


# E/L/G 0191 Emergency Operations Center/Incident Command System Interface

FEMA

Student Manual

September 2025

Version 1.0

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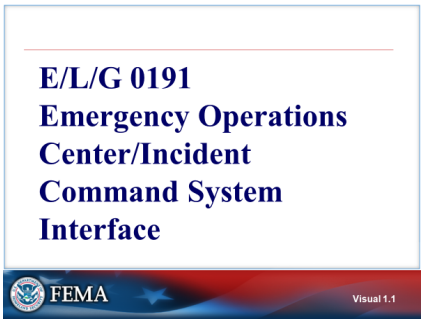
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# Unit 1: Course Introduction

INSTRUCTOR GUIDE

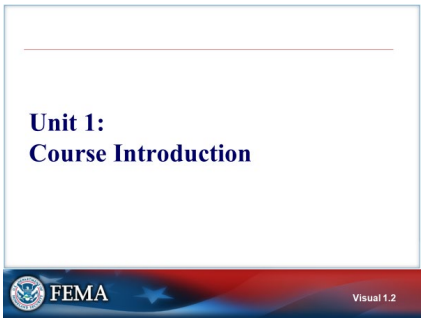
This course, ELG0191, may be delivered by the Emergency Management Institute (EMI) as E0191 or L0191, or by a State as G0191. When delivered by EMI (course code prefix – E & L), this course receives the benefit of EMI accreditation, and the student may receive Continuing Education Units (CEUs) or recommended college credits. When delivered by a State (course code prefix – G), the course is not accredited in this manner.

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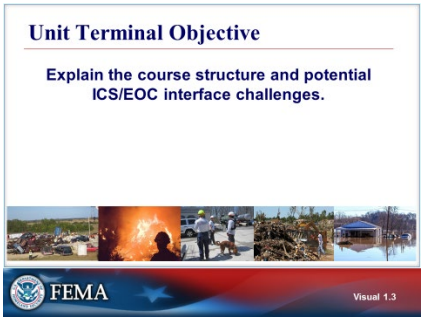

Visual 1.1

## E/L/G 0191 EMERGENCY OPERATIONS CENTER/INCIDENT COMMAND SYSTEM INTERFACE




Visual 1.2

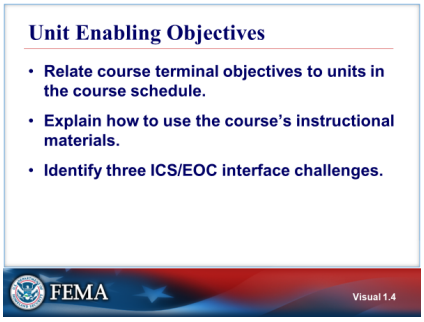
## UNIT 1: COURSE INTRODUCTIONS




Visual 1.3

## UNIT TERMINAL OBJECTIVE

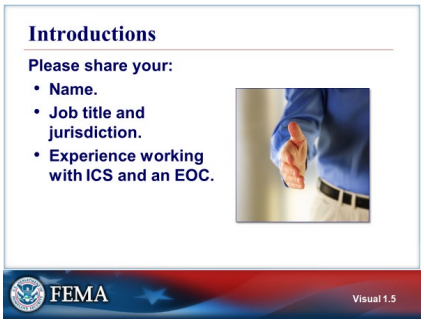
Explain the course structure and potential ICS/EOC interface challenges.




Visual 1.4

## UNIT ENABLING OBJECTIVES

- Relate course terminal objectives to units in the course schedule.
- Explain how to use the course's instructional materials.
- Identify three ICS/EOC interface challenges.




Visual 1.5

## INTRODUCTIONS

The instructor gives an overview of their personal experience with management and operations with Incident Command System (ICS) and Emergency Operations Center (EOC) for the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your EOC and ICS backgrounds as well as your course expectations.




Visual 1.6

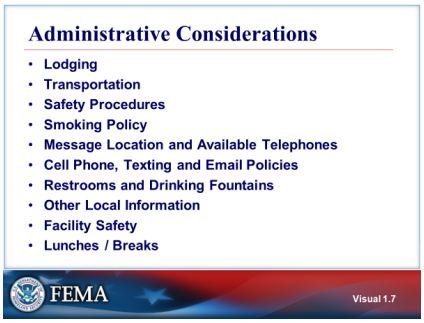
## PURPOSE

The purpose of this course is to develop ICS/EOC interface implementation strategies or action plans for your communities. It will help students begin the planning process by proposing and discussing options in a neutral environment.

There are no rigid solutions to the ICS/EOC interface issues. Every jurisdiction and every incident is different and will lead to different solutions.

This course will not present a detailed discussion of ICS nor the EOC. The following courses provide additional background on ICS and the EOC:

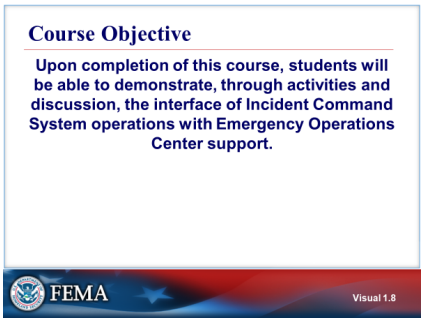
- IS-0100 An Introduction to ICS, ICS 100
- IS-0200 Basic ICS for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- IS-2200 Basic EOC Functions (Formerly IS775)
- E/L/G 2300 Intermediate EOC Functions (Formerly G775)




Visual 1.7

## ADMINISTRATIVE CONSIDERATIONS

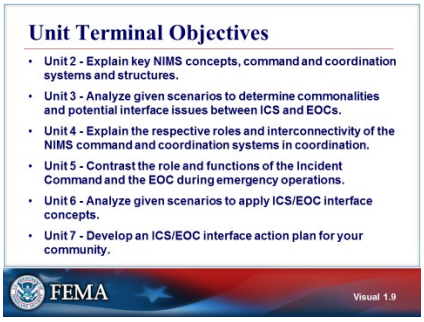
The instructor will present key information on the logistics, policy and procedures for the course.




Visual 1.8

## COURSE OBJECTIVE

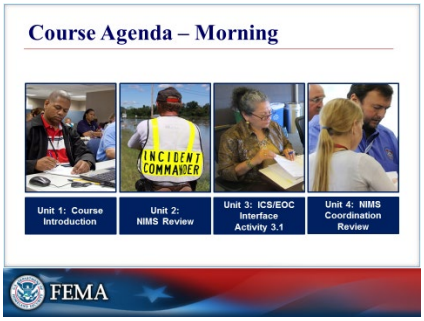
Upon completion of this course, students will be able to demonstrate, through activities and discussion, the interface of Incident Command System operations with Emergency Operations Center support.




Visual 1.9

## UNIT TERMINAL OBJECTIVES

- Unit 1 - Explain the course structure and potential ICS/EOC interface challenges.
- Unit 2 - Explain key NIMS concepts, Command and Coordination systems, and structures.
- Unit 3 - Analyze given scenarios to determine commonalities and potential interface issues between ICS and EOCs.
- Unit 4 - Explain the respective roles and interconnectivity of the NIMS command and coordination systems in coordination.
- Unit 5 - Contrast the typical role and functions of the Incident Command and the EOC during emergency operations.
- Unit 6 - Analyze given scenarios to apply ICS/EOC interface concepts.
- Unit 7 - Develop an ICS/EOC interface action plan for your community.
- Unit 8 – Summarize the course objectives.




Visual 1.10

## COURSE AGENDA - MORNING

This course is divided into eight units.

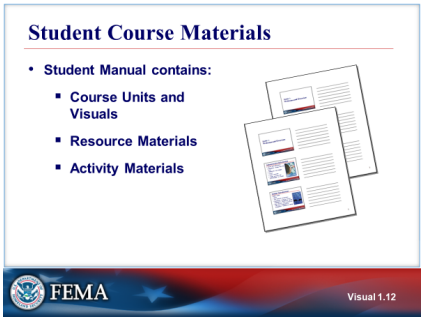
- Unit 1 introduces the course.
- Unit 2 reviews basic principles of NIMS.
- Unit 3 presents the first ICS/EOC interface activity.
- Unit 4 provides a review of the NIMS coordination efforts.




Visual 1.11

## COURSE AGENDA - AFTERNOON

- Unit 5 addresses the differing needs and assets of ICS and EOC.
- Unit 6 presents the second ICS/EOC activity.
- Unit 7 focuses on developing an ICS/EOC interface action plan.
- Unit 8 is a course summary. You will have an opportunity to evaluate and critique the course at that time.




Visual 1.12

## STUDENT COURSE MATERIALS

The Student Manual is the primary support document for this course. The Student Manual contains:

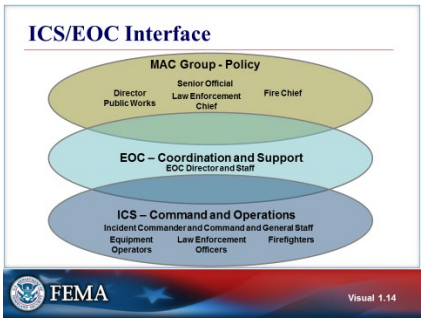
- Course Units and Visuals – Patterned after the Instructor Guide
- Resource Materials – Relevant and applicable information extracted from the NIMS October 2017 document included in the Supplemental Materials of Units 2, 4, and 8
- Activity Materials




Visual 1.13

## OUR EXPECTATIONS

Punctuality, participation, positive attitude, professionalism, flexibility, and commitment.

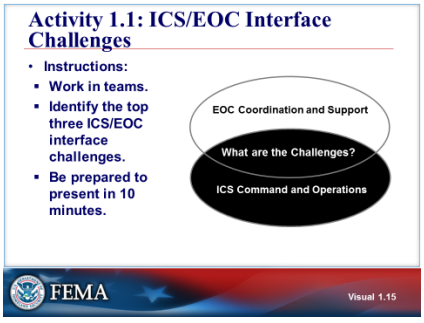



Visual 1.14

## ICS/EOC INTERFACE

Generally, policy and coordination functions are completed in the EOC, while incident command and tactical operations are conducted on-scene by the Incident Commander and assigned staff.

- **Simple events:** During a routine, single-incident, single-jurisdiction emergency, staff at the operator and operations levels are better trained and able to get the job done. These incidents normally require little to no policy and coordination functions to occur in the EOC.
- **Complex events:** As an emergency increases in complexity and escalates to a multi-incident, multijurisdictional event, increased policy, legal, financial, and coordination support by an EOC is needed.
- **Potential disconnect:** The **point of overlap** is usually the area of disconnect in emergency planning. This course, therefore, will provide an opportunity for students to analyze the planning in their community to ensure that this problem is adequately addressed.

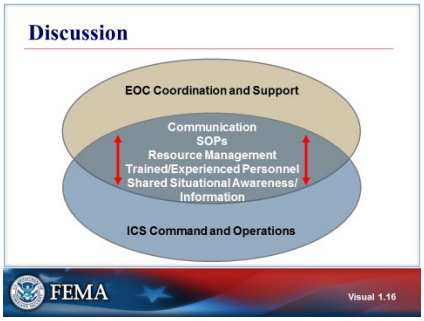



Visual 1.15

## ACTIVITY 1.1: ICS/EOC INTERFACE CHALLENGES

The instructor will explain Activity 1.1.

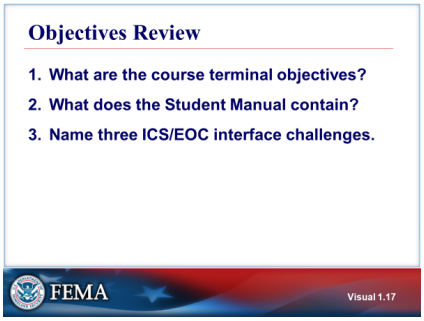
You will have 10 minutes to complete the activity before your team will be asked to share its findings.




Visual 1.16

## DISCUSSION

Discuss the challenges identified by each team.




Visual 1.17

## OBJECTIVES REVIEW

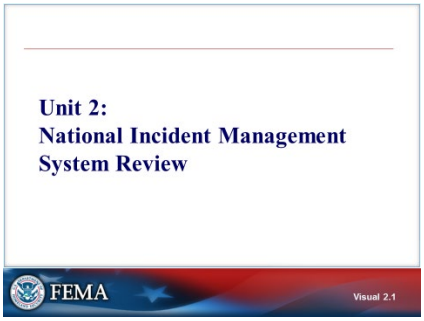
### Unit Enabling Objectives

- Relate course terminal objectives to units in the course schedule.
- Explain how to use the course's instructional materials.
- Identify three ICS/EOC interface challenges.

# Unit 2: National Incident Management System Review

INSTRUCTOR GUIDE

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Visual 2.1

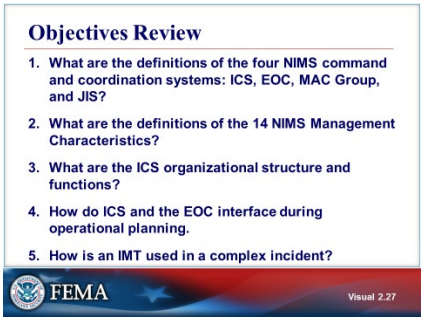
## UNIT 2: NATIONAL INCIDENT MANAGEMENT SYSTEM REVIEW




Visual 2.2

## UNIT TERMINAL OBJECTIVE

Explain key NIMS concepts, command and coordination systems, and structures.




Visual 2.3

## UNIT ENABLING OBJECTIVES

- Define NIMS command and coordination systems: ICS, EOC, MAC Group, and JIS.
- Define the 14 NIMS Management Characteristics.
- Identify ICS organizational structure and functions.
- Explain the interface between ICS and EOCs during operational planning.
- Explain the application of an IMT to a complex incident.

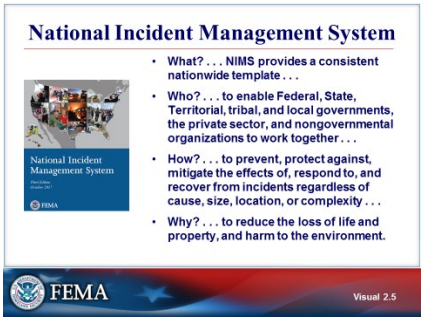



Visual 2.4

## LEGAL BASIS FOR NIMS

Preparedness requires a unified and coordinated national approach to planning and domestic incident management.

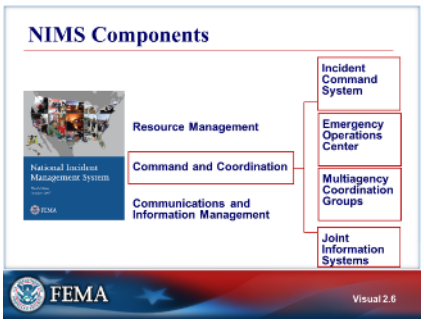
Everyone (All levels of government, the private sector, nongovernmental agencies, and individuals and households) must be prepared to prevent, protect against, mitigate the effects of, respond to, and recover from a wide spectrum of major events.




Visual 2.5

## NATIONAL INCIDENT MANAGEMENT SYSTEM

**Explain:** The National Incident Management System (NIMS) provides a systematic, proactive approach guiding departments and agencies at all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prevent, protect against, mitigate the effects of, respond to, and recover from incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property, and harm to the environment.




Visual 2.6

## NIMS COMPONENTS

- Resource Management describes standard mechanisms to identify resource requirements and to order, acquire, mobilize, activate, track and report, demobilize, restock and reimburse for, and inventory resources such as personnel, equipment, supplies, teams, and facilities.
- Command and Coordination describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.
- Communications and Information Management systems help to ensure that incident personnel and other decision makers have the information they need to make and implement decisions.

These components represent a building-block approach to incident management. The application of the guidance for all three components is vital to successful NIMS implementation.

“Multiagency Coordination System” is an overarching term for the NIMS command and coordination systems: ICS, EOC, MAC Group/ policy group and JIS. Multiagency Coordination System is synonymous with NIMS Command and Coordination.

Refer to Handout 2-1: Descriptions of NIMS Components.

Additional information is available at National Incident Management System.




Visual 2.7

## NIMS COMMAND AND COORDINATION

NIMS structures enable incident managers to manage incidents in a unified, consistent manner.

Interconnectivity of NIMS structures is important to allow personnel in diverse geographic areas, with differing roles and responsibilities, and operating within various functions of ICS/EOCs to integrate their efforts through common organizational structures, terminology, and processes.

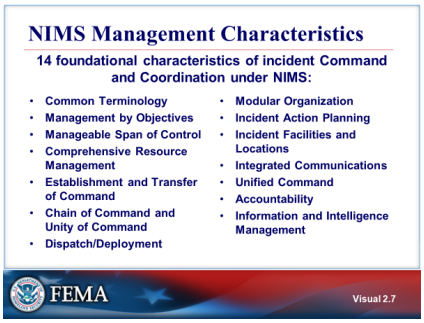
When an incident occurs or threatens, local emergency personnel manage response using the NIMS principles and the **ICS** structure.

If the incident is large or complex, local **EOCs** activate to support the incident.

The EOC and the Incident Command Post receive high level, strategic policy guidance from **MAC Groups**.

A **JIC** manages the JIS to ensure coordinated and accurate public messaging among all levels: ICS, EOCs and MAC Group.

If required resources are not available locally, they can be obtained under **mutual aid agreements** from neighboring jurisdictions, or State, tribal, territorial, and interstate sources and assigned to the control of the IC/UC.



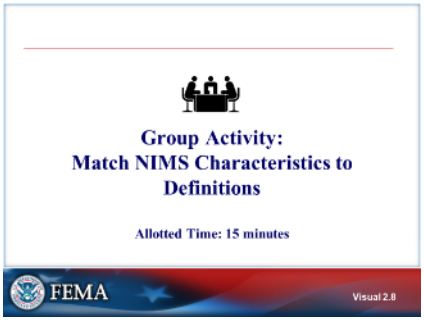

Visual 2.8

## NIMS MANAGEMENT CHARACTERISTICS

There are 14 NIMS Management Characteristics:

- Common Terminology
- Management by Objectives
- Manageable Span of Control
- Comprehensive Resource Management
- Establishment and Transfer of Command
- Chain of Command and Unity of Command
- Dispatch/Deployment
- Modular Organization
- Incident Action Planning
- Incident Facilities and Locations
- Integrated Communications
- Unified Command
- Accountability
- Information and Intelligence Management

These 14 characteristics are not just for ICS; they apply to all of NIMS: EOCs, MAC Groups, and the JIS.

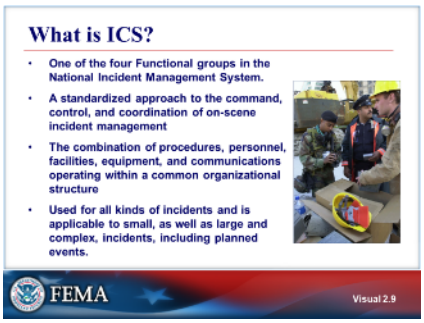



Visual 2.9

## GROUP ACTIVITY: MATCH NIMS CHARACTERISTICS TO DEFINITIONS

The instructor will explain this table-group activity.

You will have 10 minutes to complete this activity.




Visual 2.10

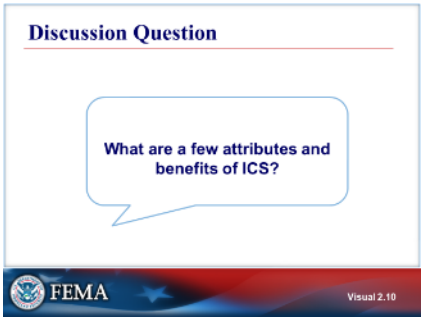
## WHAT IS ICS?

ICS is one of the four Command and coordination systems in the National Incident Management System. The other three are EOCs, MAC Groups and the Joint Information system.

ICS is a standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective.

ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents.

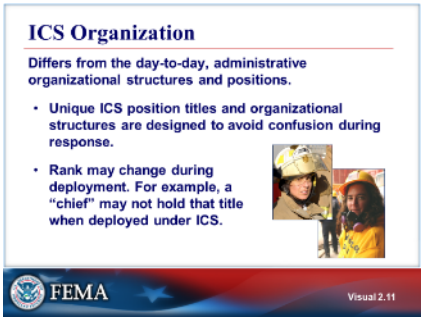
ICS is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.




Visual 2.11

## DISCUSSION QUESTION

What are a few attributes and benefits of ICS?

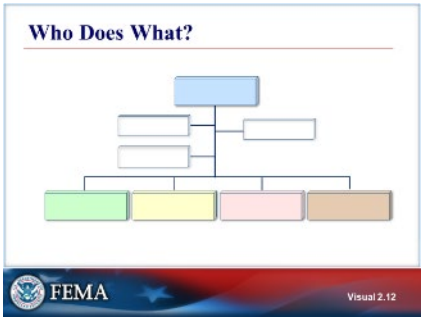



Visual 2.12

## ICS ORGANIZATION

The ICS organization differs from the day-to-day, administrative organizational structures and positions.

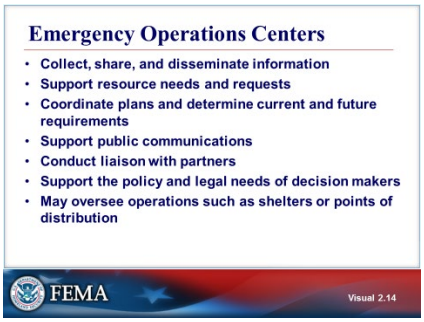
- Unique ICS position titles and organizational structures are used. There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.
- Rank may change. For example, someone who serves as a chief every day may not hold that title when deployed under an ICS structure.




Visual 2.13

## WHO DOES WHAT?

Each group will draw a typical ICS organizational structure and define what each function does.



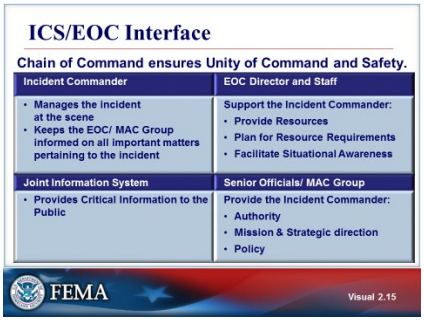

Visual 2.14

## EMERGENCY OPERATIONS CENTERS

Emergency Operations Centers are physical or virtual locations where staff, stakeholders and partners gather to provide support for an incident.

In some cases, EOCs provide on-scene coordination and policy direction.

It is important for the EOC and the Incident Command to have a conversation on every incident to verify roles and confirm who is responsible for what (for example who is ordering resources, who is managing shelters and donations).

