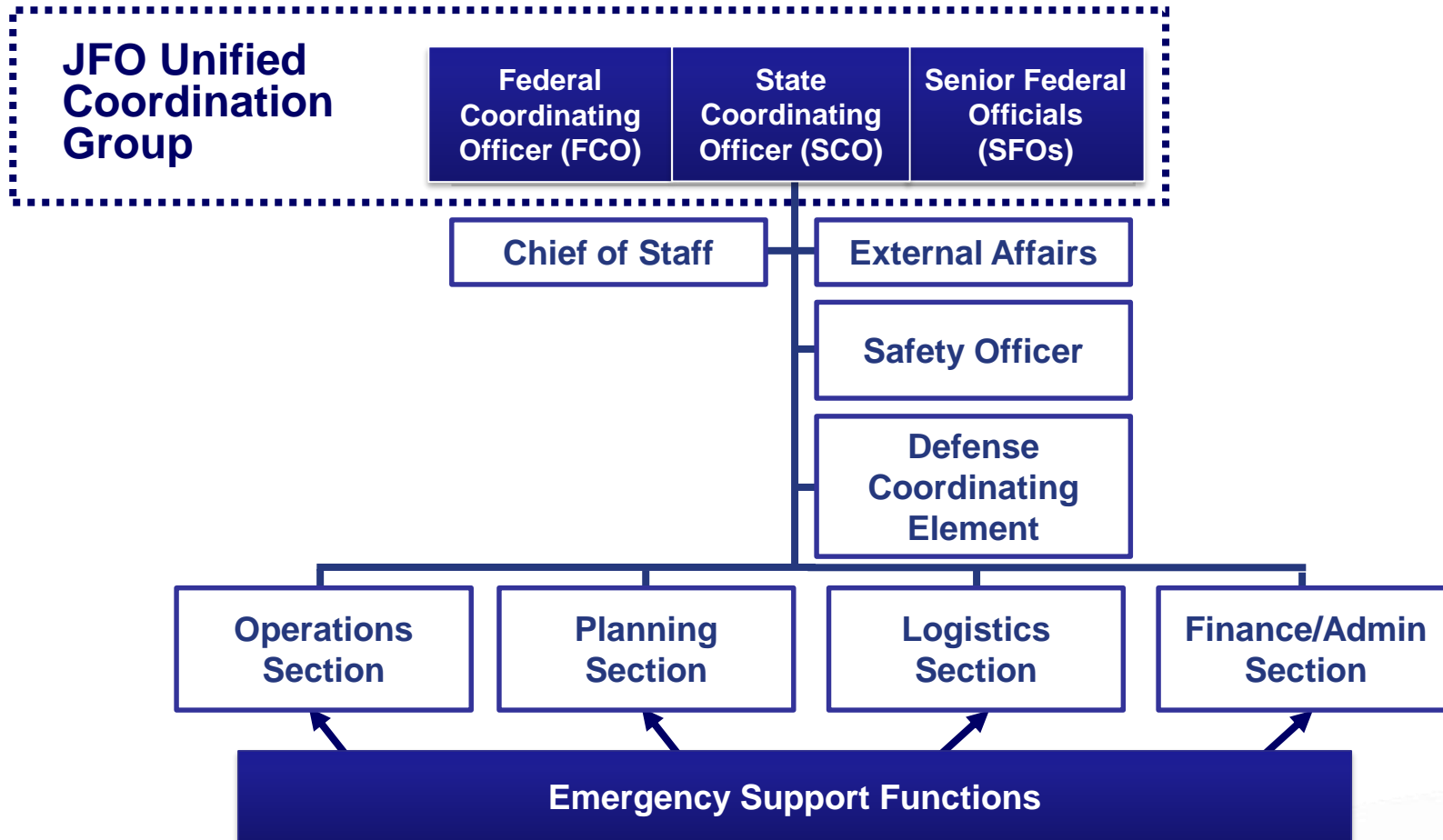Coordinate regional response efforts, including:

- Establishing initial Federal objectives.

- Providing Federal support to the affected States.

- Deploying teams to establish the Joint Field Office that will assume these functions.

Joint Field Office

JFO Unified Coordination Group

| Federal Coordinating Officer (FCO) | State Coordinating Officer (SCO) | Senior Federal Officials (SFOs) |

- Chief of Staff
- External Affairs
- Safety Officer
- Defense Coordinating Element

- Operations Section
- Planning Section
- Logistics Section
- Finance/Admin Section

Emergency Support Functions

Emergency Support Functions (ESFs)

- **Primary Federal-level mechanism to provide assistance.**

- **Organized around functional capabilities (e.g., public health, search and rescue, etc.).**

- **Composed of primary and supporting agencies.**

Recovery Support Functions (RSFs)

- **Represent the Coordinating Structure for Federal Recovery Support.**

- **Support local governments.**

- **Each RSF has a coordinating agency, primary agencies, and supporting organizations.**

Capstone Activity:
Organize a Complex Incident

Allotted Time: 60 minutes

Objectives Review

1. What are essential terms related to multiagency coordination?

2. What are a few examples of the different levels at which multiagency coordination is commonly accomplished?

3. What are the NIMS functional groups within a Multiagency Coordination System?

Objectives Review (Cont.)

4. What are examples of organizations that may provide multiagency coordination?

5. What are the responsibilities of EOCs and MAC Groups?

6. Briefly describe the roles of Incident Command, Area Command, Unified Command, EOCs, and MAC Groups.