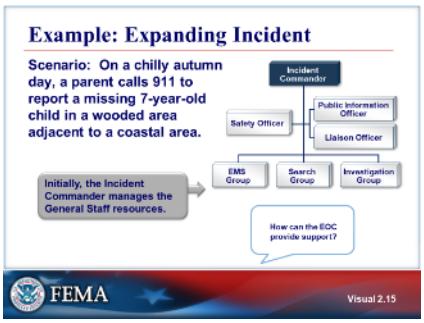



Visual 2.15

## ICS/EOC INTERFACE

### Key Points

- **Command**: The Incident Commander (or Unified Command) is in charge at the incident. In addition to managing the incident scene, he or she must keep the senior officials (MAC Group) and the EOC informed and up to date on all important matters pertaining to the incident. Emphasize that the Incident Commander has both command and coordination responsibilities. Command the incident, coordinate with the EOC and Senior Officials.
- **Coordination**:
  - The Senior Officials (commonly organized as the MAC Group) set policy, establish the mission to be accomplished, shape the overall strategic direction, and give the trained responders the authority to accomplish the incident objectives. Providing policy direction does not mean that Senior Officials direct incident objectives or tactics.
  - The EOC is primarily responsible with coordination and support for both the Incident command and the MAC Group. Emphasize that the EOC officials do not normally perform command functions.

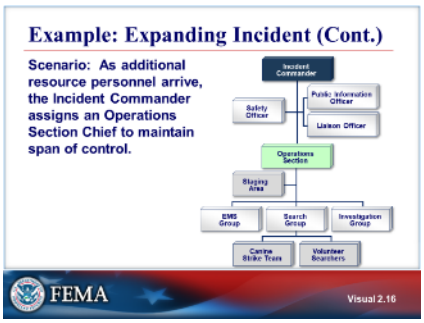



Visual 2.16

## EXAMPLE: EXPANDING INCIDENT

Scenario:

- At 4:30 p.m. on a chilly autumn day, a parent calls 911 to report a missing 7-year-old child. The child was outside playing and may have wandered off into a vast wooded area adjacent to a coastal area.
- The Incident Command is managing the following tactical resources: Emergency Medical Technician, Search Group, and Investigation Group. The Search Group and Investigation Group each have a Supervisor who reports to the Incident Commander.
- The initial ICS organization includes:
  - Safety Officer to ensure the well-being of all responders and volunteers.
  - Public Information Officer to handle the increasing numbers of media arriving at the scene.
  - Liaison Officer to coordinate the different response groups.
- The local EOC was active and increases its activation level in order to provide any additional information, resources or mulit-agency coordination that may be required.

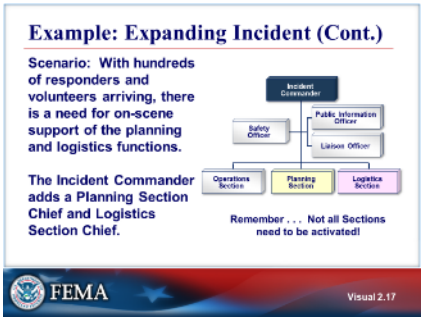



Visual 2.17

## EXAMPLE: EXPANDING INCIDENT (CONT.)

Continue the scenario:

- As resources continue to expand, the Incident Commander assigns an Operations Section Chief to manage the tactical operations and resources.
- The initial Operations Section includes a Staging Area where available resources wait for assignments.
- Within the Search Group, resources are being organized into teams (canine strike team and volunteer searchers).
- If the incident expands more, then the Operations Section Chief may add:
  - Divisions, which are used to divide an incident geographically.
  - Branches, which are used when the number of Divisions or Groups exceeds the span of control, and which can be either geographical or functional.

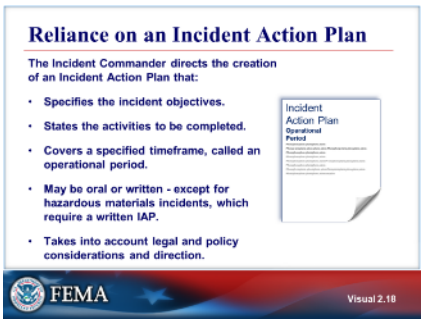



Visual 2.18

## EXAMPLE: EXPANDING INCIDENT (CONT.)

Continue the scenario:

- After the first hour, the Incident Commander establishes the following additional Sections to support the operation:
  - Planning Section to develop the Incident Action Plan and track the status of resources on the scene.
  - Logistics Section to provide resources and all other services needed to support the incident. The Logistics Section will order needed resources, set up communications systems, and establish feeding areas for searchers.
- In this incident the Finance and Administration functions are not needed. Sections are only established if needed.




Visual 2.19

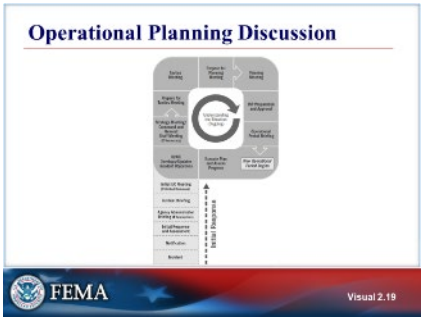
## RELIANCE ON AN INCIDENT ACTION PLAN

Every incident, large or small, requires some form of an Incident Action Plan (IAP). For most small incidents, the IAP is often developed by the Incident Commander and verbally passed on to subordinates and assigned resources.

The operational period is the period of time scheduled for completion of a given set of actions called for in the IAP. The length of the period is determined by the Incident Commander and may be as short as 1 hour or as long as multiple days.

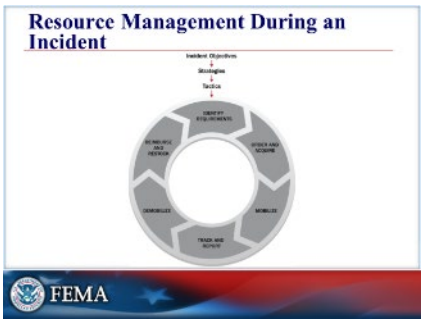
As incidents grow in size or complexity and/or as other agencies and resources are added, it is important to document vital information pertaining to the plan of action for the incident.

On large incidents, preparation of a written IAP is accomplished within the Planning Section. The Incident Commander establishes the objectives and strategy, based on needs of the incident and policy and guidance from the jurisdiction's Senior Official (often located at the EOC).




Visual 2.20

## OPERATIONAL PLANNING DISCUSSION




Visual 2.21

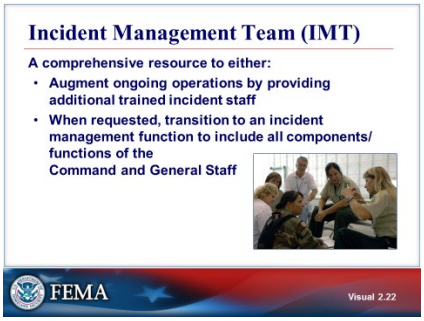
## RESOURCE MANAGEMENT DURING AN INCIDENT

The Resource Management process can be separated into:

- Resource Preparedness prior to an incident
- Actions during an Incident.

Incident Resource Management includes standardized procedures, methodologies, and functions. The following six primary tasks of resource management during an incident:

- Identify Requirements
- Order and Acquire
- Mobilize
- Track and Report
- Demobilize
- Reimburse and Restock




Visual 2.22

## INCIDENT MANAGEMENT TEAM (IMT)

An Incident Management Team (IMT) is a comprehensive resource to either:

- Augment ongoing operations by providing additional trained incident staff
- When requested, transition to an incident management function to include all components/ functions of the Command and General Staff

NIMS provides the following definition of IMTs:

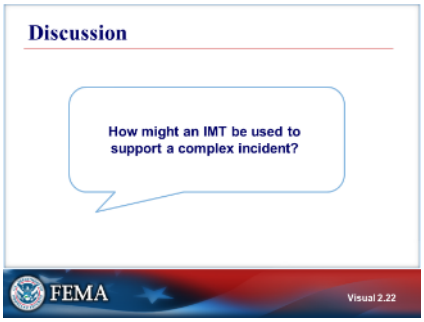
> An IMT is an incident command organization made up of the Command and General Staff members and appropriate functional units in an ICS organization and can be deployed or activated, as needed. National, State, and some local IMTs have formal certification and qualification, notification, deployment, and operational procedures in place. In other cases, ad hoc IMTs are formed at an incident or for specific events. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the "type," or level, of IMT.

Key aspects of IMTs:

- Include Command and General Staff members and support personnel
- Pre-designated roles and responsibilities
- Typed based on capability, the level of training and experience, and reasonably anticipated incident response requirements
- Delegated statutory authority and/or formal response requirements and responsibilities
- Some Teams may maintain a rostered and on-call posture that ensures they are available 24/7/365. Others have personnel identified and able to be contacted.

Some IMTs are referred to as Incident Management Assistance Teams (IMAT) to clarify that they support on-scene personnel and/or the affected jurisdiction(s). IMATs may have command and control over certain aspects of response and recovery efforts (e.g., the use of state/Federal assets). FEMA IMATs are an example of this.

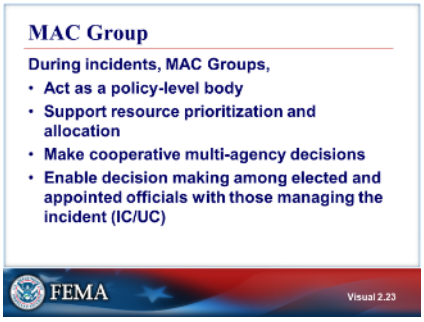
Refer to Handout 2-4: Incident Management Teams and review.




Visual 2.23

## IMT DISCUSSION

How might an IMT be used to support a complex incident?




Visual 2.24

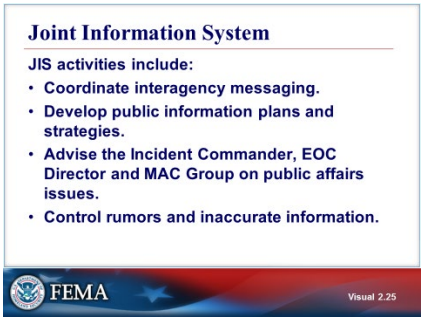
## MAC GROUP

Multiagency Coordination Groups (MAC Groups), also sometimes called the Policy Group, are part of the off-site incident management structure of NIMS.

MAC Group members are typically agency administrators or executives from stakeholder agencies impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations.

MAC Groups do NOT:

- Perform incident command functions.
- Replace the primary functions of operations, coordination, or dispatch organizations.



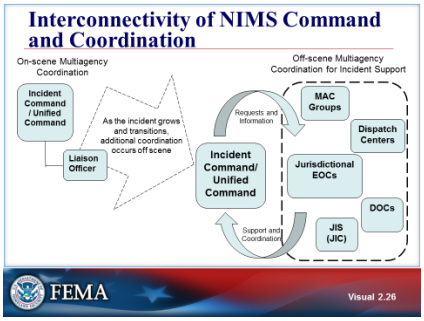

Visual 2.25

## JOINT INFORMATION SYSTEM

The Joint Information System (JIS) integrates incident information and public affairs into a unified organization that provides consistent, coordinated, accurate, accessible, timely and complete information to the public and stakeholders during incident operations.

JIS operates across and supports the other NIMS Management and Coordination Elements

- ICS on-scene/tactical
- EOC coordination operations
- MAC Group policy/strategic

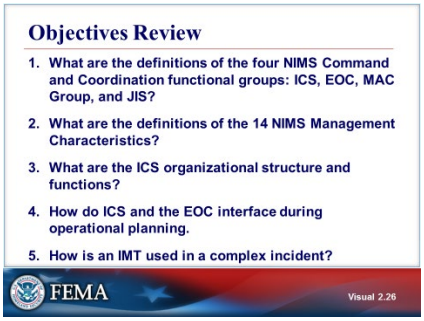



Visual 2.26

## INTERCONNECTIVITY OF NIMS COMMAND AND COORDINATION

- When an incident occurs or threatens, local emergency personnel manage response using ICS.
- If the incident is large or complex, local EOCs and other operations centers activate.
- The EOC staff receive high level, strategic policy guidance from MAC Groups.
- A JIC manages the JIS to ensure coordinated and accurate public messaging among all levels: ICS, EOC and MAC Group.

If required resources are not available locally, they can be obtained under mutual aid agreements from neighboring jurisdictions, or State, tribal, territorial, and interstate sources and assigned to the control of the IC/UC.




Visual 2.27

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Define NIMS command and coordination systems: ICS, EOC, MAC Group, and JIS.
- Define the 14 NIMS Management Characteristics.
- Identify ICS organizational structure and functions.
- Explain the interface between ICS and EOCs during operational planning.
- Explain the application of an IMT to a complex incident.

# Supplemental Materials

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# Handout 2-1: Descriptions of NIMS Components

| Component | Description |
|---|---|
| **Resource Management** | Standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, both before and during incidents in order to allow organizations to more effectively share resources when needed.<br><br>NIMS resource management guidance enables many organizational elements to collaborate and coordinate to systematically manage resources—personnel, teams, facilities, equipment, and supplies. Most jurisdictions or organizations do not own and maintain all the resources necessary to address all potential threats and hazards. Therefore, effective resource management includes leveraging each jurisdiction's resources, engaging private sector resources, involving volunteer organizations, and encouraging further development of mutual aid agreements.<br><br>This component includes three sections: Resource Management Preparedness, Resource Management During an Incident, and Mutual Aid. |
| **Command and Coordination** | Leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.<br><br>Multiagency Coordination Systems exist to coordinate four areas across the different NIMS command and coordination systems: ICS, EOCs, MAC Groups, and Joint Information Systems (JIS). The Command and Coordination component describes these multiagency coordination structures and explains how various elements operating at different levels of incident management interface with one another. By describing unified doctrine with common terminology, organizational structures, and operational protocols, NIMS enables all those involved in an incident—from the Incident Commander at the scene to national leaders in a major disaster—to harmonize and maximize the effects of their efforts.<br><br>The NIMS Management Characteristics are the foundation of incident command and coordination under NIMS and contribute to the strength and efficiency of the overall system: |

| Component | Description |
|---|---|
| **Communications and Information Management** | Systems and methods that help to ensure that incident personnel and other decision makers have the means and information they need to make and communicate decisions.<br><br>Establishing and maintaining situational awareness and ensuring accessibility and voice and data interoperability are the principal goals of the Communications and Information Management component. Properly planned, established, and applied communications facilitate information dissemination among command and support elements and cooperating jurisdictions and organizations.<br><br>The following principles of communications and information management support incident managers in maintaining a constant flow of information during an incident. The key principles are (1) Interoperability; (2) Reliability, Scalability, and Portability; (3) Resilience and Redundancy; and (4) Security. |

# Group Activity: Match NIMS Characteristics to Definitions

**Directions:** Match each of the 14 NIMS Management Characteristics with its correct definition. Place the correct letter of the definition next to the characteristic.

**NIMS Management Characteristics**

_____ Common Terminology

_____ Modular Organization

_____ Management by Objectives

_____ Incident Action Planning

_____ Manageable Span of Control

_____ Incident Facilities and Locations

_____ Comprehensive Resource Management

_____ Integrated Communications

_____ Establishment and Transfer of Command

_____ Unified Command

_____ Chain of Command and Unity of Command10

_____ Accountability

_____ Dispatch/Deployment

_____ Information and IntelligenceManagement

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## Group Activity: NIMS Management Characteristic Definitions

A. Established for a variety of purposes and direct their identification and location based on the incident. Examples include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.

B. Helps ensure an effective and efficient incident management operation. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control.

C. Maintaining an accurate and up-to-date inventory of resources (personnel, equipment, teams, supplies, and facilities) is an essential component of incident management.

D. Personnel should adhere to principles of accountability, including check-in/check-out, incident action planning, unity of command, personal responsibility, span of control, and resource tracking.

E. Provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing.

F. Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.

G. There is no one “commander” and the incident is managed by jointly approved objectives.

H. A management approach, fundamental to NIMS, that involves establishing specific, measurable objectives, identifying strategies, tactics, and tasks to achieve the objectives; developing and issuing assignments, plans, procedures, and protocols to accomplish the identified tasks; and (4) documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for the subsequent operational period.

I. Allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios.

J. Concise, coherent means of capturing and communicating incident objectives, tactics, and assignments for operational and support activities.

K. Identifying essential elements of information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.

L. Clarifies reporting relationships and reduces confusion caused by multiple, conflicting directives, enabling leadership at all levels to effectively direct the personnel under their supervision.

M. ICS and EOC organizational structures develop in a flexible and integrated fashion based on an incident's size, complexity, and hazard environment.

N. Process includes a briefing that captures essential information for continuing safe and effective operations, and notifying all personnel involved in the incident.

# Handout 2-2: NIMS Management Characteristics

- **Common Terminology:** Allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios.
- **Modular Organization:** ICS and EOC organizational structures develop in a flexible and integrated fashion based on an incident's size, complexity, and hazard environment.
- **Management by Objectives:** A management approach, fundamental to NIMS, that involves establishing specific, measurable objectives, identifying strategies, tactics, and tasks to achieve the objectives; developing and issuing assignments, plans, procedures, and protocols to accomplish the identified tasks; and documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for the subsequent operational period.
- **Incident Action Planning:** Concise, coherent means of capturing and communicating incident objectives, tactics, and assignments for operational and support activities.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management operation. Helps ensure an effective and efficient incident management. It enables management to direct and supervise subordinates and to communicate with and manage all resources under their control. The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes and direct their identification and location based on the incident. Typical designated facilities include the Incident Command Post, incident base, camps, staging areas, mass casualty triage areas, points of distribution and emergency shelters.
- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Integrated Communications:** Provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing.

- **Establishment and Transfer of Command:** The Incident Commander or Unified Command should clearly establish the command function at the beginning of an incident. The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command. When command transfers, the transfer process includes a briefing that captures essential information for continuing safe and effective operations, and notifying all personnel involved in the incident.
- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that each individual only reports to one person. This clarifies reporting relationships and reduces confusion caused by multiple, conflicting directives, enabling leadership at all levels to effectively direct the personnel under their supervision.
- **Unified Command:** When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established. In Unified Command, there is no one “commander.” Instead, the Unified Command manages the incident by jointly approved objectives. A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident. The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location. Unified Command does not affect individual agency authority, responsibility, or accountability.
- **Accountability:** Effective accountability for resources during an incident is essential. Incident personnel should adhere to principles of accountability, including check-in/check-out, incident action planning, unity of command, personal responsibility, span of control, and resource tracking. Some principles related to accountability include:
    - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
    - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
    - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
    - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
    - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
    - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.

- **Dispatch/Deployment:** Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems. Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges.
- **Information and Intelligence Management:** The incident management organization establishes a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence. Information and intelligence management includes identifying essential elements of information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel. In NIMS, “intelligence” refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

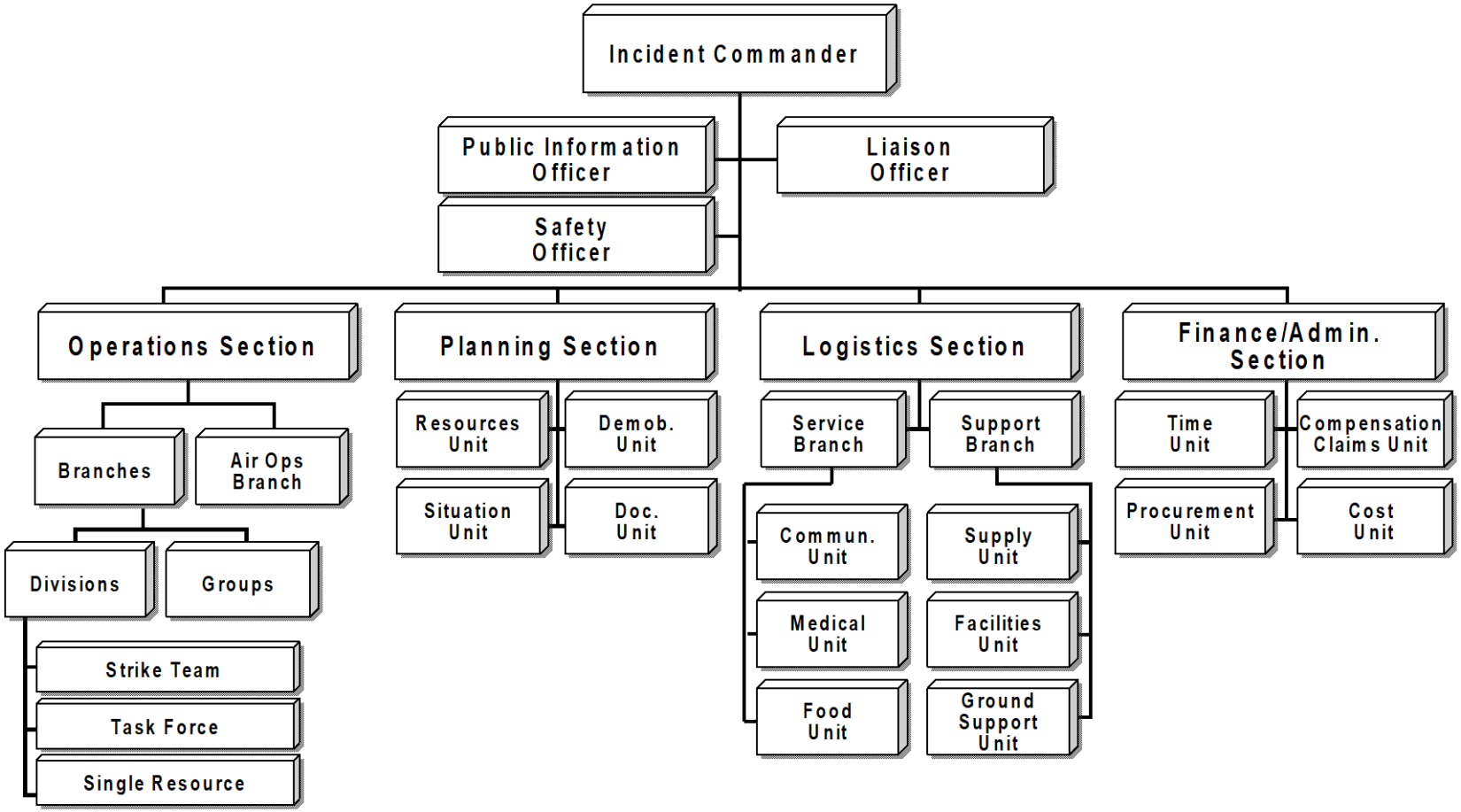
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# Handout 2-3: ICS Summary

Source: NIMS

| Position | Responsibility |
|---|---|
| **Incident Commander** | Has overall responsibility for the incident. Establishes incident objectives. |
| **Safety Officer** | Manages all safety-related issues.<br>Monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. |
| **Liaison Officer** | Coordinate with representatives from cooperating and assisting agencies or organizations. |
| **Public Information Officer** | Interfaces with the public and media and/or with other agencies with incident-related information needs. |
| **Operations Section Chief** | Manages all tactical operations at an incident.<br>Develops tactical organization and directs all resources to carry out the Incident Action Plan. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. |
| **Planning Section Chief** | Provides planning services for the incident.<br>Develops Incident Action Plan to accomplish the objectives<br>Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, analyzes it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, in formal briefings, or through map and status board displays. |
| **Logistics Section Chief** | Provides resources and services needed to support the incident except for logistics support to air operations. |
| **Finance/Admin. Section Chief** | Monitors incident-related costs. Provides overall fiscal guidance.<br>Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated. |

| Position | Responsibility |
|---|---|
| **Intelligence/ Investigations Function** | Ensures intelligence and investigative operations and activities are properly managed and coordinated. Used only when needed and may be organized in the manner that will best support the specific incident or event.<br><br>Typically, the task of collecting and distributing information is shared by the Planning and Operations Sections; however, some incidents (criminal, terrorist act, disease outbreak, etc.) involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigations responsibilities to meet the needs of the incident. |


Incident Commander
Public Information Officer
Liaison Officer
Safety Officer
Operations Section
Branches
Air Ops Branch
Divisions
Groups
Strike Team
Task Force
Single Resource
Planning Section
Resources Unit
Demob. Unit
Situation Unit
Doc. Unit
Logistics Section
Service Branch
Support Branch
Commun. Unit
Medical Unit
Food Unit
Supply Unit
Facilities Unit
Ground Support Unit
Finance/Admin. Section
Time Unit
Compensation Claims Unit
Procurement Unit
Cost Unit

## ICS Organization Descriptions

- **Command Staff:** The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required.
- **Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.
- **Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** Any combination of different kinds and types of different kinds and types of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.
- **Strike Team (or Resource Team):** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a designated leader. Resource Team is an alternative term for Strike Team used by some law enforcement organizations.
- **Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

## Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus, in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident. In addition to the Command function, other desired functions and activities were to:

- Delegate authority and provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- Provide logistical support to the incident organization.
- Provide planning services for both current and future activities.
- Provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- Promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- Provide a safe operating environment within all parts of the incident organization.
- Ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

## Incident Commander

The Incident Commander is technically not a part of either the General or Command Staff. The Incident Commander is responsible for:

- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities and determining incident objectives and strategies to be followed.
- Establishing the ICS organization needed to manage the incident.
- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Approving resource requests and use of volunteers and auxiliary personnel.

- Ensuring after-action reports are completed.
- Authorizing information release to the media.
- Ordering demobilization as needed.

## Command Staff

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO or SOFR), and Liaison Officer (LNO or LOFR), in addition to various others, as required and assigned by the Incident Commander.

## General Staff

The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections. In some incidents it may also include the intelligence/investigations function. General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a “Planning and Logistics Section,” it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

## Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.
Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.
Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the Incident Action Planning Process on the use of agency resources, unless resource Technical Specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staffs on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

## Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

Generally, if the expertise is needed for only a short time and involves only one individual, that individual is assigned to the Situation Unit. If the expertise is needed on a long-term basis and necessitates several persons, a separate Technical Unit is established in the Planning Section. While each incident dictates the need for Technical Specialists, some examples of technical specialists include:

- Access and Functional Needs Advisor
- Community Representative
- Environmental Impact Specialist
- Flood Control Specialist
- Industrial Hygienist
- Legal Advisor
- Meteorologist
- Pharmacist
- Toxicologist
- Agricultural Specialist
- Decontamination Specialist
- Epidemiologist
- Health Physicist
- Intelligence Specialist
- Behavioral Health Specialist
- Science and Technology Advisor
- Veterinarian

## Intelligence/Investigations Function

The collection, analysis, and sharing of incident-related information are important activities for all incidents. Typically, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness, and staff in the Operations Section are responsible for executing tactical activities. However, some incidents involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence/investigations responsibilities to meet the needs of the incident. This may

occur when the incident involves a criminal or terrorist act and/or other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations.

The purpose of the Intelligence/Investigations Function is to ensure that intelligence and investigative operations and activities are properly managed and coordinated to:

- Prevent and/or deter potential unlawful activity, incidents, and/or attacks
- Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness
- Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens
- Conduct thorough and comprehensive investigations that lead to the perpetrators' identification and apprehension
- Conduct missing persons and mass fatality/death investigations
- Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts
- Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents

ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure:

- **Within the Planning Section:** This is the traditional placement for this function and is appropriate for incidents with little or no investigative information requirements, nor a significant amount of specialized information.
- **As a Separate General Staff Section:** This option may be appropriate when there is an intelligence/investigative component to the incident or when multiple investigative agencies are part of the investigative process and/or there is a need for classified intelligence.
- **Within the Operations Section:** This option may be appropriate for incidents that require a high degree of linkage and coordination between the investigative information and the operational tactics that are being employed.
- **Within the Command Staff:** This option may be appropriate for incidents with little need for tactical information or classified intelligence and where supporting Agency Representatives are providing real-time information to the Command Element.

Regardless of how the Intelligence/Investigations Function is organized, a close liaison will be maintained, and information will be transmitted to Command, Operations, and Planning. However, classified information requiring a security clearance, sensitive information, or specific investigative tactics that would compromise the investigation will be shared only with those who have the appropriate security clearance and/or need to know.

| Responsibilities of Command Staff | |
|---|---|
| **Position** | **Responsibilities** |
| **Public Information Officer** | • Determine, according to direction from the IC, any limits on information release.<br>• Develop accurate, accessible, and timely information for use in press/media briefings.<br>• Obtain IC's approval of news releases.<br>• Conduct periodic media briefings.<br>• Arrange for tours and other interviews or briefings that may be required.<br>• Monitor and forward media information that may be useful to incident planning.<br>• Maintain current information, summaries, and/or displays on the incident.<br>• Make information about the incident available to incident personnel.<br>• Participate in planning meetings. |
| **Safety Officer** | • Identify and mitigate hazardous situations.<br>• Ensure safety messages and briefings are made.<br>• Exercise emergency authority to stop and prevent unsafe acts.<br>• Review the Incident Action Plan for safety implications.<br>• Assign assistants qualified to evaluate special hazards.<br>• Initiate preliminary investigation of accidents within the incident area.<br>• Review and approve the Medical Plan.<br>• Participate in planning meetings. |
| **Liaison Officer** | • Act as a point of contact for agency representatives.<br>• Maintain a list of assisting and cooperating agencies and agency representatives.<br>• Assist in setting up and coordinating interagency contacts.<br>• Monitor incident operations to identify current or potential inter-organizational problems.<br>• Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.<br>• Provide agency-specific demobilization information and requirements. |
| **Assistants** | In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency. |

| Position | Responsibilities |
|---|---|
| **Additional Command Staff** | Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander.<br><br>For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access.<br><br>Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event. |

| Responsibilities of General Staff | |
|---|---|
| **Position** | **Responsibilities** |
| **Operations Section Chief** | The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.<br><br>Major responsibilities of the Operations Section Chief are to:<br>• Assure safety of tactical operations.<br>• Manage tactical operations.<br>• Develop the operations portion of the IAP.<br>• Supervise execution of operations portions of the IAP.<br>• Request additional resources to support tactical operations.<br>• Approve release of resources from active operational assignments.<br>• Make or approve expedient changes to the IAP.<br>• Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident. |

| Position | Responsibilities |
|---|---|
| **Planning Section Chief** | The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, in formal briefings, or through map and status board displays.<br><br>Major responsibilities of the Planning Section Chief are to:<br>• Collect and manage all incident-relevant operational data.<br>• Supervise preparation of the IAP.<br>• Provide input to the IC and Operations in preparing the IAP.<br>• Incorporate Traffic, Medical, and Communications Plans and other supporting materials into the IAP.<br>• Conduct and facilitate planning meetings.<br>• Reassign personnel within the ICS organization.<br>• Compile and display incident status information.<br>• Establish information requirements and reporting schedules for units (e.g., Resources and Situation Units).<br>• Determine need for specialized resources.<br>• Assemble and disassemble Task Forces and Strike (Resource) Teams not assigned to Operations.<br>• Establish specialized data collection systems as necessary (e.g., weather).<br>• Assemble information on alternative strategies.<br>• Provide periodic predictions on incident potential.<br>• Report significant changes in incident status.<br>• Oversee preparation of the Demobilization Plan. |

| Position | Responsibilities |
|---|---|
| **Logistics Section Chief** | The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:<br>• Facilities<br>• Transportation<br>• Communications<br>• Supplies<br>• Equipment maintenance and fueling<br>• Food services (for responders)<br>• Medical services (for responders)<br>• All off-incident resources<br><br>Major responsibilities of the Logistics Section Chief are to:<br>• Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.<br>• Manage all incident logistics.<br>• Provide logistical input to the IAP.<br>• Brief Logistics Staff as needed.<br>• Identify anticipated and known incident service and support requirements.<br>• Request additional resources as needed.<br>• Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required.<br>• Oversee demobilization of the Logistics Section and associated resources. |

| Position | Responsibilities |
|---|---|
| **Finance/ Admin Section Chief** | The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.<br><br>Major responsibilities of the Finance/Administration Section Chief are to:<br>• Manage all financial aspects of an incident.<br>• Provide financial and cost analysis information as requested.<br>• Ensure compensation and claims functions are being addressed relative to the incident.<br>• Gather pertinent information from briefings with responsible agencies.<br>• Develop an operating plan for the Finance/Administration Section and fill Section supply and support needs.<br>• Determine the need to set up and operate an incident commissary.<br>• Meet with assisting and cooperating agency representatives as needed.<br>• Maintain daily contact with agency(s) headquarters on finance matters.<br>• Ensure that personnel time records are completed accurately and transmitted to home agencies.<br>• Ensure that all obligation documents initiated at the incident are properly prepared and completed.<br>• Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.<br>• Provide input to the IAP. |

| Position | Responsibilities |
|---|---|
| **Intelligence/ Investigations Function** | The collection, analysis, and sharing of incident-related information are important activities for all incidents. Typically, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness, and staff in the Operations Section are responsible for executing tactical activities. However, some incidents involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigations responsibilities to meet the needs of the incident. This may occur when the incident involves a criminal or terrorist act and/or other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations.<br><br>The purpose of the Intelligence/Investigations function is to ensure that intelligence and investigative operations and activities are properly managed and coordinated to:<br>• Prevent and/or deter potential unlawful activity, incidents, and/or attacks.<br>• Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness.<br>• Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens.<br>• Conduct thorough and comprehensive investigations that lead to the perpetrators' identification and apprehension.<br>• Conduct missing persons and mass fatality/death investigations.<br>• Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts.<br>• Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents. |

# Handout 2-4: Incident Management Teams

| Basic IMT Functions | |
|---|---|
| **Deployment** | • Mobilization<br>• Staff roster<br>• Personnel accountability<br>• Coordination with other units<br>• Matching team to incident needs<br>• Self-sufficiency for appropriate time period |
| **Transfer of Command** | • Jurisdiction established<br>• Coordination with local agencies<br>• Ongoing communication with local agencies<br>• Delegation of authority |
| **Coordination of On-Scene Operations** | • Management and coordination of efforts<br>• Procedures for assigned functional areas<br>• Development and modification of an Incident Action Plan (IAP)<br>• Oversight of planning process |
| **Demobilization** | • Demobilization requirements<br>• Personnel accountability<br>• Coordination with other units<br>• Returning resources to service |
| **Documentation** | • Incident files<br>• Financial claims<br>• Workers' compensation issues<br>• Human resource, labor, and legal issues |

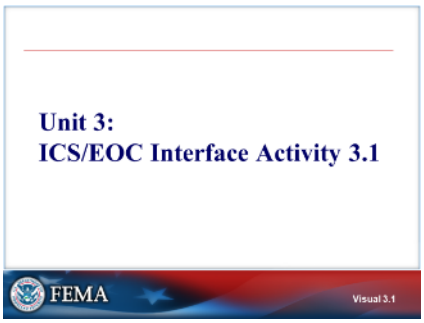
| IMT Types | |
|---|---|
| **Type I IMT** | • A self-contained, incident management team recognized at the national and State level, coordinated through the Federal government or a State.<br>• All personnel meet the National Qualification System baseline standards at the Type 1 level for their specific position.<br>• Deploys a minimum team of 15 personnel and as many as 50 personnel to manage incidents requiring a large number of local, regional, State, national, and Federal resources. Short-team configurations typically include 26 personnel and long-team configurations typically include 44 personnel. This includes incidents where Operations Section personnel may exceed 500 per operational period and total incident personnel may exceed 1,000. |
| **Type II IMT** | • A self-contained, incident management team recognized at the national and State level, coordinated through the Federal government or a State.<br>• All personnel meet the National Qualification System baseline standards at the Type 2 level for their specific position.<br>• Deploys a minimum team of 15 personnel and as many as 35 personnel to manage incidents requiring a large number of local, regional, State, and national resources. Short-team configurations typically include 26 personnel and long-team configurations typically include 44 personnel. This includes incidents where Operations Section personnel exceed 200 per operational period and total incident personnel approach up to 500. |
| **Type III IMT** | • A multiagency/multijurisdictional team for extended incidents formed and managed at the State, regional, or metropolitan level.<br>• All personnel meet the National Qualification System baseline standards at the Type 3 level for their specific position.<br>• Deployed as a team of 12 to 20 trained personnel to manage major and/or complex incidents requiring a significant number of local, regional, and State resources, and incidents that extend into multiple operational periods and require a written IAP.<br>• Typically manages up to 200 personnel.<br>• May be utilized at incidents such as a tornado touchdown, earthquake, flood, or multiday hostage/standoff situation, or at planned mass-gathering events.<br>• May initially manage larger, more complex incidents prior to arrival of and transition to a Type II or Type I IMT. |

Source: Resource Typing Library Toolkit and U.S. Fire Administration

# Unit 3: ICS/EOC Interface Activity 3.1

INSTRUCTOR GUIDE

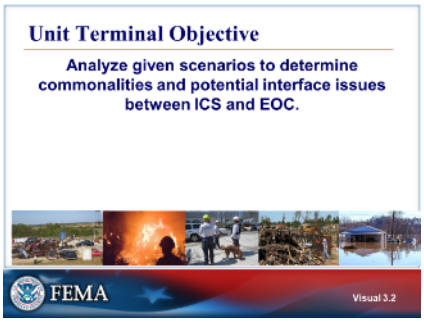
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Visual 3.1

## UNIT 3: ICS/EOC INTERFACE ACTIVITY 3.1

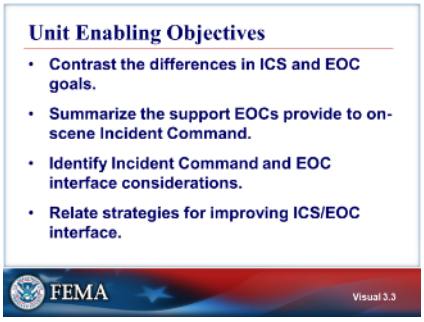
This unit will provide an opportunity to use scenarios to analyze the ICS and EOC systems and identify potential interface issues.




Visual 3.2

## UNIT TERMINAL OBJECTIVE

Analyze given scenarios to determine commonalities and potential interface issues between ICS and EOCs.




Visual 3.3

## UNIT ENABLING OBJECTIVES

- Contrast the differences in ICS and EOC goals.
- Summarize the support EOCs provide to on-scene Incident Command.
- Identify Incident Command and EOC interface considerations.
- Relate strategies for improving ICS/EOC interface.

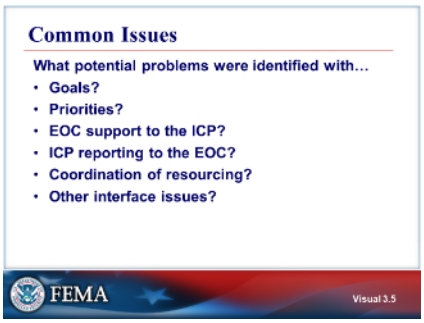



Visual 3.4

## ACTIVITY 3.1

The instructor will explain Activity 3.1.

You will have 30 minutes to complete the activity.

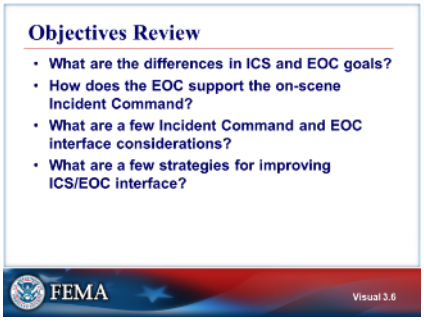



Visual 3.5

## COMMON ISSUES

What potential problems were identified with…

- Goals?
- Priorities?
- EOC support to the ICP?
- ICP reporting to the EOC?
- Coordination of resourcing?
- Other interface issues?




Visual 3.6

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Contrast the differences in ICS and EOC goals.
- Summarize the support EOCs provide to on-scene Incident Command.
- Identify Incident Command and EOC interface considerations.
- Relate strategies for improving ICS/EOC interface.

# Supplemental Materials

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# Activity 3.1: Introduction and Instructions

**Introduction:** This activity includes a scenario to generate interest in and awareness of ICS/EOC interface issues in your communities and to build teams within jurisdictions. The scenario provided in the Student Manual focuses on immediate issues that may face your communities in an emergency or following an incident. This scenario also calls attention to necessary linkages between the EOC and field operations.

**Instructions:** Read the scenario. In your groups, discuss the scenario and answer the questions provided in the Activity 3.1 Worksheet. Select a spokesperson and be prepared in 30 minutes to share your responses. If possible, share anecdotes to support points made in the discussion.

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# Activity 3.1 Worksheet

**Instructions**: Read the scenario and then work in your table group to answer the following questions.

1. What support might the on-scene Incident Command require from the EOC?

2. What are the potential communication and coordination requirements of the EOC from Incident Command?

3. Can you identify any potential interface issues between the EOC and Incident Command (issues that the EOC and Incident Command must interface on in order to coordinate their efforts)?

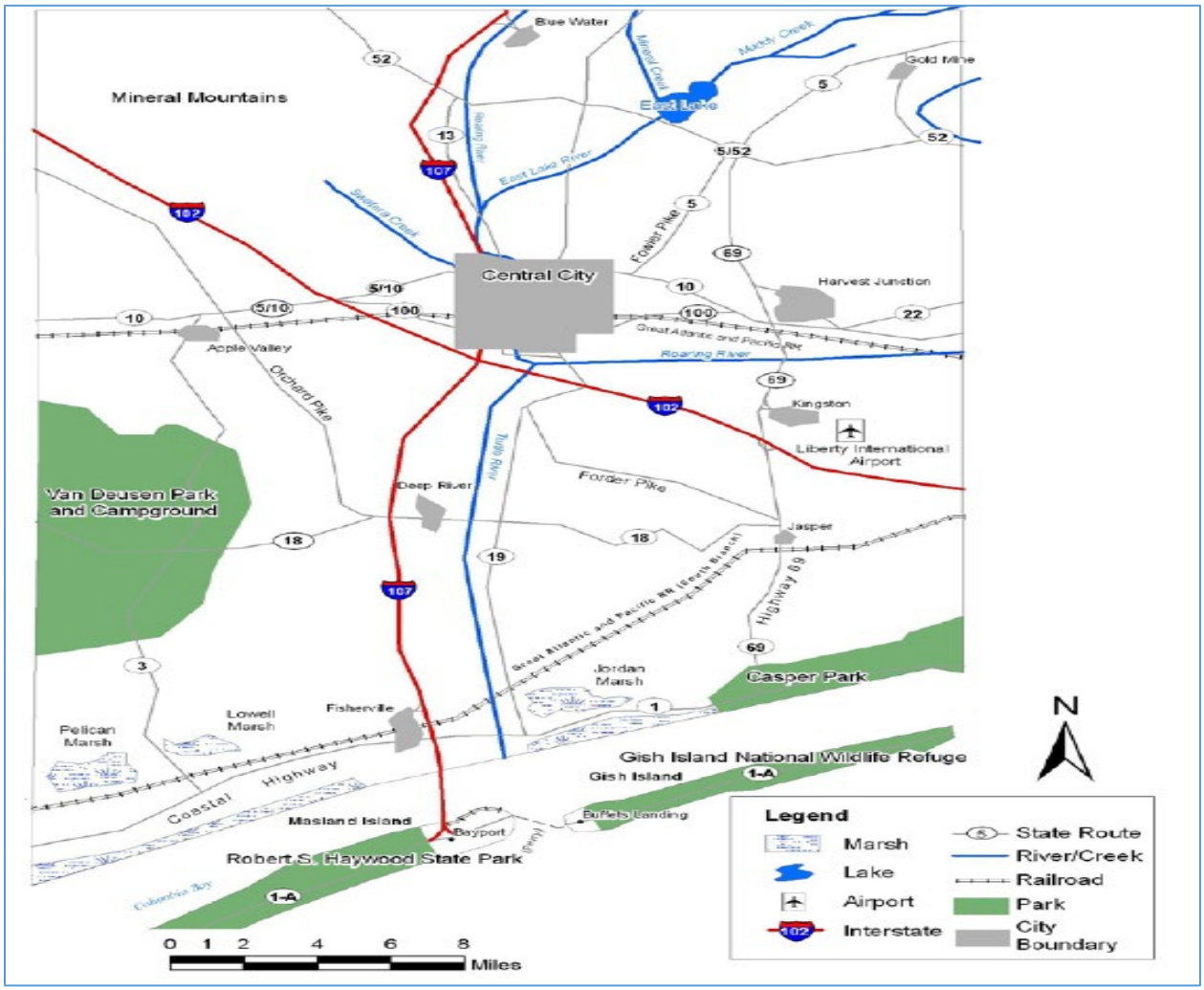
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# Activity 3.1: Scenario – Liberty County Fairgrounds Incident

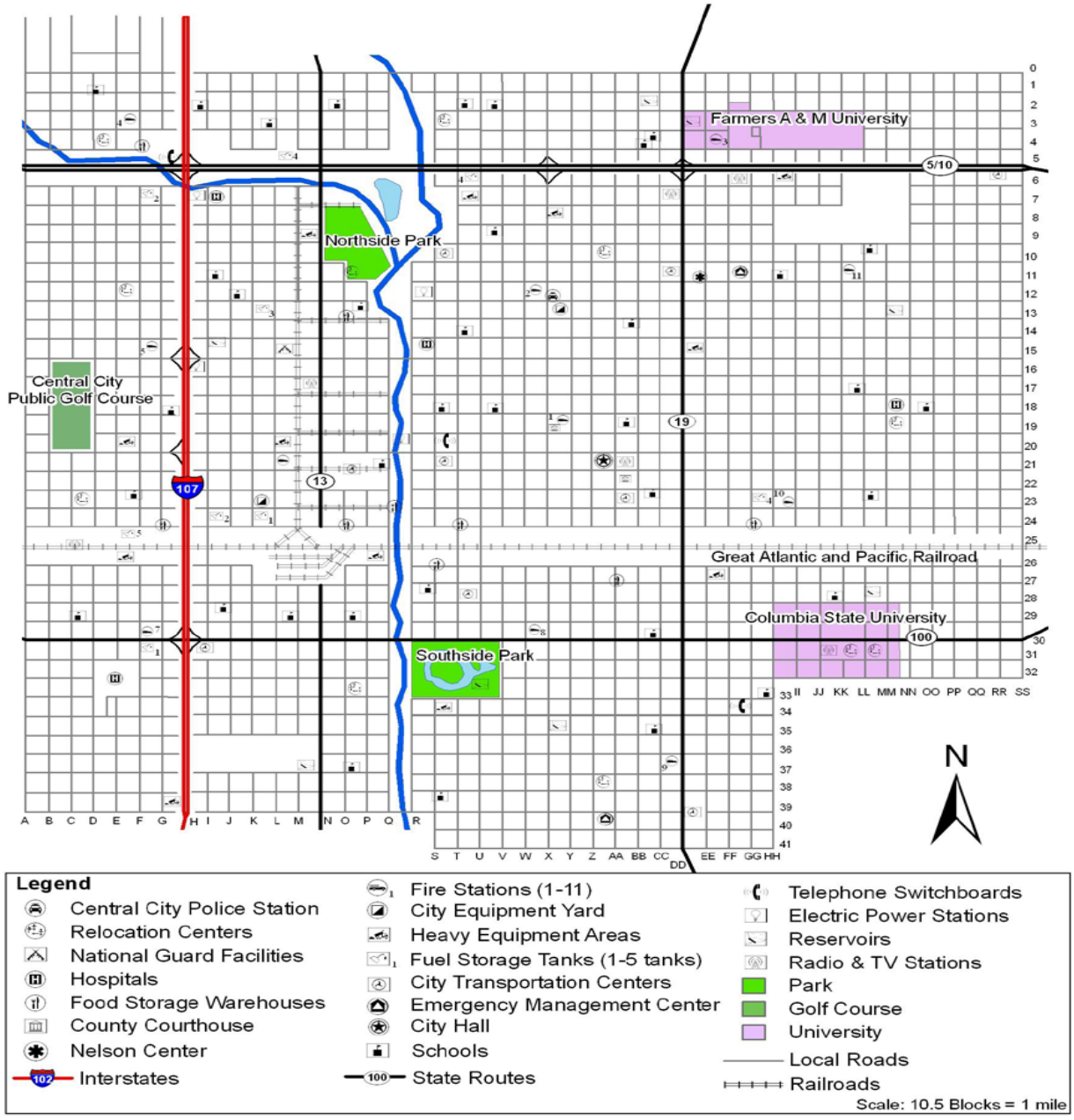
The scenario for this activity takes place in Liberty County. Liberty County is located in the fictional State of Columbia, on the Atlantic Coast between Canada and Mexico.

Liberty County is primarily rural with large tracts of forests, grazing lands and farmlands.

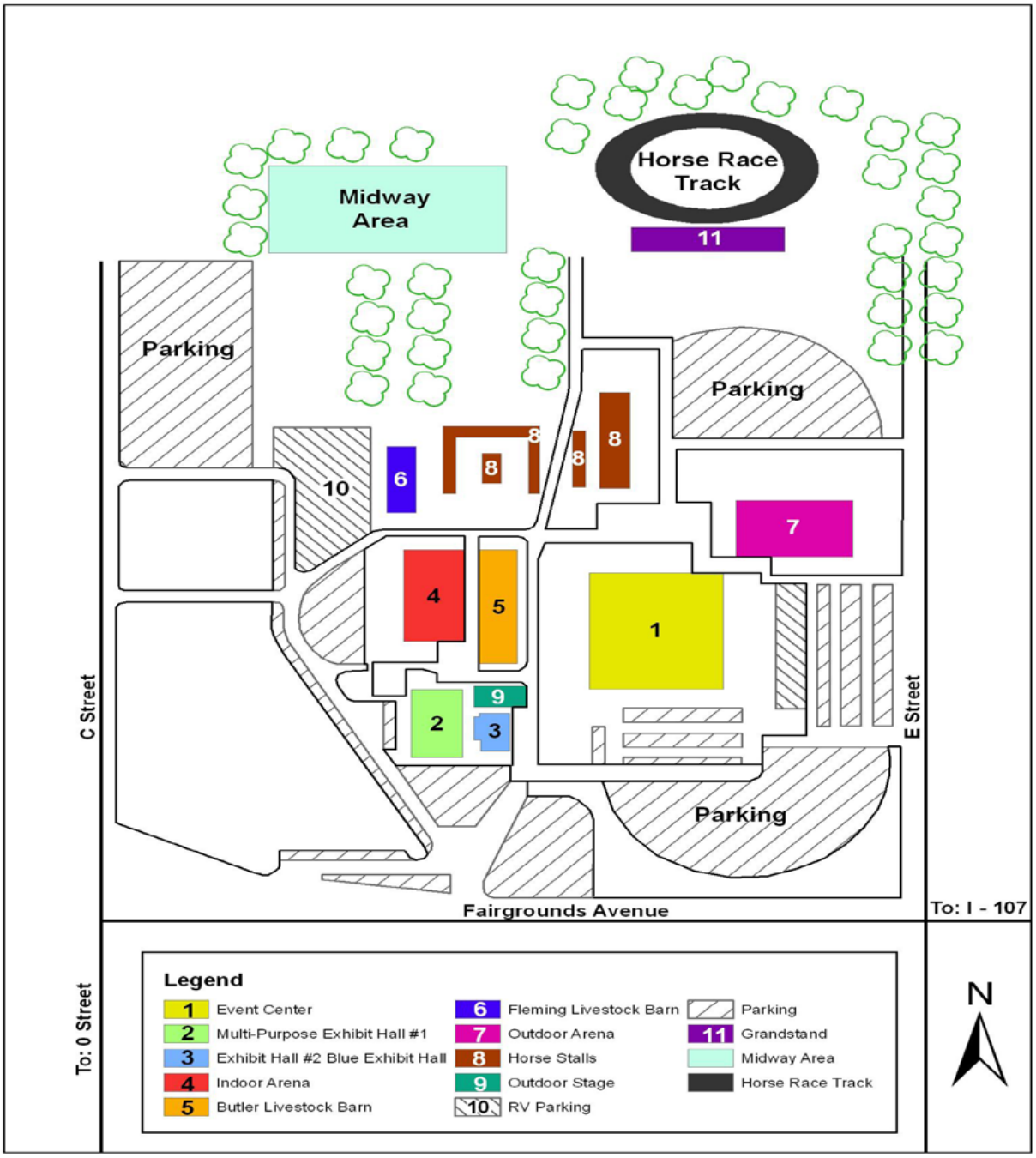
Liberty County government includes a Sheriff's Department, Emergency Management Center, Public Health Department, Public Works Department and Board of Schools. The county infrastructure includes a Dam and reservoir, a seaport and two airports.



Central City is the county seat for Liberty County and houses a population of 149,000. It is a diverse city with industrial areas, commercial areas, multi-family housing complexes and single family sub-divisions. The Central City government includes a Fire Department, Police Department, and Public Works Department. The city has a separate School District, four Hospitals and Two Universities.



The Liberty County Fairgrounds are located northwest of Central City. Fairgrounds Avenue, the southern boundary of the fairgrounds, is one street north of the city limits, within the jurisdiction of Liberty County. The indoor and outdoor facilities at the Liberty County Fairgrounds are used throughout most of the year.



It is the week of the annual Liberty County Fair and Rodeo. This event is hosted at the fairgrounds and attracts several thousands of visitors daily. Early in the evening large crowds fill the 127 acre complex. People stream to and from the parking areas, traffic is congested, and the Midway area, outdoor stage and Grandstand are filled to capacity.

Small elements of the County Sheriff's office, the Center City Police Department, the Center City Fire Department and County Emergency Medical Services (EMS) are located in and around the fairgrounds to provide for public safety at the event. These organizations are operating cooperatively, but no centralized incident command structure has been established.

At about 5 p.m. A large truck traveling fast heading west on Fairgrounds Avenue veered off the road, jumped the curb near the fairgrounds entrance and passed through the crowd. The vehicle stopped when it runs into an exhibit hall next to the outdoor stage. A few moments later, as the crowd began to react, the large truck caught fire. Several people were injured as the tanker truck passed through the crowd. The scene was chaotic as some attempted to flee and others tried to help.

Public safety personnel on scene, law enforcement, fire and EMS, responded immediately to the incident. Both the Center City and Liberty County Emergency Operations Centers were notified of these events and prepared to send any additional resources required for the incident.

At 5:15 pm the Center City Fire Department established Incident Command. At that time, it was a Type 4 Incident. Several single resources such as fire trucks, ambulances and law enforcement were needed for response to the incident. The incident was anticipated to be resolved within a few hours (a single operational period).

The identified hazards included vehicle fire with a potential to spread to structures, potential for explosions if the fire encounters fuel or compressed gas cylinders, damaged utilities that could harm incident survivors and responders, and potential structural collapse of the building hit by the tanker truck. The safety concerns included harm to survivors or responders from the hazards, injured people unable to self-evacuate from the immediate area of the fire, uninjured people fleeing the incident scene, and traffic congestion that restricts responder vehicle access to the incident.

The incident Commander identified the top priorities were to evacuate and treat the injured personnel. He identified the following initial incident objectives:

1. Evacuate all injured personnel from the vicinity of the crashed tanker truck to the on-scene medical personnel within 15 minutes (by 5:30p.m.)
2. Provide on-site triage, stabilization and hospital transport for incident survivors within 30 minutes (by 5:45)
3. Extinguish vehicle fire within 30 minutes (by 5:45 p.m.)
4. Mitigate leaks of flammable fuels and compressed gas to prevent expansion of the fire within 1 hour (by 6:15)

5. Establish a controlled perimeter around the incident within 45 minutes (by 6 p.m.)
6. Manage traffic on Fairgrounds Avenue, C Street and E Street to ensure responder access within 30 minutes (by 6:45)

The incident Commander identified the following initial incident resource requirements: Fire Trucks with Firefighter Personnel, Ambulances with Medical Personnel, Law Enforcement Traffic Control

The following ICS functions were activated:

- A Public Information Officer (PIO) to interface with the media and others needing incident information.
- A Safety Officer to monitor incident operations and advise the Incident Commander on health and safety.
- An Operations Section to plan and perform tactical activities to achieve the incident objectives.
- A Logistics Section was not established, but a staging area manager was designated under the Operations Section to meet the incident's initial resource management needs.

The Incident Commander did not establish Planning, Intelligence/ Investigations, Logistics and Finance/Administration because he assessed they were not needed based on the size, complexity and expected duration of the incident.

It is now just after 6 p.m. and the situation appears to be getting worse. The initial assessment of several casualties was incorrect. There are over a dozen casualties and at least three dead. The vehicle fire spread quickly to the building, igniting a damaged natural gas line in a kitchen area. The combination of explosion, fire and collision damage caused the building to partially collapse. The fire continues to burn and now threatens other surrounding structures.

The crowds are under control, but traffic has not yet completely cleared from the area and continues to slow the ingress and egress of emergency management resources. The vehicle driver has not been found, and the origin and contents of the large truck have not been identified. This raises new concerns that this could have been an intentional act and that the truck could have been transporting something hazardous.

This incident has increased in size, complexity and duration. The Incident Commander makes the following assessments:

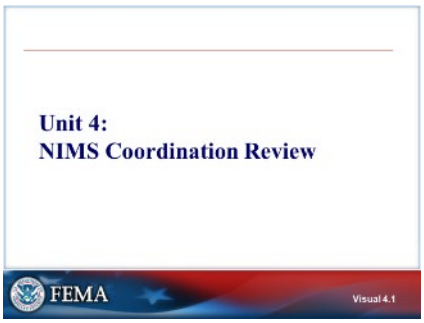
- This is an incident that will now involve more jurisdictions and agencies. Law enforcement concerns with investigation and crime scene preservation, and Hazardous Materials (HazMat) assessment must be reconciled with the other priorities. A Unified Command with representatives from the various jurisdictions and agencies involved in response to this incident, to include Fire, EMS, Law Enforcement and Public Works is now needed for Incident Command. The Incident Commander must prepare for a transfer of command to a Unified Command.

- This is now a Type III Incident. Resource requirements exceed the initial response resources on site, the incident will extend into multiple operational periods, and additional ICS Command and General Staff positions will have to be activated.
- The number of hazards and safety concerns has increased significantly.
- While the current objectives are still valid, there will be additional objectives associated with law enforcement investigation, HazMat response and Public Works actions that will require the development of new objectives. These objectives will have to be prioritized, and additional resources will be needed to accomplish the objectives.
- The ICS structure will need to be expanded. A Liaison officer and Agency Representatives, a Plans Section, a Logistics Section and an Intelligence/Investigations Function are some of the positions that should now be considered for inclusion in the Incident Command structure.
- The EOC will be increasing its activation level to better support the incident and will require increased situational awareness.
- The MAC Group and a Joint Information Center will be established to support the incident response.

# Unit 4: NIMS Coordination Review

INSTRUCTOR GUIDE

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Visual 4.1

## UNIT 4: NIMS COORDINATION REVIEW

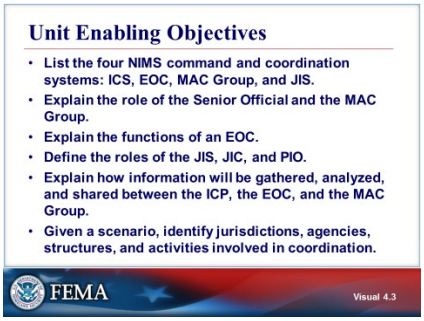
This unit reviews NIMS Coordination between Multiagency Coordination Groups (MAC Group), Emergency Operations Centers (EOC), the Joint Information System (JIS) and Incident Command/Unified Command (IC/UC).




Visual 4.2

## UNIT TERMINAL OBJECTIVE

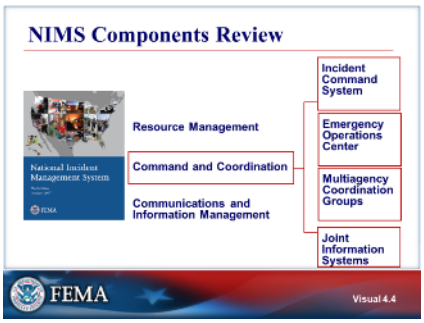
Explain the respective roles and interconnectivity of the NIMS command and coordination systems in coordination.




Visual 4.3

## UNIT ENABLING OBJECTIVES

- List the four NIMS command and coordination systems: ICS, EOC, MAC Group, and JIS.
- Explain the role of the Senior Official and the MAC Group.
- Explain the functions of an EOC.
- Define the roles of the JIS, JIC, and PIO.
- Explain how information will be gathered, analyzed, and shared between the ICP, the EOC, and the MAC Group.
- Given a scenario, identify jurisdictions, agencies, structures, and activities involved in coordination.




Visual 4.4

## NIMS COMPONENTS REVIEW

NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management.

The NIMS Command and Coordination element contains four Systems: ICS, EOCs, MAC Groups and JIS.

"Multiagency Coordination System" is an overarching term for the NIMS command and coordination systems: ICS, EOC, MAC Group/Policy Group, and JIS. Multiagency Coordination System is synonymous with NIMS Command and Coordination.




Visual 4.5

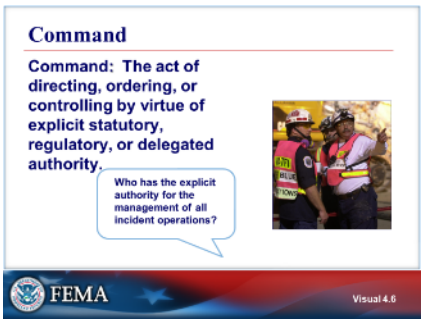
## NIMS MANAGEMENT CHARACTERISTICS

These characteristics are not just for ICS; these 14 characteristics apply to all of NIMS: EOCs, MAC Groups, and the JIS.

**Discussion –** The instructor will explain a table-group discussion to identify if each of the NIMS Management Characteristics applies to an EOC.

To justify answers, ask students to answer the following questions:

- If it applies, how does it apply?
- If it does not apply, why does it not apply?




Visual 4.6

## COMMAND

NIMS defines command as: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

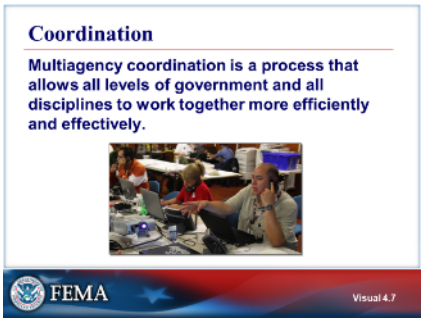
Examples of command activities include:

- Determining incident objectives.
- Establishing operational periods.
- Assigning and supervising field resources

The frequently-used term “Command and Control” is sometimes applied in a manner that doesn’t conform to NIMS terminology.

When the term “command and control” is used to refer to an entity/individual (i.e., another department, dispatch, or EOC) that has “command and control” over resources and policies, this is not ICS Command.

In NIMS, command refers to an Incident Commander of a Unified Command being in command of the incident scene.




Visual 4.7

## COORDINATION

NIMS defines coordinate as “to exchange information systematically among principals who have, or may have, a need to know certain information to carry out specific incident management responsibilities.”

Coordination includes the activities that ensure that the ICS organization(s) receive the resources and support they need when they need them. Coordination takes place in a number of entities and at all levels of government.

Examples of coordination activities include:

- Adjusting agency budgets, policies, and work priorities to make funds and resources available.
- Facilitating interagency decision-making.
- Coordinating interagency public information.
- Dispatching additional resources.




Visual 4.8

## FROM SIMPLE TO COMPLEX

The type, size, complexity, and probable duration of incident operations determine the level of complexity for Coordination.




Visual 4.9

## NIMS DESCRIBES SYSTEMS…NOT A FACILITY

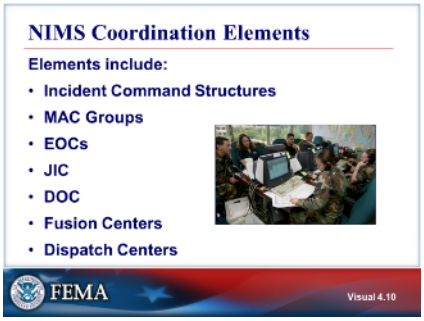
The command and coordination systems in NIMS provide the architecture to support coordination for:

- Incident prioritization
- Critical resource allocation
- Communications systems integration
- Information coordination.

Although these NIMS command and coordination systems are often associated with a facility (such as an EOC) they are the system, not just a physical location or facility.

They may include:

- On-scene command structure and responders.
- Resource coordination which may occur in a resource coordination center.
- Coordination entities/groups such as a MAC Group.
- Emergency Operations Centers (which may be physical or virtual centers for multiagency coordination)
- Dispatch functions which may be performed from a departmental operations center.




Visual 4.10

## NIMS COORDINATION ELEMENTS

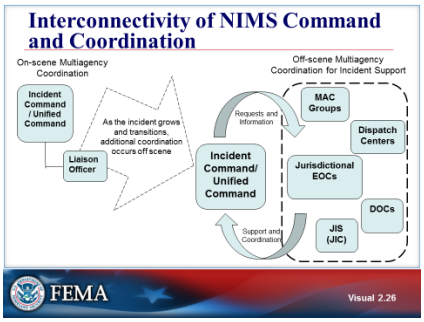
There are many organizations involved in coordination.

Decisionmaking elements, such as:

- **Incident Command Structures** (e.g., Incident Command, Unified Command, Area Command, and Unified Area Command) — ICS has both Command and Coordination responsibilities. Multiagency coordination takes place at the incident scene through the organizational options of Unified Command and Unified Area Command and through the Liaison Officer positions. Incident Command also coordinates with EOCs, MAC Groups and the JIS.
- **Multiagency Coordination Groups/ Policy Groups**— a group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.
- **Emergency Operations Centers**— the physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.
- **Joint Information Center** - A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC
- **Department Operations Centers (DOC):** An operations or coordination center dedicated to a single, specific department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and/or physically represented in a combined agency EOC by an authorized agent(s) for the department or agency
- **Fusion Centers**—Information analysis and coordination centers, often located at the state level,

providing collaboration between Federal, state, county and other organization personnel on intelligence and information gathering, investigations, analysis, sharing and reporting

- **Dispatch Centers**—Dispatch centers have the authority to request resources from immediate mutual-aid agencies to support the concepts of dispatching the closest forces and total mobility.




Visual 4.11

## INTERCONNECTIVITY OF NIMS COMMAND AND COORDINATION

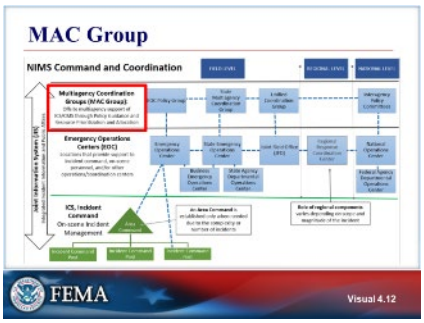
When an incident occurs or threatens, local emergency personnel manage response using **ICS**.

If the incident is large or complex, local **EOCs** or other operations/coordination centers activate.

The EOC Staff and Incident Command receive high level, strategic policy guidance from **MAC Groups**.

A **JIC** manages the JIS to ensure coordinated and accurate public messaging among all levels: ICS, EOC and MAC Group.

If required resources are not available locally, they can be obtained under mutual aid agreements from neighboring jurisdictions, or State, tribal, territorial, and interstate sources.




Visual 4.12

## MAC GROUP

Elected and appointed officials are key players in incident management. They are responsible for the safety and welfare of their constituents and the overall effectiveness of incident management efforts.

A Multiagency Coordination Group (MAC Group) is a group, typically consisting of agency administrators or executives from organizations, or their designees.

MAC Groups are established and organized to make cooperative multiagency decisions.

The MAC Group:

- Provides policy guidance to incident personnel.

  Coordinating, supporting, and assisting with policy-level decisions, legal analyses and interagency activities relevant to incident management activities, policies, declarations, priorities, and strategies.

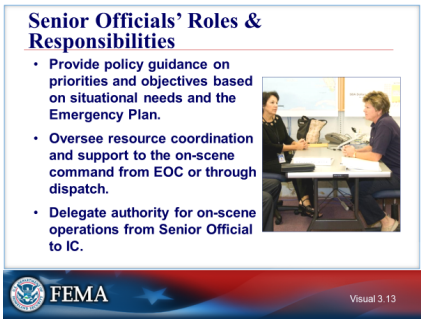
- Supports resource prioritization and allocation.

  Establishing the priorities among ongoing incidents within the defined area of responsibility is another component of the MAC Group. Enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

MAC Groups, sometimes called Policy Groups, are part of the off-site incident management structure of NIMS. MAC Groups consist of representatives from stakeholder agencies or organizations.

Unlike Unified Command, MAC Groups do not perform incident command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations.

When competition for resources is significant, MAC Groups may relieve the coordination and dispatch organizations of some prioritization and allocation responsibilities.




Visual 4.13

## SENIOR OFFICIALS' ROLES & RESPONSIBILITIES

The Senior Official (Agency Administrator, executive, elected or appointed official, city/county manager, department head, agency administrator, etc.) is responsible for the incident.

The Senior Official may assemble the MAC Group/ Policy Group.

In most jurisdictions, responsibility for the protection of the citizens rests with the chief elected official.

Along with this responsibility, by virtue of their office, these people have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the population, stop the spread of damage, and protect the environment.

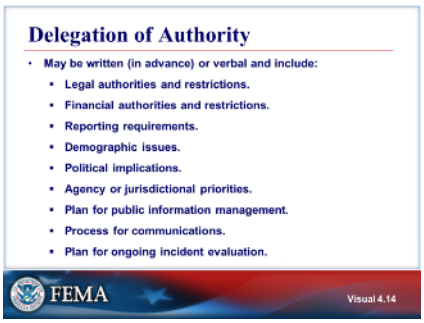
Having the responsibility does not mean that the Senior Official assumes a command role over the on-scene incident operation. Rather, the Senior Official:

- Provides policy guidance on priorities and objectives based on situational needs and the Emergency Plan.
- Oversees resource coordination and support to the on-scene command from the Emergency Operations Center or through dispatch.

Senior Officials **delegate** authority to the designated Incident Commander for on-scene operations. The delegation of authority assigns the Incident Commander specific responsibilities and authorities. The Incident Commander is accountable to the Senior Official but has the complete authority to direct the operation.

Typically, the Senior Official is **not** at the scene of the incident, but must have the ability to communicate and meet with the Incident Commander as necessary. EOCs are often better equipped to meet the information needs of senior officials. If senior officials look first to EOCs for information, it will allow incident personnel to focus on the immediate life safety needs of the incident.

It is possible that there could be more than one Senior Official responsible for a particular incident. This occurs when incidents involve more than one jurisdiction.




Visual 4.14

## DELEGATION OF AUTHORITY

- An Incident Commander's scope of authority is derived:
  - From existing laws and agency policies and procedures.
  - Through a delegation of authority from the agency administrator or elected official.
- A Delegation of Authority:
  - Grants authority to carry out specific functions.
  - Is issued by the chief elected official, chief executive officer, or agency administrator in writing or verbally.
  - Allows the Incident Commander to assume command.
  - Does NOT relieve the granting authority of the ultimate responsibility for the incident.
- Whether it is granted in writing or verbally, the authorities granted remain with the Incident Commander until such time as the incident is terminated, or a relief shift Incident Commander is appointed, or the Incident Commander is relieved of his or her duties for just cause.
- A delegation of authority may not be required if the Incident Commander is acting within his or her existing authorities or under a pre-established delegation in the Emergency Operations Plan.




Visual 4.15

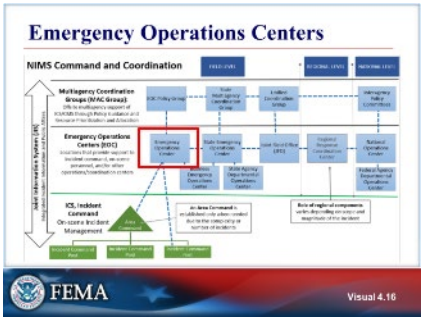
## OPERATIONAL PRIORITIES

The priorities that guide response also guide policy and priority decisions by the Senior Official or MAC Group/ Policy Group.

MAC Groups apply priorities at the policy level:

- Save lives
- Protect property and the environment
- Stabilize the incident
- Provide for basic human needs
- Restore essential utilities
- Restore essential program functions.
- Coordinate among appropriate stakeholders
- Represent Political, Financial and Legal Concerns

MAC Groups and EOCs use these priorities at the policy level. Incident Commanders apply these priorities to the development of incident objectives.




Visual 4.16

## EMERGENCY OPERATIONS CENTERS

NIMS defines EOCs as 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.

The purpose of the EOC is to provide a central location from which government at any level can provide interagency coordination and executive decisionmaking in support of the incident response.

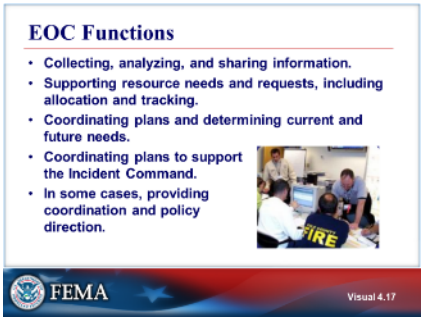
- **Local Emergency Operations Center:** Coordinates information and resources to support local incident management activities.
- **Incident Command:** Performs primary tactical-level, on-scene incident command functions. The Incident Commander is located at an Incident Command Post at the incident scene.

Key points:

- All incident management is local. Incidents are best managed at the lowest possible geographic, organizational, and jurisdictional level. Local EOCs provide resource coordination and support to the on-scene Incident Command.
- If county/local resources are exceeded, State EOCs may provide additional expertise, resources, and support.

When resources are exceeded, EOCs may request additional resource support and coordination assistance from other Jurisdictional EOCs, the State, Voluntary Organizations Active in Disaster (VOADs), private sector organizations and businesses, EMAC, and the Federal Government.

Refer to the EOC Organizations handout in the Supplemental Materials section.




Visual 4.17

## EOC FUNCTIONS

The primary functions of staff in EOCs, whether virtual or physical, include:

- Collecting, analyzing, and sharing information

  Collection, processing, and display of all information needed including consolidating agency/jurisdiction information, situation reports, obtaining supplemental information, and preparing maps and status boards.

  By virtue of the situation assessment function, personnel implementing the multiagency coordination procedures may provide summary information on incidents within their area of responsibility, and provide agency/jurisdictional contacts for media and other interested agencies.

- Supporting resource needs and requests, including allocation and tracking

  Managing scarce resources, in line with incident priorities. Resource management includes identifying and acquiring needed resources in addition to allocating existing or known resources.

- Coordinating plans and determining current and future needs

  Some planning efforts may be performed by the EOC, and others may be under the purview of Incident Command. Again it is important to understand which is performing what planning. Examples of planning efforts the EOC may support can include contingency planning, anticipating short and long term cascading impacts of the immediate incident, or planning for ancillary functions such as family reunification.

- Coordinating plans to support the Incident Command.

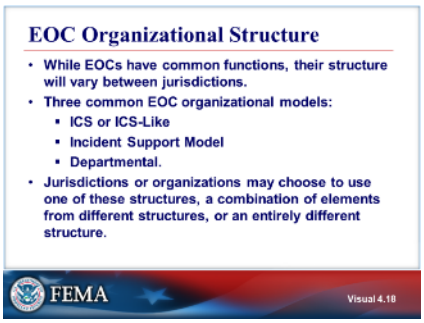
  Coordination With Other Operations Centers: Establishing systems to communicate and coordinate with other multiagency coordination organizations at the same level, the level above, and the level below.

Coordination With Elected and Appointed Officials: Keeping elected and appointed officials at all levels of government informed. Maintaining the awareness and support of elected and appointed officials of jurisdictions within the affected area is extremely important, as scarce resources may need to move from one agency's or jurisdiction's incident(s) to another of higher priority.

- In some cases, providing coordination and policy direction

  Policy direction normally flows from the MAC Group through the EOC to the Incident Command. Typically, a process or procedure is established within the EOC to coordinate on-scene responders to support the MAC Group in prioritizing the incident demands for critical resources. In some cases, aspects of this may be delegated by the MAC Group to the EOC.

EOC staff may also share the load with on-scene incident personnel by managing certain operations, such as emergency shelters or points of distribution. When on-scene incident command is not established, such as in a snow emergency, staff in EOCs may direct tactical operations. Finally, EOC staff may coordinate the efforts of several geographically disparate incidents or activities. In some instances, the incident command or Area Command may be conducted in the EOC.




Visual 4.18

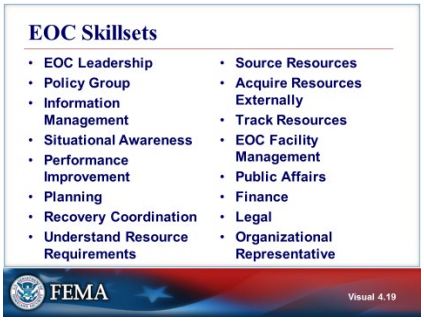
## EOC ORGANIZATIONAL STRUCTURE

EOC perform a common set of functions, but they are organized and staffed in a variety of ways.

There are three common ways to organize an EOC:

- **Using an ICS or ICS-like structure**. Many jurisdictions/organizations opt to use an ICS or ICS-like structure in their EOCs. This is typically because people are familiar with the structure, and it aligns with what is used in the field. Additionally, it is a useful functional breakdown, particularly for EOCs that might take on operational missions.
- **Using an Incident Support Model (ISM) structure**. The ISM varies from the ICS structure by separating the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions from the ICS Administration/Finance Section. EOC staff in jurisdictions or organizations that use an ISM structure typically focus exclusively on support functions rather than operations or managing actual response/recovery efforts.
- **Using a Departmental Structure**. Jurisdictions or organizations may choose to retain the day-to-day relationships they have with the various departments and agencies that they also work with in responding to and recovering from incidents. These organizations or jurisdictions may configure the personnel who assemble in the EOC by the participants' departments, agencies, or organizations. Such departmentally structured EOCs typically require less training and emphasize coordination and equal footing for all departments and agencies.

NIMS does not dictate a specific structure for EOCs. Jurisdictions or organizations may choose to use one of these structures, a combination of elements from different structures, or an entirely different structure.




Visual 4.19

## EOC SKILLSETS

Due to the variety of EOC organizational structures that exist, each with their own positions and position descriptions, it is difficult to develop a common set of EOC PTBs. FEMA has created these EOC Skillsets to create a common vocabulary for discussing common EOC functions. These skillsets can assist jurisdictions to develop EOC position PTBs and position checklists, and to request the exact type of EOC support they need from other jurisdictions through mutual aid.

Jurisdictions assign EOC Skillsets within the EOC organizational structure.

Where ICS has a well defined structure with common positions, the variable organizational structures used in EOCs prevent the application of a “one size fits all” approach to EOC positions (An exception to this is that most EOCs have a defined EOC Director with overall responsibility for managing the EOC).

The EOC “Skillsets” represent common functions that are present in most EOCs. How EOCs align and staff these Skillsets will vary.

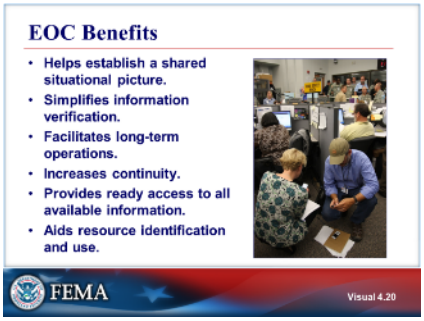
Jurisdictions must determine how these Skillsets are best aligned and staffed under their chosen EOC organizational structure. The application of EOC Skillsets is Flexible. In a large EOC, multiple staff may perform a single Skillset. In small EOCs a single staff member may perform multiple Skillsets.

The 20 identified EOC Skillsets are:

- Coordination & Individual Contribution
- Leadership
- Policy and Direction
- Action Tracking
- Center Management
- Document and Records Management
- EOC Facility Management
- Finance
- Legal Counseling
- Organizational Representation
- Performance Improvement
- Planning
- Public Affairs Coordination

- Recovery Coordination
- Resource Ordering and Acquiring
- Resource Sourcing
- Resource Tracking
- Safety Advising
- Situational Awareness
- Understand Resource Requirements

Additional information on EOC Skillsets is available on the FEMA National Qualification System (NQS) website.

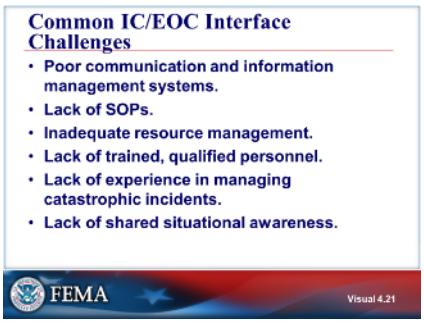



Visual 4.20

## EOC BENEFITS

The advantages of utilizing a consolidated physical or virtual EOC for multiagency coordination include:

- Information management and development of shared situational picture.
- Easier verification of information.
  - The EOC staff can compile the information reported from various sources and confirm that it is consistent and accurate and considers all event parameters. This helps ensure the shared situational picture is correct.
- Facilitates long-term operation.
- Increases continuity.
- Provides improved access to all available information.
- Easier identification and deployment of available resources.

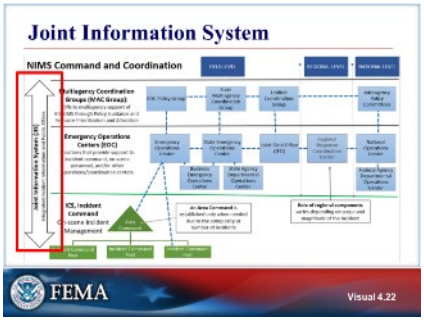



Visual 4.21

## COMMON INCIDENT COMMAND/EOC INTERFACE CHALLENGES

Common interface challenges between incident command and the EOC are:

- Poor communication and information management systems
- Lack of SOPs
- Inadequate resource management
- Lack of trained, qualified personnel
- Lack of experience in managing catastrophic incidents
- Lack of shared situational awareness



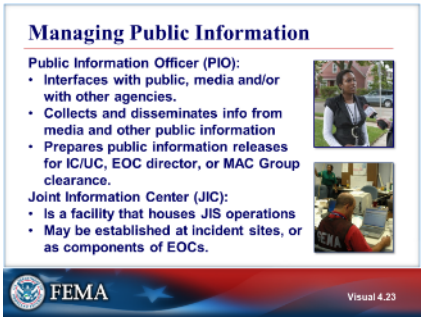

Visual 4.22

## JOINT INFORMATION SYSTEM (JIS)

**Explain** that the Joint Information System (JIS):

- Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations.
- Provides a structure and system for:
  - Developing and delivering coordinated interagency messages.
  - Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander.
  - Advising the Incident Commander concerning public affairs issues that could affect a response effort.
  - Controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

The JIS is not a single physical location, but rather is a coordination framework that incorporates the on-scene Public Information Officer with other Public Information Officers who may be located at the JIC, EOC, or other coordination center.



Visual 4.23

## MANAGING PUBLIC INFORMATION

Public information must be coordinated and integrated across jurisdictions and agencies.

Well developed public information, education strategies, and communications plans help to ensure that lifesaving measures, evacuation routes, threat and alert systems, and other public safety information is coordinated and communicated to numerous audiences in a timely, consistent manner.

Public information includes processes, procedures, and organizational structures required to gather, verify, coordinate, and disseminate accessible, meaningful and timely information.

### Public Information Officer (PIO)

The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

The PIO also monitors the media and other sources of public information to collect relevant information and transmits this information to the appropriate components of the incident management organization.

In incidents that involve PIOs from different agencies within the Incident Command or Unified Command, the IC/UC must designates one as the lead PIO. The IC/UC approves the release of incident-related information.

EOC staff also typically includes a public information officer. PIOs at different levels are responsible for different kinds of information, just like the different systems (ICS, EOC, etc.) are responsible for different kinds of actions. This is one of the reasons that JICs are so important; it is necessary to synchronize and coordinate public information officer actions occurring at the various levels to ensure consistent messaging.

The PIO prepares public information releases for Incident Commander, Unified Command, EOC director, or MAC Group clearance. This helps ensure consistent messages, avoid release of conflicting information, and prevent adverse impact on operations

PIOs at all levels coordinate through the Joint Information Center (JIC). In large-scale incidents, a single lead PIO will commonly participate in or lead the Joint Information System (JIS) efforts from the Joint Information Center (JIC).

**Joint Information Center (JIC)**

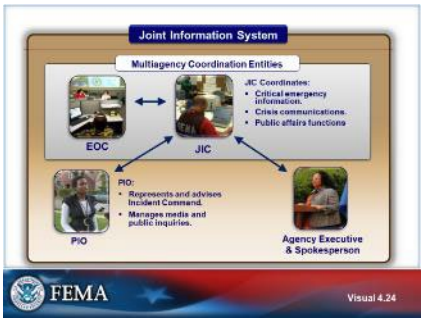
The JIC is a facility that houses JIS operations, where personnel with public information responsibilities perform essential information and public affairs functions.

JICs may be established as standalone coordination entities, at incident sites, or as components of EOCs.

Depending on the needs of the incident, an incident-specific JIC may be established at an on-scene location in coordination with local, state, and Federal agencies, or at the national level if the situation warrants.

Jurisdictions and organizations may issue releases related to their policies, procedures, programs, and capabilities; however, these should be coordinated with the incident-specific JIC(s).

(Source: NIMS, October 2017)




Visual 4.24

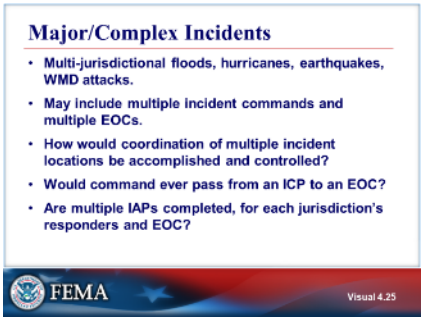
**JOINT INFORMATION SYSTEM**

The EOC and JIC are entities within the multiagency coordination system. The JIC coordinates critical emergency information, crisis communications, and public affairs functions with:

- The EOC
- The Public Information Officer
- Agency executives and spokespersons

The Joint Information System is a framework that encompasses all of these entities.

A key to success in sharing information is a common approach to information handling, a shared understanding of key information elements, and a shared awareness of what information is most essential to support decisions.

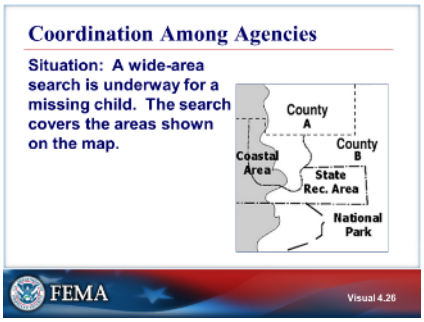



Visual 4.25

## MAJOR/COMPLEX INCIDENTS

Jurisdictional Emergency Operations Plans should include guidance on:

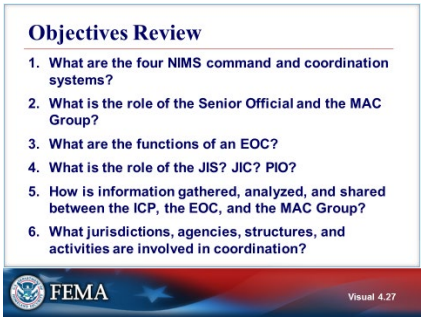
- Activation levels for the EOC, MAC Group and JIS based on specific threat/hazard impacts
- Triggers for activation of specific incident management resources




Visual 4.26

## COORDINATION AMONG AGENCIES

Scenario: A wide-area search is underway for a missing child. The search covers the areas shown on the map.




Visual 4.27

## Unit Enabling Objectives

- List the four NIMS command and coordination systems: ICS, EOC, MAC Group, and JIS.
- Explain the role of the Senior Official and the MAC Group.
- Explain the functions of an EOC.
- Define the roles of the JIS, JIC, and PIO.
- Explain how information will be gathered, analyzed, and shared between the ICP, the EOC, and the MAC Group.
- Given a scenario, identify jurisdictions, agencies, structures, and activities involved in coordination.

# Supplemental Materials

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# EOC Organizations

## Source: NIMS (October 2017) Appendix B

Purpose: This NIMS 2017 appendix provides additional explanation and examples of Emergency Operations Center (EOC) organizational structures commonly used in EOCs in the United States.

They are not intended to be mandatory, definitive, or exclusive. Jurisdictions or organizations may choose to use one of these structures, a combination of elements from different structures, or an entirely different structure.

The description of each organization includes information on when and why a jurisdiction or organization might wish to use it and a description of the typical functions the various elements in the organization perform.

While it is not depicted on the various organizational graphics, EOCs are guided by policy groups that typically include elected and appointed senior officials such as governors, mayors, city managers, and tribal leaders.

### 1—INCIDENT COMMAND SYSTEM (ICS) OR ICS-LIKE EOC STRUCTURE

Many jurisdictions/organizations opt to use an ICS or ICS-like structure in their EOCs. This is typically because people are familiar with the structure, and it aligns with what is used in the field. Additionally, it is a useful functional breakdown, particularly for EOCs that might take on operational missions. ICS and EOC personnel may agree to adjust responsibilities among the organizations to meet incident needs and fulfill resource and information requests.

When using this type of EOC organization, field and EOC personnel performing the same function (e.g., Public Information Officer [PIO]) should agree on how to divide their responsibilities to avoid gaps and/or duplication of effort. Ideally, this coordination will occur before an incident, and the result will be documented in the jurisdiction/organization's emergency operations plan.

EOC leaders may opt for a standard ICS organization if:

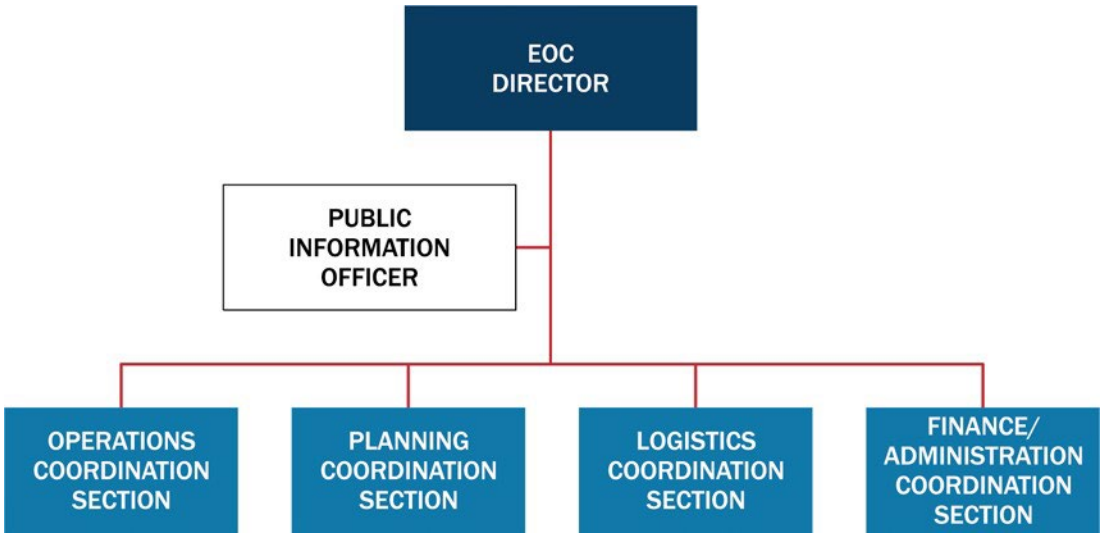
- EOC staff are providing tactical direction to an incident
- EOC management wishes to use ICS-trained personnel with no additional training requirements
- EOC managers want to mirror the organization of on-scene personnel

#### Standard ICS Structure versus ICS-like Structure

If a jurisdiction/organization is using standard ICS, as practiced in the field, they will follow ICS procedures and processes as described in Appendix A. However, many EOC leaders find that modifying ICS slightly provides many of the benefits of the standard ICS structure while accommodating the differences between EOCs and Incident Command Posts (ICP).

An ICS-like EOC structure generally reflects the standard ICS organization but with varying nuances and possible title changes to emphasize the coordination and support mission of EOCs, as opposed to the tactical and logistics management role of on-scene responders. For example, EOC leaders often opt to adjust titles to differentiate between field and EOC functions/personnel by adding “Support” or “Coordination” to section titles (figure below). Additionally, some EOC leaders opt to modify certain ICS processes or functions to better reflect the activities and responsibilities of EOC personnel.

Example of an ICS-like EOC Organization Structure:




### ICS-Like EOC Command Staff

The EOC Command Staff (often called EOC Management Staff to clarify that they do not command on-scene operations) includes an EOC director who guides and oversees EOC staff and activities. The EOC Command Staff typically includes a PIO and may include others such as a Legal Advisor and a Safety Officer. The EOC director, possibly with the support of Command Staff, sets EOC objectives and tasks, integrates stakeholders, works with senior officials to facilitate the development of policy direction for incident support, and ensures the dissemination of timely, accurate, and accessible information to the public.

### ICS-Like Operations Coordination Section

Operations Coordination Section staff help ensure that on-scene incident personnel have the resources and operational support necessary to achieve incident objectives and address leadership priorities. The staff in this section are often organized functionally—by Emergency Support Function (ESF) or Recovery Support Function (RSF), for example—and are the primary points of contact for on-scene response personnel within their respective functions. They coordinate closely with incident personnel to identify and address unmet resource needs. When necessary for geographically widespread or complex

incidents or when establishing a local ICP is not possible, staff in the section can also support operational activity directly from the EOC.

### ICS-Like Planning Coordination Section

The Planning Coordination Section has two primary functions: managing situational awareness efforts and developing activation-related plans. Staff in this section work closely with personnel in the ICS Planning Section to collect, analyze, and disseminate incident and incident-related information, including integrating geospatial and technical information and developing reports, briefings, and presentation products for a variety of stakeholders, including leadership, EOC personnel, and other internal and external stakeholders. Planning Coordination Section personnel also facilitate a standard planning process to achieve the EOC objectives and provide a range of current and future planning services to address current needs and anticipate and devise the means to deal with future needs.

### ICS-Like Logistics Coordination Section

Logistics Coordination Section staff provide advanced resource support to the incident. They work closely with Operations Coordination Section staff to source and procure resources by implementing contracts or mutual aid agreements or by requesting other government assistance (e.g., local or tribal to state, state or tribal to Federal). Staff in this section also provide resources and services to support the EOC staff. This includes information technology (IT) support, resource tracking and acquisition, and arranging for food, lodging, and other support services as needed.

#### Resource Management in an ICS-like EOC

EOC leaders often adjust ICS resource management processes to fit an EOC environment better. The various departments and agencies represented in the Operations Coordination Section may have access to internal departmental resources that they can order without going through the Logistics Coordination Section. The Logistics Coordination Section may have expertise in advanced resource ordering, such as (1) through mutual aid, (2) by leasing or purchasing, or (3) through a request for assistance from a governmental organization (e.g., state or Federal support). The personnel in the Operations Coordination Section may be better positioned to track incident resources than personnel in the Planning Coordination Section. Staff in each EOC establish protocols on how to coordinate and track the resource ordering functions at the EOC and with field personnel.

### ICS-Like Finance/Administration Coordination Section

Finance/Administration Coordination Section staff manage the activation's financial, administrative, and cost analysis aspects. Finance/Administration Coordination Section staff track all expenditures associated with the activation, including monitoring funds from multiple sources. Reporting on costs as they accrue enables EOC leadership to estimate needs accurately and request additional funds if needed. Finance/Administration Coordination Section staff

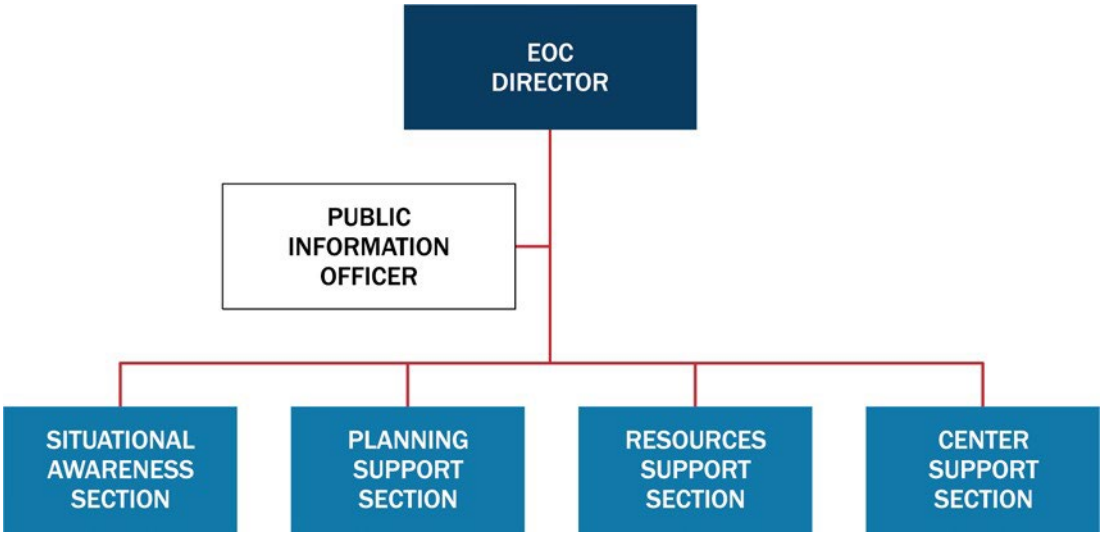
may provide administrative support to other EOC sections. In some cases, the EOC Finance/Administration Coordination Section staff assume responsibilities of their ICS counterparts and perform functions on their behalf.

## 2—INCIDENT SUPPORT MODEL (ISM) EOC STRUCTURE

The ISM is a variation of the ICS structure that separates the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions from the ICS Administration/Finance Section. EOC staff in jurisdictions or organizations that use an ISM structure typically focus exclusively on support functions rather than operations or managing actual response/recovery efforts.

As with the ICS/ICS-like model, the director of an ISM EOC is supported by personnel designated to key functions, subject matter experts, and technical specialists. Staff supporting the EOC director typically include a PIO and may include others such as a legal advisor. The General Staff sections consist of Situational Awareness, Planning Support, Resources Support, and Center Support. The figure below shows a top-level management structure for an ISM EOC.

Example of an Incident Support Model EOC Organization Structure



### ISM EOC Director's Staff

As with the ICS/ICS-like EOC Command Staff, the ISM EOC director's staff typically includes a PIO and may include others such as a Legal Advisor and a Safety Officer. The EOC director and director's staff set EOC tasks, work with senior officials to facilitate the development of policy direction for incident support, and ensure the dissemination of timely, accurate, and accessible information to the public.

### ISM Situational Awareness Section

Situational Awareness staff collect, analyze, and disseminate incident information. This section's personnel typically create and provide a variety of products for EOC policy-level leadership, public affairs, and other internal and external stakeholders. The Situational Awareness Section essentially elevates the functions of the ICS Planning Section Situation Unit to a General Staff position in the EOC, reporting directly to the EOC director. The staff in this section also process requests for information; develop reports, briefings, and presentation products; integrate geospatial and technical information; and develop material to support public warning messages.

Staff in the Situational Awareness Section may include representatives or liaisons from ESF #15 – External Affairs.

### ISM Planning Support Section

The Planning Support Section staff provide a range of current and future planning services that may include developing contingency, deactivation, and recovery plans. Staff in the Planning Support Section assist in developing and executing the shared goals of multiple jurisdictions and organizations involved in managing the incident and coordinate a standard planning process to achieve the objectives of the EOC leadership and foster unity of effort among all organizations represented in the center. The Planning Support Section staff coordinate closely with the ICS Planning Section to ensure that both on-scene and EOC personnel have appropriate contingency plans in place.

### ISM Resources Support Section

Staff in the Resources Support Section work to ensure that on-scene incident management personnel have the resources and operational support they need. Resource Support Section staff source, request/order, and track all resources. This includes supplies, equipment, and personnel acquired from departments and agencies represented in the EOC, other community organizations, mutual aid/Emergency Management Assistance Compact (EMAC) sources, or nongovernmental partners, as well as items purchased or leased. Staff in the Resources Support Section may be organized by department/agency or by ESF/RSF.

### Resource Management in an ISM EOC

The departments and agencies represented in an EOC generally have access to a variety of resources that are specific to the department or agency's responsibilities. A typical ICS Logistics Section has expertise in ordering resources through mutual aid, purchasing/contracting/leasing, or from external government organization via requests for assistance. Funding for purchases/contract/leases or reimbursement of expenses is usually handled in the ICS Administration/Finance Section. ISM EOCs combine all these functions in the Resources Support Section, which provides a one-stop shop for acquiring, deploying, and tracking resources and services.

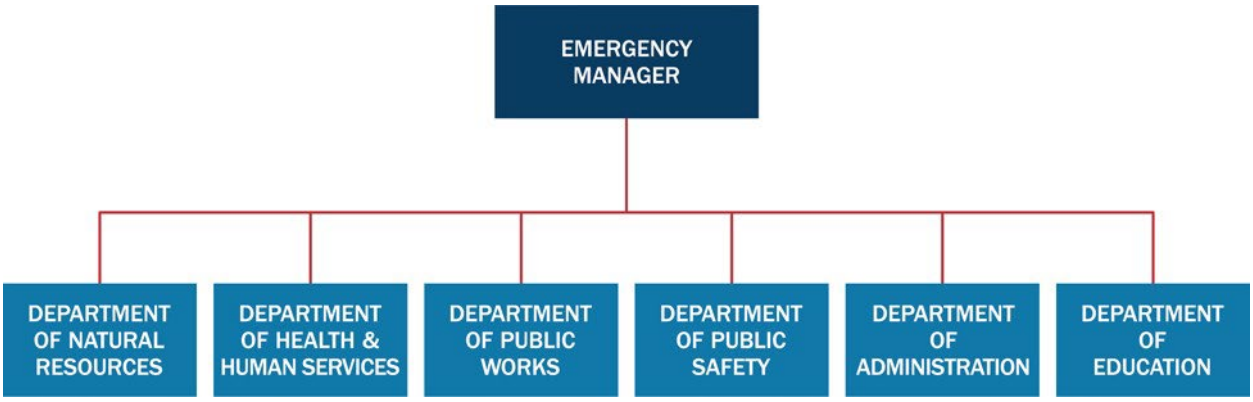
### ISM Center Support Section

EOCs require a variety of communications, IT, administrative, and general services, as well as staff support, such as food, to function most effectively. Staff in the Center Support Section support the needs of the facility and staff in the EOC and any associated facilities such as a Joint Information Center (JIC). In this role, staff in the Center Support Section communicate and gather requirements for supplies, equipment, administrative processes, security, maintenance, and other logistics to ensure the EOC staff have the resources and capabilities required to perform their roles.

## 3—DEPARTMENTAL EOC STRUCTURE

Jurisdictions or organizations may choose to retain the day-to-day relationships they have with the various departments and agencies that they also work with in responding to and recovering from incidents. These organizations or jurisdictions may configure the personnel who assemble in the EOC by the participants' departments, agencies, or organizations. Such departmentally structured EOCs typically require less training and emphasize coordination and equal footing for all departments and agencies. In this model, a single individual, either the jurisdiction or organization's emergency manager or another senior official, directly coordinates the jurisdiction's support agencies, nongovernmental organizations (NGO), and other partners. This model can also be organized using ESFs instead of departments. The figure below presents an example of a Departmental EOC structure.

Example of a Departmental EOC Organization Structure:




In this example, the Emergency Manager, as EOC director, directly facilitates EOC planning and reporting. The EOC director may also be responsible for the office equipment, phones, radios, and/or computers in the EOC and ensuring food is available for the staff.

For the departments, representatives bring the various resources, expertise, and relationships that are associated with those organizations and functions. Decisions are made within the group to achieve mutually agreed-upon objectives, as in a Unified Command.

The roles and responsibilities of a departmental EOC reflect the day-to-day responsibilities of the represented departments and agencies. For example:

- EOC representatives from the department that deals with natural resources may be responsible, according to their normal authorities, for historic preservation, air and water quality, parks and recreation, game and wildlife, and wildfire suppression.
- Representatives in the EOC from the agencies that deal with public health, medical, and human services issues would be responsible for and provide resources associated with elder services; community hospitals, clinics, and medical services; sheltering and mass care; disease investigations; pharmacy services and mass dispensing sites; and liaison with humanitarian relief organizations.
- Representatives from public works are responsible for issues and resources in the EOC involving roads and grounds, sewers and sanitation, water purification, fuel, utilities, transportation, and solid waste.
- Police, sheriff, fire, and/or emergency medical services organizations all have representatives who coordinate their respective functions and resources in the EOC.
- EOC representatives from the jurisdiction or organization’s administrative department or agency coordinate public information, finance, training, private sector and tribal liaison, and social/cultural centers.

- The public schools' officials assigned to the EOC are responsible for day care services, schools facilities (e.g., when used as emergency shelters), and school transportation.

These responsibilities would vary according to the jurisdiction's day-to-day departmental organization and responsibilities. This enables jurisdictions or organizations to address incidents effectively while maintaining their normal authorities, responsibilities, and relationships.

# Emergency Support Functions (ESFs)

# Recovery Support Functions (RSFs)

What are Emergency Support Functions and Recovery Support Functions?

- Coordinating structures defined in the National Response Framework and National Disaster Response Framework used to organize resources and capabilities
- A method of consolidating multiple agencies or departments that perform similar functions into a single, cohesive working group
- Provide improved coordination and unity of effort for emergency Response and Recovery
- Adopted by some EOCs as a method of building functionally aligned working groups within the EOC. The ESF model for EOC organization is more common:
  - In the federal Government
  - At the State level
  - In some jurisdictions with large populations or complex response factors

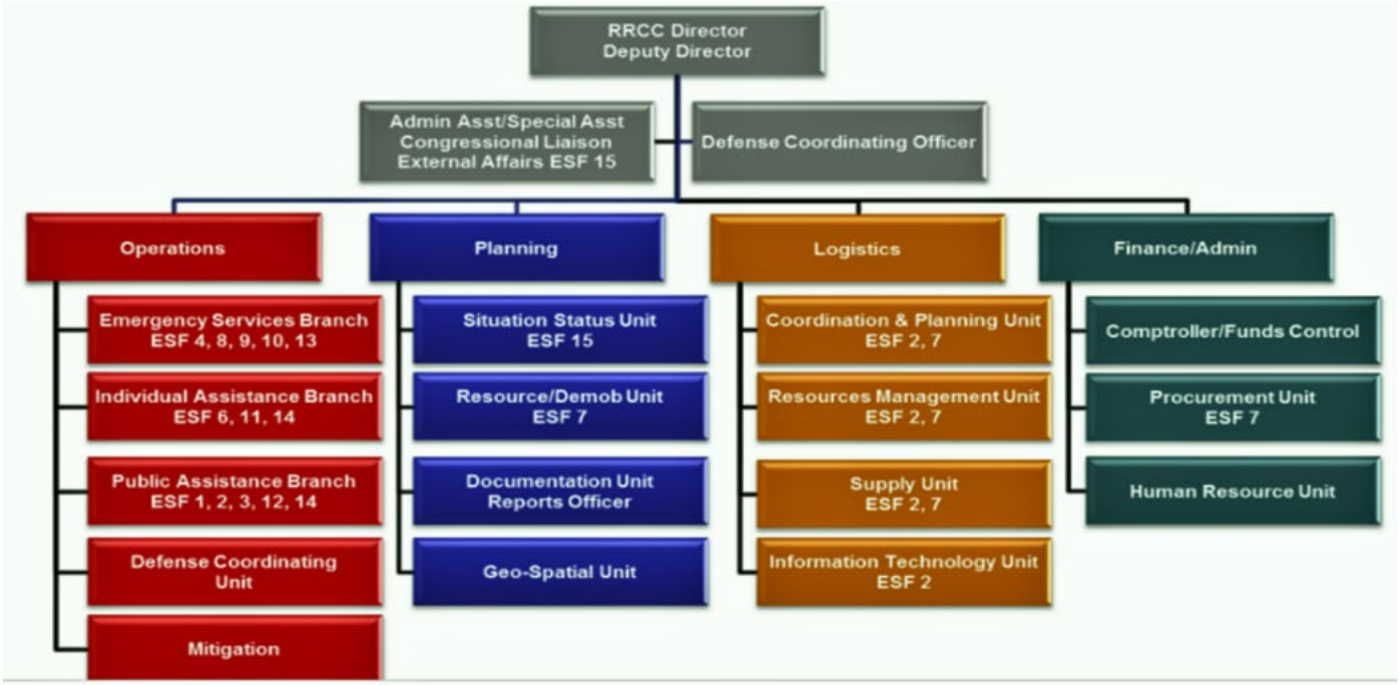
**Emergency Support Functions (ESFs):**

1. Transportation
2. Communications
3. Public Works and Engineering
4. Firefighting
5. Information and Planning
6. Mass Care, Emergency Assistance, Temporary Housing, and Human Services
7. Logistics
8. Public Health and Medical Services
9. Search and Rescue
10. Oil and Hazardous Materials Response
11. Agriculture and Natural Resources
12. Energy
13. Public Safety and Security
14. Superseded by National Disaster Recovery Framework
15. External Affairs

**Recovery Support Functions (RSFs):**

1. Community Planning and Capacity Building
2. Economic Recovery
3. Health and Social Services
4. Housing
5. Infrastructure Systems
6. Natural and Cultural Resources

**Organizational Example: ICS-Like EOC using ESFs**



# EOC Skillsets

EOCs have a defined EOC Director (or an individual with a similar supervisory title) who is assigned overall responsibility for managing the EOC.

The composition of EOC staffs vary. The variable organizational structures used in EOCs precludes a “one size fits all” approach to EOC positions.

There are common EOC “Skillsets” that are present in most EOCs.

Jurisdictions must determine how these Skillsets are best aligned and staffed under their chosen EOC organizational structure.

The application of EOC Skillsets is flexible. In a large EOC, multiple staff may perform a single Skillset. In a small EOC a single staff member may perform multiple Skillsets.

The 20 common EOC Skillsets are:

- Coordination & Individual Contribution
- Leadership
- Policy and Direction
- Action Tracking
- Center Management
- Document and Records Management
- EOC Facility Management
- Finance
- Legal Counseling
- Organizational Representation
- Performance Improvement
- Planning
- Public Affairs Coordination
- Recovery Coordination
- Resource Ordering and Acquiring
- Resource Sourcing
- Resource Tracking
- Safety Advising
- Situational Awareness
- Understand Resource Requirements

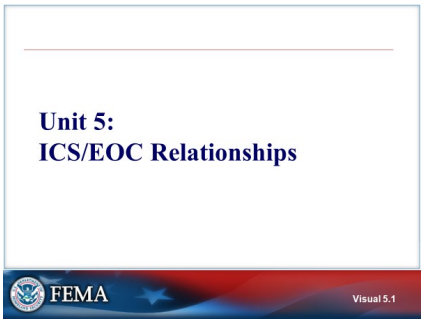
Additional information on EOC Skillsets is available on the FEMA National Qualification System (NQS) website.

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# Unit 5: ICS/EOC Relationships

INSTRUCTOR GUIDE

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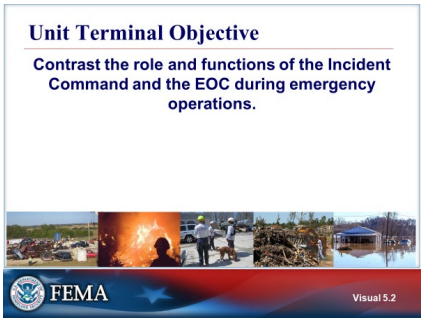



Visual 5.1

## UNIT 5: ICS/EOC RELATIONSHIPS

The purpose of this unit is to identify the responsibilities, authorities, interests, assets, and needs of the Incident Command and EOC organizations.

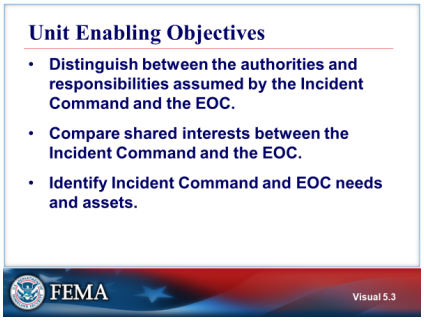
This unit focuses on the relationship between the on-scene ICS organization (Incident Command) and the EOC organization. Although the primary focus is on the EOC, the unit may be adapted to include the Multiagency Coordination Group and the Joint Information Center.




Visual 5.2

## UNIT TERMINAL OBJECTIVE

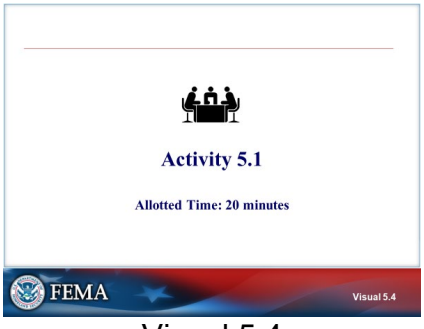
Contrast the typical role and functions of the Incident Command and the EOC during emergency operations.




Visual 5.3

## UNIT ENABLING OBJECTIVES

- Distinguish between the authorities and responsibilities assumed by the Incident Command and the EOC.
- Compare shared interests between the Incident Command and the EOC.
- Identify Incident Command and EOC needs and assets.

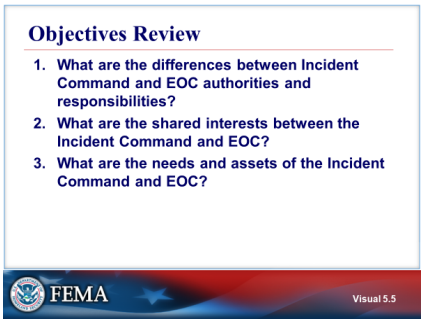



Visual 5.4

## ACTIVITY 5.1

The instructor will explain Activity 5.1.

You will have 20 minutes to compete the activity.




Visual 5.5

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Distinguish between the authorities and responsibilities assumed by the Incident Command and the EOC.
- Compare shared interests between the Incident Command and the EOC.
- Identify Incident Command and EOC needs and assets.

# Supplemental Materials

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# Activity 5.1: Instructions

**Instructions**:

Working in your assigned groups, use the Relationships Activity Worksheet to identify your group's:

- Primary **authorities**
- Primary **responsibilities**
- The **interests** of your organization that may impact how you relate to your counterpart organization
- What you **need** from your counterpart organization, (e.g. equipment, personnel, information)
- Your **assets** – what you bring to the table, your contributions

Complete the Relationships Activity Worksheet table for your assigned group (Incident Command or EOC).

Select a spokesperson and be prepared to present your group's ideas in 20 minutes.

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# Activity 5.1: Relationships Activity Worksheet

**Instructions:** Complete the table below for your assigned group (Incident Command or EOC).

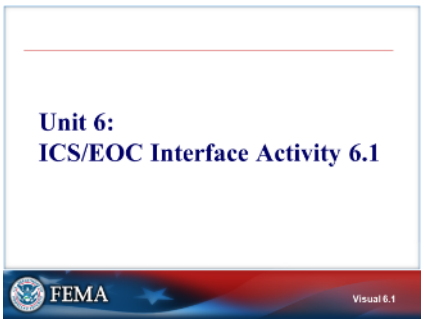
| ICS and EOC Characteristics | |
|---|---|
| **Group** (Check one) ☐ Incident Command ☐ EOC | |
| **Responsibilities/Authorities** | |
| **Interests** | |
| **Needs** | **Assets** |

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# Unit 6: ICS/EOC Interface Activity 6.1

INSTRUCTOR GUIDE

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Visual 6.1

## UNIT 6: ICS/EOC INTERFACE ACTIVITY 6.1

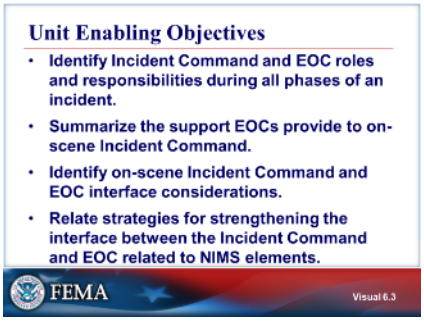
This unit uses a series of scenarios to apply ICS/EOC interface concepts and identify strategies for strengthening the interface between the Incident Command and the EOC.




Visual 6.2

## UNIT TERMINAL OBJECTIVE

Analyze given scenarios to apply ICS/EOC interface concepts.




Visual 6.3

## UNIT ENABLING OBJECTIVES

- Identify Incident Command and EOC roles and responsibilities during all phases of an incident.
- Summarize the support EOCs provide to on-scene Incident Command.
- Identify on-scene Incident Command and EOC interface considerations.
- Relate strategies for strengthening the interface between the Incident Command and EOC related to NIMS elements.

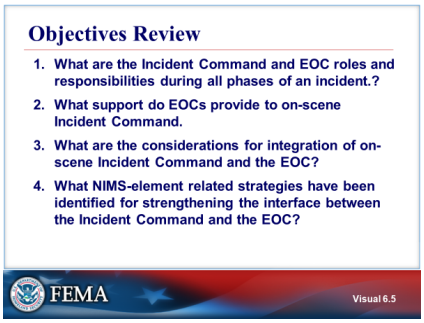



Visual 6.4

## ACTIVITY 6.1

The instructor will explain Activity 45 minutes.

You will have 45 minutes to complete the activity.




Visual 6.5

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Identify Incident Command and EOC roles and responsibilities during all phases of an incident.
- Summarize the support EOCs provide to on-scene Incident Command.
- Identify on-scene Incident Command and EOC integration considerations.
- Relate strategies for strengthening the interface between the Incident Command and EOC related to NIMS elements.

# Supplemental Materials

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# Activity 6.1 Worksheet

**NIMS Element: Command and Coordination**

1. Who will assume the initial Incident Command responsibilities?

2. Describe how “command” might be transferred and to which agency or function the responsibility would be transferred.

3. What are the primary Incident Command goals/priorities?

4. Which agencies or functions should be represented in the EOC? What State or Federal representatives may be included?

5. What are the EOC’s goals/policy issues?

6. How will the Incident Command and EOC functions expand during the initial incident response operations? How will this expansion be accomplished?

7. During the demobilization following incident response operations, how will the roles and responsibilities of the Incident Command and EOC organizations change?

8. What is the role of the Public Information Officer (PIO) at the scene? What can the Joint Information Center (JIC) do to support the on-scene PIO?

**NIMS Element: Resource Management**

9. What are the potential resource needs and issues?

10. How should the MAC Group make decisions about scarce resource allocation?

11. What steps does the Incident Command need to take to ensure accountability and safety of assigned resources?

**NIMS Element: Communications and Information Management**

12. How is communication conducted among the various incidents and the EOC? Who talks to whom? What types of communication devices are used (cell phones, radios, etc.)?

13. What steps can the Incident Command and EOC take to ensure that there is shared situational awareness?

14. What information analysis and planning support can the EOC offer to the Incident Command?

**ICS/EOC Interface**

15. What specific actions can be taken to strengthen the interface between the on-scene Incident Command and the EOC?

# Scenario 1: Hurricane

**SITUATION:**

For the last 3 days, the National Weather Service's National Hurricane Center (NHC) has been monitoring Hurricane Luke. NHC posted a hurricane watch at 6:00 p.m. yesterday. At 6:00 a.m. this morning, NHC issued a hurricane warning for a 300-mile stretch of the coast. Luke is considered a very dangerous hurricane, with 140-mph winds, and is forecast to cross the coast at high tide, causing rising waters of 8 to 12 feet above normal tide levels. Resort areas with large tourist populations are particularly vulnerable. Access roads are narrow and only 3 to 6 feet above mean sea level.

On its present course, the hurricane is expected to make landfall tomorrow at approximately 4:00 a.m. Flooding from rising tides and the onset of high winds could affect roads and bridges by this evening.

Your jurisdiction is within the warning area. Elected officials and agency heads have been notified. News media have also been broadcasting the warning. The local emergency manager met with all appropriate emergency service personnel at 7:30 a.m.

**ASSUMED CONDITIONS:**

[NOTE: This activity is designed without a specified size of the impacted community.]

In addition to those decisions made on the scene, this activity assumes that there will also be some decision-making at an EOC. The following events have been identified as critical to this scenario:

- Evacuation of low-lying areas, camping areas, and trailer parks
- School officials advising of early dismissal or cancellation
- Major traffic congestion along main highways and bridges
- Nearest shelters filling rapidly
- Utilities threatened and/or disrupted
- A bridge on one of the evacuation routes under repair and one lane blocked
- Trees downed, power poles snapped, and other debris scattered so that roads are blocked and damaged
- Casualties at a damaged shelter, requiring an EMS and fire response
- Fire, explosion, and hazardous materials incidents in a port and a refinery
- Flooding at municipal water treatment plant causing contamination of water
- Flooding of some of the access roads, and one small bridge washed out
- Several Incident Command Posts having been set up

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# Scenario 2: Slow-building River Flood

**SITUATION:**

Spring thaws have brought the river to near flood levels. Additionally, ice flows are beginning to choke narrow bends in the river and create ice and debris dams at bridge abutments. The ground remains frozen, causing peak water runoff. The National Weather Service (NWS) forecasts up to 3 days of spring rains.

The first day of incessant rain guarantees some flooding in low-lying agricultural and recreation areas. The NWS issues a flood forecast and the River Forecast Center has issued flood and flash flood watches. All emergency services personnel go on standby alert and the EOC maintains a 24-hour communications watch.

By the end of the second day, upstream communities are experiencing severe flooding and the river has not yet crested. Severe flooding is expected to affect this community during the night of the second day. Mutual-aid agreements are reaffirmed with neighboring communities that are out of the floodplain.

By 6:00 p.m., the public is advised of imminent severe flooding. Probable flood zones are broadcast by radio and television. Citizens in these areas are advised about procedures for preparing for flooding. The EOC activates a highway traffic control plan to expedite evacuation of flooded areas.

An upstream community reports that a major ice dam has broken through an old bridge. It will cause rapid increases in flooding downstream. By 10:30 p.m., emergency personnel who are helping evacuate citizens report that floodwater has already encroached on a major evacuation route. The flood is more than 3 hours ahead of schedule.

The rains continue and by 12:00 midnight, it becomes obvious that the flood will not crest for at least another 18 hours. Further, due to the break in the ice dam, citizens were unable to complete adequate preparations. LP gas tanks from a bulk storage business have floated off their standards and are bobbing through the floodwaters into the commercial area of town.

EOC officials anticipate floodwaters so high that one hospital and one temporary shelter must now be evacuated. Some of the hospital patients must be transported to a facility in a neighboring community. Municipal power supplies must be turned off in 33 percent of the community. The community’s water supply is contaminated and residents well outside the floodplain are required to use emergency water supplies.

**ASSUMED CONDITIONS:**

[NOTE: This activity is designed without a specified size of the impacted community.]

The activity assumes decision-making at an EOC or similar facility, in addition to those decisions made on the scene. The following events have been identified as critical to this scenario:

- Local interpretation of NWS forecast information
- Coordination with waste utility
- Communication and coordination with the National Guard
- Evacuation decision-making
- Public information
- Flood crest forecasting for the vicinity
- Evacuation route monitoring
- Search and rescue resource deployment
- Coordination with utility companies
- Identification of victims, survivors, and/or relocatees
- Debris clearance resource allocation
- Outside assistance decisions and request procedures

# Scenario 3: Air Crash

**SITUATION:**

A Boeing 737 that has experienced inexplicable in-flight engine problems will need to make an emergency landing at a large airport. Though plans have been made to land at a city 200 miles to the north, the latest communication with the pilot is that the plane has lost engine power and is losing altitude too quickly to reach the planned airport. Though your city airport is actually too small to handle the aircraft, the only hope of saving any of the 135 passengers and crew is to attempt a landing.

Conditions at the airport are clear, but the surrounding area is very dry due to a sustained rainless period. A hot, dry wind is also a factor.

The main runway is in a relatively unpopulated suburban area. However, the likelihood of the pilot being able to control the plane and stay within the assigned glide path is slim. The plane's approach passes over populated suburban housing developments.

The airport tower control alerts its own Crash/Fire Rescue (CFR) units and requests that local emergency services provide backup assistance with fire, police, medical, health and welfare, and search and rescue capabilities.

Garbled radio communication from the airliner alerts tower control that an engine has dropped off the aircraft. Hydraulic control has been lost. The pilot finally radios that he will attempt a soft impact landing but the aircraft breaks apart on impact. Debris and bodies are scattered the length of the runway, with the tail section near the point of touchdown. There is visible smoke. The aircraft's nose section skids to a stop beyond the end of the runway. Some passengers are seen escaping from the fuselage via slides. CFR units proceed to the main crash site. Traffic on the highway within sight of the crash becomes congested as drivers slow and some stop and leave their vehicles to run to the crash site. A number of traffic accidents are being reported.

**CONDITIONS:**

The weather is mild. The local temperature is 68 degrees. There is a wind from the south at 10 mph.

**PROBLEM:**

Seventy-five passengers require immediate hospitalization and 16 slightly injured passengers will need guidance and transportation to the terminal. The remainder of the passengers and the entire crew perished on impact or during the resulting fire.

**POTENTIAL HAZARDS:**

- Explosion and fire
- Traffic
- Injury to well-meaning citizen-volunteers

**ASSUMED CONDITIONS:**

[NOTE: This activity is designed without a specified size of impacted community.]

The activity assumes decision-making at an EOC or similar facility, in addition to those decisions made on the scene. The following events have been identified as critical to this scenario:

- Fire crash and rescue
- Victim identification
- Mortuary services
- Debris clearance
- Public information
- Outside assistance decisions and request procedures

# Scenario 4A: Train Derailment

**Instructor Note**: After students have worked on this scenario for about 10 or 15 minutes, tell them that another incident has just occurred and distribute **Scenario 4B: School Bus Accident.** Tell the students that at times there may be more than one incident requiring incident command resources.

**SITUATION:**

Moments ago, a freight train derailed. Some cars are still in the adjacent county. The incident is located in an industrial area. Three tank cars are on their sides, one of which is leaking liquid into a water-filled drainage ditch on the south side of the tracks. The car is placarded with a DOT placard that reads: 1064 (see guide 117, DOT Emergency Response Guidebook 2012, included with this activity). The wind is steady from the northwest at 2 mph.

There is no visible fire. However, the fire department is on the scene. There are no known injuries. County law enforcement deputies and State police units are arriving on the scene. In addition, a large crowd of spectators has begun to gather. The media has picked up the story and is beginning to broadcast sketchy details.

The Emergency Management Center also contains a number of city offices and is normally not a 24-hour operation. This dual-use facility can be converted into a functioning EOC. Past exercises indicated that approximately 2 hours are needed to activate fully. Radio and telephone communications with other city departments are immediately available. Relations with the county EOC, which is a 24-hour, centralized dispatch operation, are excellent.

**ASSUMED CONDITIONS:**

[NOTE: This activity is designed without a specified size of impacted community.]

This activity assumes decision-making at an EOC or similar facility, in addition to those decisions made on the scene. The following events have been identified as critical to this scenario:

- Local interpretation of NWS forecast information
- Coordination with waste facility
- Evacuation decision-making
- Evacuation route monitoring
- Shelter availability
- Communication with the response resources
- Outside assistance decisions and request procedures

| ID No | Guide No | Name of Materials |
|---|---|---|
| 1035 | 115 | Ethane |
| 1035 | 115 | Ethane, compressed |
| 1036 | 118 | Ethylamine |
| 1037 | 115 | Ethyl chloride |
| 1038 | 115 | Ethylene, refrigerated liquid (cryogenic liquid) |
| 1039 | 115 | Ethyl methyl ether |
| 1039 | 115 | Methyl ethyl ether |
| 1040 | 119P | Ethylene oxide |
| 1040 | 119P | Ethylene oxide with Nitrogen |
| 1041 | 115 | Carbon dioxide and Ethylene oxide mixture, with more than 9% but not more than 87% Ethylene oxide |
| 1041 | 115 | Carbon dioxide and Ethylene oxide mixtures, with more than 6% Ethylene oxide |
| 1041 | 115 | Ethylene oxide and Carbon dioxide mixture, with more than 9% but not more than 87% Ethylene oxide |
| 1043 | 125 | Fertilizer, ammoniating solution, with free Ammonia |
| 1044 | 126 | Fire extinguishers with compressed gas |
| 1044 | 126 | Fire extinguishers with liquefied gas |
| 1045 | 124 | Fluorine |
| 1045 | 124 | Fluorine, compressed |
| 1046 | 121 | Helium |
| 1046 | 121 | Helium, compressed |
| 1048 | 125 | Hydrogen bromide, anhydrous |
| 1049 | 115 | Hydrogen |
| 1049 | 115 | Hydrogen, compressed |

| ID No | Guide No | Name of Material |
|---|---|---|
| 1050 | 125 | Hydrogen chloride, anhydrous |
| 1051 | 117 | AC |
| 1051 | 117 | Hydrocyanic acid, aqueous solutions, with more than 20% Hydrogen cyanide |
| 1051 | 117 | Hydrogen cyanide, anhydrous, stabilized |
| 1051 | 117 | Hydrogen cyanide, stabilized |
| 1052 | 125 | Hydrogen fluoride, anhydrous |
| 1053 | 117 | Hydrogen sulfide |
| 1053 | 117 | Hydrogen sulphide |
| 1055 | 115 | Isobutylene |
| 1056 | 121 | Krypton |
| 1056 | 121 | Krypton, compressed |
| 1057 | 115 | Lighter refills (cigarettes) (flammable gas) |
| 1057 | 115 | Lighters (cigarettes) (flammable gas) |
| 1058 | 120 | Liquefied gases, nonflammable, charged with Nitrogen, Carbon dioxide or Air |
| 1060 | 116P | Methylacetylene and Propadiene mixture, stabilized |
| 1060 | 116P | Propadiene and Methylacetylene mixture, stabilized |
| 1061 | 118 | Methylamine, anhydrous |
| 1062 | 123 | Methyl bromide |
| 1063 | 115 | Methyl chloride |
| 1063 | 115 | Refrigerant gas R-40 |
| 1064 | 117 | Methyl mercaptan |
| 1065 | 121 | Neon |
| 1065 | 121 | Neon, compressed |
| 1066 | 121 | Nitrogen |

**ERG2012** **GUIDE 117**

## POTENTIAL HAZARDS

### HEALTH

- **TOXIC; extremely hazardous**
- May be fatal if inhaled or absorbed through skin
- Initial odor may be irritating or foul and may deaden your sense of smell
- Contact with gas or liquefied gas may cause burns, severe injury and/or frostbite
- Fire will produce irritating, corrosive and/or toxic gases
- Runoff from fire control may cause pollution

### FIRE OR EXPLOSION

- These materials are extremely flammable
- May form explosive mixtures with air
- May be ignited by heat, sparks, or flames
- Vapors from liquefied gas are initially heavier than air and spread along ground
- Vapors may travel to source of ignition and flash back.Runoff may create fire or explosion hazard
- Cylinders exposed to fire may vent and release toxic and flammable gas through pressure relief devices
- Containers may explode when heated
- Ruptured cylinders may rocket

## PUBLIC SAFETY

- **Call Emergency Response Telephone Number on Shipping Paper first. If Shipping Paper not available or no answer, refer to appropriate telephone number listed on the inside back cover.**
- As an immediate precautionary measure, isolate spill or leak area for at least 100 meters (330 feet) in all directions.
- Keep unauthorized personnel away.
- Stay upwind.
- Many gases are heavier than air and will spread along ground and collect in low or confined areas (sewers, basements, tanks).
- Keep out of low areas.
- Ventilate closed spaces before entering.

### PROTECTIVE CLOTHING

- Wear positive pressure self-contained breathing apparatus (SCBA).
- Wear chemical protective clothing that is specifically recommended by the manufacturer. It may provide little or no thermal protection.
- Structural firefighters' protective clothing provides limited protection in fire situations ONLY; is not effective in spill situations where direct contact with the substance is possible.

### EVACUATION

#### Spill

- See the Table of Initial Isolation and Protective Action Distances.

#### Fire

- If tank, rail car or tank truck is involved in a fire, ISOLATE for 1600 meters (1 mile) in all directions; also, consider initial evacuation for 1600 meters (1 mile) in all directions.

## EMERGENCY RESPONSE

### FIRE

- **DO NOT EXTINGUISH A LEAKING GAS FIRE UNLESS LEAK CAN BE STOPPED.**

### Small Fires

- Dry chemical, CO2, water spray or regular foam

### Large Fires

- Water spray, fog, or regular foam.
- Move containers from fire area if you can do it without risk
- Damaged containers should be handled only by specialists

### Fire Involving Tanks

- Fight fire from maximum distance or use unmanned hose holders or monitor nozzles.
- Cool containers with flooding quantities of water until well after fire is out.
- Do not direct water at source of leak or safety devices; icing may occur.
- Withdraw immediately in case of rising sound from venting safety devices or discoloration of tank.
- ALWAYS stay away from tanks engulfed in fire.

### SPILL OR LEAK

- ELIMINATE all ignition sources (no smoking, flares, sparks or flames in immediate area).
- All equipment used when handling the product must be grounded.
- Fully encapsulating, vapor protective clothing should be worn for spills and leaks with no fire.
- Do not touch or walk through spilled material.
- Stop leak if you can do it without risk.
- Use water spray to reduce vapors or divert vapor cloud drift. Avoid allowing water runoff to contact spilled material.
- Do not direct water at spill or source of leak.
- If possible, turn leaking containers so that gas escapes rather than liquid.

- Prevent entry into waterways, sewers, basements or confined areas.
- Isolate area until gas has dispersed.
- Consider igniting spill or leak to eliminate toxic gas concerns.

**FIRST AID**

- Move victim to fresh air.
- Call 911 or emergency medical service.
- Give artificial respiration if victim is not breathing.
- **Do not use the mouth-to-mouth method if victim ingested or inhaled the substance; give artificial respiration with the aid of a pocket mask equipped with a one-way valve or other proper respiratory medical device.**
- Administer oxygen if breathing is difficult.
- Remove and isolate contaminated clothing and shoes.
- In case of contact with substance, immediately flush skin or eyes with running water for at least 20 minutes.
- In case of contact with liquefied gas, thaw frosted parts with lukewarm water.
- In case of burns, immediately cool affected skin for as long as possible with cold water. Do not remove clothing if adhering to skin.
- Keep victim warm and quiet.
- Keep victim under observation.
- Effects of contact or inhalation may be delayed.
- Ensure that medical personnel are aware of the material(s) involved and take precautions to protect themselves.

# Scenario 4B: School Bus Accident

**SITUATION:**

A school bus left the roadway, went into a ditch, and rolled over on its right side striking a culvert.

The bus had middle school children on board, some of whom are trapped and many of whom are injured.

**ASSUMED CONDITIONS:**

- Preliminary reports indicate the driver and two children are dead.
- Five to nine children are trapped.
- Fifteen to twenty children are injured.
- A number of resources have already been dispatched to a train derailment incident; however, since there are no known injuries, medical resources should be readily available.

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# Scenario 5: Bombing

**SITUATION:**

At 10:00 a.m. on a Tuesday, a large explosive device detonates in a crowded downtown area. The device destroys part of a building and ignites several fires.

At 10:30 a.m., a second device creates an explosion at a major hospital.

At 11:00 a.m., two other devices detonate—one at the rail yard and one at the city water treatment plant.

At 12:00 p.m., a militant group claims responsibility for the explosions and says there are other devices planted around the city. The group demands $50 million or they will detonate the remaining explosives.

**ASSUMED CONDITIONS:**

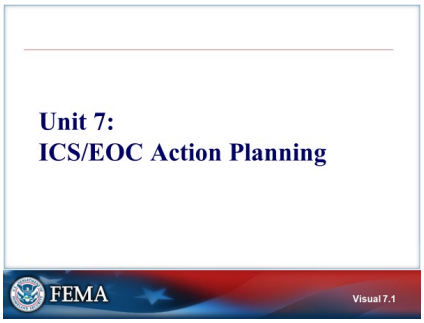
- The weather is warm at 71 degrees, with a wind from the north at 15 mph. However, thunderstorms are predicted for late in the afternoon with strong, gusting winds.
- There were at least 34 people injured in the downtown blast; however, injuries within the building are as yet unknown.
- The device at the hospital was apparently located in a trash barrel in the emergency waiting area. One person was killed; six others were injured. The blast also caused damage to the ambulance entryway.
- The device at the rail yard did not cause injuries, but did damage a railcar containing anhydrous ammonia, which is now leaking.
- The blast at the city water treatment plant has caused seepage of untreated water into a nearby river and has limited the capacity of the plant.

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# Unit 7: ICS/EOC Action Planning

INSTRUCTOR GUIDE

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Visual 7.1

## UNIT 7: ICS/EOC ACTION PLANNING

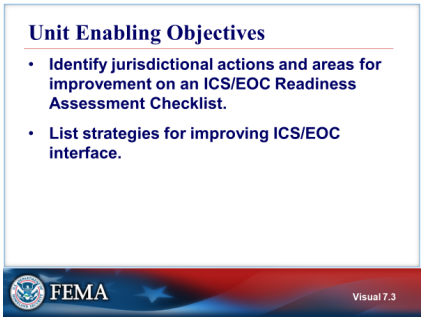
This unit will provide an opportunity to work together to begin developing an ICS/EOC interface action plan for your community.




Visual 7.2

## UNIT TERMINAL OBJECTIVE

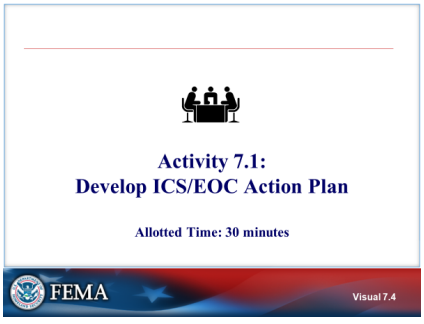
Develop an ICS/EOC interface action plan for your community.




Visual 7.3

## UNIT ENABLING OBJECTIVES

- Identify jurisdictional actions and areas for improvement on an ICS/EOC Readiness Assessment Checklist.
- List strategies for improving ICS/EOC interface.

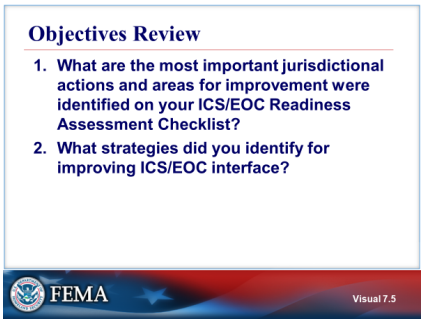



Visual 7.4

## ACTIVITY 7.1: DEVELOP ICS/EOC ACTION PLAN

The instructor will explain Actiivty 7.1.

You will have 30 minutes to complete the activity, and then the instructor will debrief the teams' findings.




Visual 7.5

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Identify jurisdictional actions and areas for improvement on an ICS/EOC Readiness Assessment Checklist.
- List strategies for improving ICS/EOC interface.

# Supplemental Materials

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# Activity 7.1:
# ICS/EOC Readiness Assessment Checklist

**Instructions**: Place a checkmark next to the actions that your jurisdiction has taken. Highlight or circle any areas where you feel there is a need for improvement.

### General NIMS Compliance

- ☐ Has the jurisdiction or organization adopted the National Incident Management System (NIMS) as the system of choice for prevention, protection against, mitigation of, response to and recovery from incidents?
- ☐ Has the jurisdiction or organization designated and maintained a point of contact (POC) to serve as the principal coordinator for the implementation of NIMS?

### Resource Management

- ☐ Are deployable incident resources consistently identified and inventoried with national NIMS resource typing definitions and job titles/position qualifications, available through the Resource Typing Library Tool (http://www.fema.gov/resource-management-mutual-aid).
- ☐ Has the jurisdiction adopted NIMS terminology for the qualification, certification, and credentialing of incident personnel? (Developing or participating in a qualification, certification, and credentialing program that aligns with the National Qualification System (NQS) is recommended but optional).
- ☐ Does the jurisdiction follow the NIMS Resource Management Process during incidents (identify, manage, estimate, allocate, order, deploy, and demobilize)?
- ☐ Are mutual aid agreements developed, maintained, and implemented (to include agreements with the private sector and nongovernmental organizations).
- ☐ Are there procedures and systems for:
  - ☐ Activating and dispatching resources?
  - ☐ Managing volunteers?
  - ☐ Demobilization or recalling resources?
  - ☐ Financial tracking, reimbursement, and reporting?

**Command and Coordination**

- ☐ Is ICS applied as the standard approach to the on-scene command, control, and coordination of incidents?
- ☐ Are Emergency Operations Centers (EOC) and EOC teams organized and managed consistently with pertinent NIMS guidance?
- ☐ Is the Joint Information System (JIS) implemented for the dissemination of incident information to the public, incident personnel, the media, and other stake holders?
- ☐ Does the JIS allows for:
  - ☐ The on-scene Public Information Officer to represent and advise the Incident Command on all public information matters relating to the management of the incident?
  - ☐ The dissemination of accurate and timely information including handling media and public inquires, emergency public information and warnings, rumor response, and media monitoring?
  - ☐ Coordination of public information between the MAC Group, EOC and the Incident Command/ Unified Command?
  - ☐ Proper procedures for handling and safeguarding of sensitive, classified or personally identifiable information?
- ☐ Are MAC Groups/Policy Groups used as the policy-level body during incidents to support resource prioritization and allocation and enable decision making among elected and appointed officials and those responsible for managing the incident.
- ☐ Are procedures in place for:
  - ☐ Ensuring each agency involved in incident management activities is providing appropriate situational awareness and resource status information?
  - ☐ Establishing priorities between Incidents and/or Area Commands?
  - ☐ Acquiring and allocating resources required by incident management personnel in concert with the priorities established by the Incident Command?
  - ☐ Anticipating and identifying future resource requirements?
  - ☐ Coordinating and resolving policy issues arising from the incident(s)?
  - ☐ Providing strategic coordination as required?
  - ☐ Ensuring improvements in plans, procedures, communications, staffing, and other capabilities are acted on following the incident(s)?

**Communications and Information Management**

- ☐ Are plain language and clear text communications standards applied?
- ☐ Are effective and secure communications enabled within and across jurisdictions and organizations (i.e. can responders from different agencies, fire, police, public works and mutual aid partners, communicate with one another)?
- ☐ Does the jurisdiction develop, maintain, and implement procedures for data collection, analysis, and dissemination to maintain situational awareness to include:
  - ☐ Gathering and analyzing all relevant information and intelligence?
  - ☐ Defining, tracking and disseminating Essential Elements of Information?
  - ☐ Formulating and disseminating appropriate warnings?
  - ☐ Formulating, executing, and communicating operational and policy decisions?
  - ☐ Preparing for potential requirements and requests supporting incident management activities?
- ☐ Do you have a plan/budget for maintaining and replacing your emergency communications systems?

**Emergency Operations Plans**

- ☐ Are Emergency Operations Plans based on a current threat/hazard analysis and risks?
- ☐ Is ICS integrated into functional and system-wide emergency operations policies, plans, and procedures?
- ☐ Are Incident Command and EOC roles and delegations of authority clear?
- ☐ Is the contact information in EOPs up to date?
- ☐ Are plans updated based on lessons learned from exercises and incidents?

**Legal and Financial**

- ☐ Do procedures and authorities for emergency purchasing and contracting exist?
- ☐ Have necessary mutual aid and assistance agreements been negotiated?
- ☐ Are coordination procedures among different levels of government (local, county, Tribal, Territory, State, Federal, etc.) specific and clear?

## Training, Credentialing, and Exercising

- ☐ Does training for incident personnel incorporate NIMS training that is pertinent to each individual's incident responsibilities in alignment with the NIMS Training Program?
- ☐ Have sufficient qualified personnel been identified, trained, qualified and credentialed to assume incident management positions utilizing a qualification system with Position Task Books (such as the National Qualification System):
  - ☐ Incident Commander/ Unified Command?
  - ☐ ICS Command Staff (Safety, PIO, Liaison)?
  - ☐ ICS General Staff (Operations, Planning, Logistics, Finance/ Administration)?
  - ☐ ICS Intelligence/Investigations Function?
  - ☐ Technical Specialists?
  - ☐ EOC Director?
  - ☐ EOC Staff?
  - ☐ Have you pre-designated and rostered qualified Incident Management Teams to staff the Incident Command and EOC based on incident complexity?
- ☐ Do periodic exercises require the application of NIMS management features along with interfacing with the EOC?

**Additional Comments on Areas for Improvement:**

# Activity 7.1:
# ICS/EOC Interface Preparedness Plan

**Instructions**: List the top five actions or strategies to be taken to improve the ICS/EOC interface. Identify the key players and a timeframe for completion.

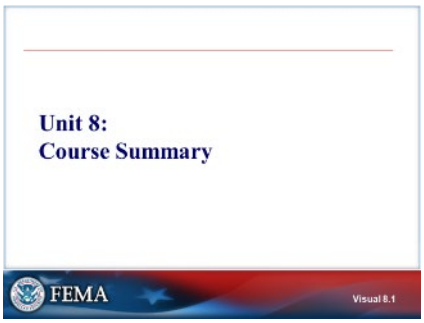
| Action/Strategy | Key Players | Completion |
|---|---|---|
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# Unit 8: Course Summary

INSTRUCTOR GUIDE

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Visual 8.1

## UNIT 8: COURSE SUMMARY

The purpose of this final unit is to summarize the course objectives and identify main topics of interest.

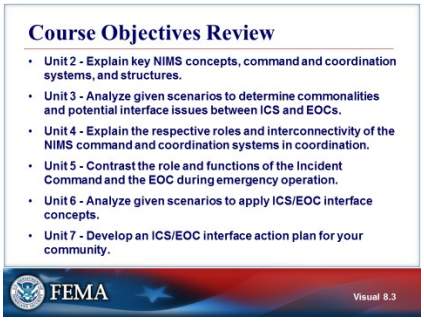



Visual 8.2

## UNIT OBJECTIVES

Terminal Objective: Summarize the course objectives.

Enabling Objective: Identify key discussion points/topics and expectations from the course.



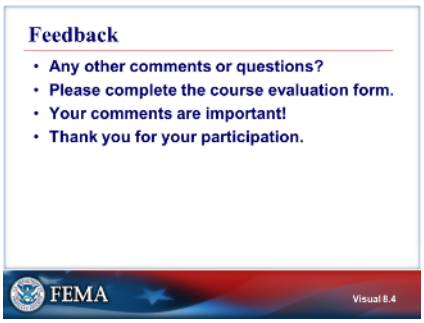

Visual 8.3

## COURSE OBJECTIVES REVIEW

The overall purpose of this course has been to demonstrate the necessity for an ICS/EOC interface to address emergency management issues.

In addition to the planning phase, there is a need to exercise and train together to ensure that all members of the emergency management team—those at the scene and at the EOC, as well as elected and appointed officials—know their jobs, other members' jobs, and the terminology and procedures that will be used during an incident.

This type of joint effort will enhance the ICS/EOC interface that is needed for effective response.




Visual 8.4

## FEEDBACK

Congratulations! You have completed the ICS/EOC Interface Workshop. Thank you for your participation and for your contributions to the discussions.

We value your input. Please provide your feedback on the provided evaluation form.

# Supplemental Materials

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# Glossary

**Access and Functional Needs:** Individual circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual's ability to take action in an emergency.

**Agency:** A government element with a specific function offering a particular kind of assistance.

**Agency Administrator/Executive:** The official responsible for administering policy for an agency or jurisdiction.

**Agency Representative:** A person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or nongovernmental or private organization, who has authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with that agency's leadership.

**Area Command:** An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations. See Unified Area Command.

**Assigned Resource:** A resource that has been checked in and assigned work tasks on an incident.

**Assignment:** A task given to a person or team to perform based on operational objectives defined in the IAP.

**Assistant:** A title for subordinates of principal Command Staff and EOC director's staff positions. The title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

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

**Authority Having Jurisdiction (AHJ):** An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, nongovernmental organization (NGO), private sector company, or a tribal or local agency such as police, fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT).

**Available Resource:** A resource assigned to an incident, checked in, and available for assignment.

**Badging:** The assignment of physical incident-specific credentials to establish legitimacy and permit access to incident sites. See Credentialing.

**Base:** See Incident Base.

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

**Camp:** A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Certification:** The process of authoritatively attesting that individuals meet qualifications established for key incident management functions and are, therefore, qualified for specific positions.

**Chain of Command:** The orderly line of authority within the ranks of incident management organizations.

**Check-In:** The process through which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Commander or Unified Command's established procedures.

**Chief:** The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration.

**Clear Text:** Communication that does not use codes. See Plain Language.

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

**Command Staff:** A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants as necessary. Additional positions may be needed, depending on the incident.

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

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

**Core Capability:** An element defined in the National Preparedness Goal as necessary to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

**Credentialing:** Providing documentation that identifies personnel and authenticates and verifies their qualification for a particular position. See Badging.

**Critical Infrastructure:** Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

**Delegation of Authority:** A statement that the agency executive delegating authority and assigning responsibility provides to the Incident Commander. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

**Demobilization:** The orderly, safe, and efficient return of an incident resource to its original location and status.

**Department Operations Center (DOC):** An operations or coordination center dedicated to a single, specific department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and/or physically represented in a combined agency EOC by an authorized agent(s) for the department or agency.

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

**Director:** The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an EOC.

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

**Division:** The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

**Emergency:** Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property.

**Emergency Management Assistance Compact (EMAC):** A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

**Emergency Operations Center (EOC):** The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

**Emergency Operations Plan:** A plan for responding to a variety of potential hazards.

**Emergency Support Function (ESF):** The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

**Essential Elements of Information (EEI):** Important and standard information items, which support timely and informed decisions.

**Evacuation:** The organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** See Planned Event.

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

**Finance/Administration Section:** The ICS Section responsible for an incident's administrative and financial considerations.

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

**Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See also: Division.

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

**Incident:** An occurrence, natural or manmade, that necessitates a response to protect life or property. In NIMS, the word “incident” includes planned events as well as emergencies and/or disasters of all kinds and sizes.

**Incident Action Plan (IAP):** An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

**Incident Base:** A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. (An incident name or other designator is added to the term Base.) The ICP may be co-located with the Incident Base.

**Incident Command (IC):** The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

**Incident Command Post (ICP):** The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.

**Incident Command System (ICS):** A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

**Incident Commander:** The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations.

**Incident Complex:** Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

**Incident Management:** The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

**Incident Management Assistance Team (IMAT):** A team of ICS-qualified personnel, configured according to ICS that deploy in support of affected jurisdictions and/or on-scene personnel.

**Incident Management Team (IMT):** A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

**Incident Objective:** A statement of an outcome to be accomplished or achieved. Incident objectives are used to select strategies and tactics. Incident objectives should be realistic, achievable, and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Incident Personnel:** All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

**Information Management:** The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

**Intelligence/Investigations (I/I):** Efforts to determine the source or cause of the incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) in order to control its impact and/or help prevent the occurrence of similar incidents. In ICS, the function may be accomplished in the Planning Section, Operations Section, Command Staff, as a separate General Staff section, or in some combination of these locations.

**Interoperability:** The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

**Joint Field Office (JFO):** The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery.

**Joint Information Center (JIC):** A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC.

**Joint Information System (JIS):** A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

**Jurisdiction:** Jurisdiction has two definitions depending on the context:

- A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).
- A political subdivision (e.g., municipality, county, parish, state, Federal) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

**Kind:** As applied to incident resources, a class or group of items or people of the same nature or character or classified together because they have traits in common.

**Leader:** The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force.

**Liaison Officer (LOFR):** A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

**Local Government:** Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; a tribe or authorized tribal entity, or in Alaska, a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.).

**Logistics:** The process and procedure for providing resources and other services to support incident management.

**Logistics Section:** The ICS Section responsible for providing facilities, services, and material support for the incident.

**Management by Objectives:** A management approach, fundamental to NIMS, that involves (1) establishing objectives, e.g., specific, measurable and realistic outcomes to be achieved;(2) identifying strategies, tactics, and tasks to achieve the objectives; (3) performing the tactics and tasks and measuring and documenting results in achieving the objectives; and (4) taking corrective action to modify strategies, tactics, and/or performance to achieve the objectives.

**Manager:** The individual within an ICS organizational unit assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

**Mission Area:** One of five areas (Prevention, Protection, Mitigation, Response, and Recovery) designated in the National Preparedness Goal to group core capabilities.

**Mitigation:** The capabilities necessary to reduce the loss of life and property from natural and/or manmade disasters by lessening the impacts of disasters.

**Mobilization:** The processes and procedures for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

**Multiagency Coordination Group (MAC Group):** A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

**Multiagency Coordination System:** An overarching term for the NIMS command and coordination systems: ICS, EOCs, MAC Group/policy groups, and JISs.

**Mutual Aid and Assistance Agreement:** A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, and/or after an incident.

**National:** Of a nationwide character, including the local, state, tribal, territorial, and Federal aspects of governance and policy.

**National Incident Management System (NIMS):** A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

**National Planning Frameworks:** Guidance documents for each of the five preparedness mission areas that describe how the whole community works together to achieve the National Preparedness Goal. The Frameworks foster a shared understanding of roles and responsibilities, from the firehouse to the White House, and clarifies how the Nation coordinates, shares information, and works together—ultimately resulting in a more secure and resilient Nation.

**National Preparedness:** The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.

**National Preparedness Goal (NPG):** Doctrine describing what it means for the whole community to be prepared for the types of incidents that pose the greatest threat to the security of the Nation, including acts of terrorism and emergencies and disasters, regardless of cause. The goal itself is: “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

**National Preparedness System (NPS):** An organized process to achieve the National Preparedness Goal of a secure and resilient Nation.

**National Response Coordination Center (NRCC):** A multiagency coordination center located at FEMA Headquarters. Its staff coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation.

**Nongovernmental Organization (NGO):** A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations.

**Normal Operations/Steady State:** The activation level that describes routine monitoring of jurisdictional situation (no event or incident anticipated).

**Officer:** The ICS title for a member of the Command Staff authorized to make decisions and take action related to his/her area of responsibility.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths, but are typically 12 to 24 hours.

**Operational Security (OPSEC):** The implementation of procedures and activities to protect sensitive or classified operations involving sources and methods of intelligence collection, investigative techniques, tactical actions, counter surveillance measures, counterintelligence methods, undercover officers, cooperating witnesses, and informants.

**Operations Section:** The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and/or groups.

**Organization:** Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, NGOs, and private sector entities.

**Plain Language:** Communication that the intended audience can understand and that meets the communicator's purpose. For the purpose of NIMS, plain language refers to a communication style that avoids or limits the use of codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency.

**Planned Event:** An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade).

**Planning Meeting:** A meeting held, as needed, before and throughout an incident to select specific strategies and tactics for incident control operations and for service and support planning.

**Planning Section:** The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Position Qualifications:** The minimum criteria necessary for individuals to fill a specific position.

**Prevention:** The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term "prevention" refers to preventing imminent threats.

**Private Sector:** Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**Protection:** The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

**Protocol:** A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Public Information:** Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

**Public Information Officer (PIO):** A member of the ICS Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information needs.

**Recovery:** The capabilities necessary to assist communities affected by an incident to recover effectively.

**Recovery Plan:** A plan developed to restore the affected area or community.

**Recovery Support Function (RSF):** Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

**Reimbursement:** Mechanism used to recoup funds expended for incident-specific activities.

**Resource Management:** Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

**Resource Team: See Strike Team.**

**Resource Tracking:** The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident.

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

**Response:** The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

**Safety Officer (SOFR):** In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

**Section:** The ICS organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance/Administration.

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

**Situation Report (SitRep):** Confirmed or verified information regarding the specific details relating to an incident.

**Span of Control:** The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals.

**Staging Area:** A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

**Standard Operating Procedure (SOP):** A reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

**State:** Used in NIMS to include any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

**Status Report:** Reports, such as spot reports, that include vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule.

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

**Strike Team (ST):** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, Strike Teams are sometimes referred to as Resource Teams.

**Supervisor:** The Incident Command System title for an individual responsible for a Division or Group.

**System:** Any combination of processes, facilities, equipment, personnel, procedures, and communications integrated for a specific purpose.

**Tactics:** The deployment and directing of resources on an incident to accomplish the objectives.

**Task Force (TF):** Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

**Technical Specialist:** Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

**Terrorism:** Any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

**Threat:** A natural or manmade occurrence, an individual, an entity, or an action having or indicating the potential to harm life, information, operations, the environment, and/or property.

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

**Type:** A NIMS resource classification that refers to capability of a specific kind of resource to which a metric is applied to designate it as a specific numbered class.

**Unified Area Command:** version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

**Unified Command (UC):** An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

**Unit:** The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Administration Sections in ICS.

**Unit Leader:** The individual in charge of a unit in ICS.

**United States National Grid:** A point and area location reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude.

**Unity of Command:** A NIMS guiding principle stating that each individual involved in incident management reports to and takes direction from only one person.

**Unity of Effort:** A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities.

**Whole Community:** A focus on enabling the participation in incident management activities of a wide range of players from the private and nonprofit sectors, including NGOs and the general public, in conjunction with the participation of all levels of government, to foster better coordination and working relationships**.**

**Additional resources** are available for National Incident Management System as well as Incident Command System, to include reference documents, job aids, tools, checklists, and additional training.

- NIMS Components - Guidance and Tools
- ICS Resource Center

**Your Notes:**