

G 0402 NIMS Overview for Senior Officials (Executives, Elected, & Appointed)

FEMA

Student Manual

September 2025

Version 1.0

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Unit 1: Course Introduction

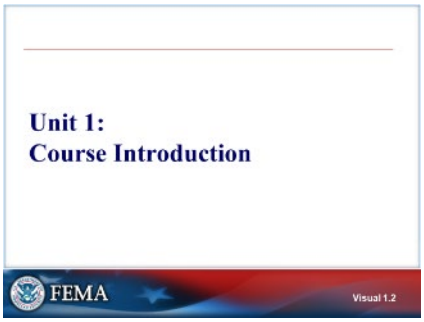
STUDENT MANUAL

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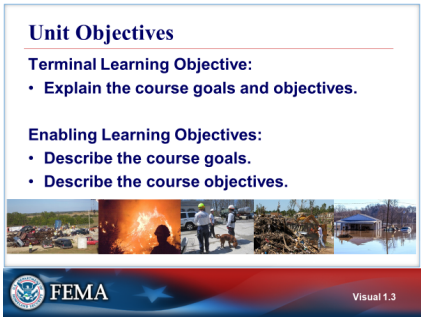
Visual 1.1

G 0402 NIMS OVERVIEW FOR SENIOR OFFICIALS (EXECUTIVES, ELECTED, AND APPOINTED)



Visual 1.2

UNIT 1: COURSE INTRODUCTION



Visual 1.3

UNIT OBJECTIVES

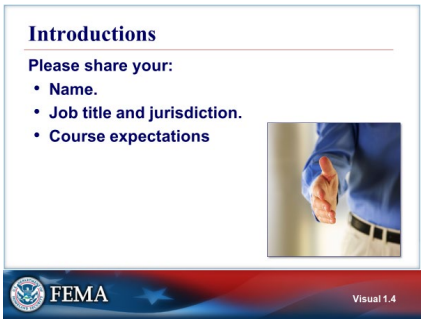
Unit Terminal Objective.

- Explain the course goals and objectives.

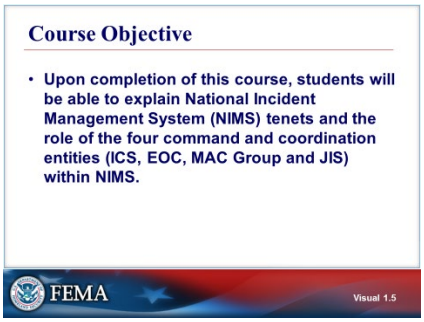
Unit Enabling Objectives.

- Describe the course goals.
- Describe the course objectives.

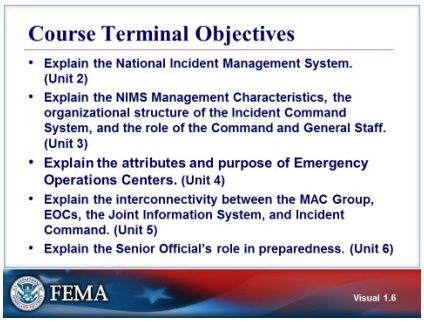
The Unit Enabling Objectives support the Unit Terminal Objective. They are the specific objectives to be met as the class progresses through the unit. Ultimately, by satisfying the Unit Enabling Objectives, the students will meet the Unit Terminal Objective.



Visual 1.4



Visual 1.5



Visual 1.6

INTRODUCTIONS

The instructor gives an overview of their personal experience with incident management and operations and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your course expectations.

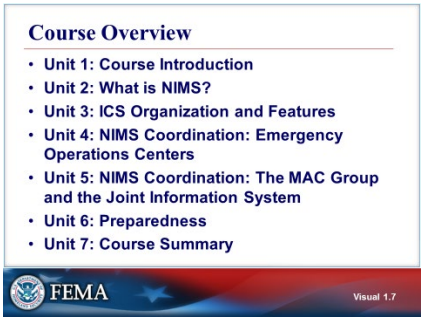
COURSE OBJECTIVE

Upon completion of this course, students will be able to explain National Incident Management System (NIMS) tenets and the role of the four command and coordination entities (ICS, EOC, MAC Group and JIS) within NIMS.

COURSE TERMINAL OBJECTIVES

Unit 1 (Course Introduction) and (Course Summary) Unit 7 are not mentioned in the visual.

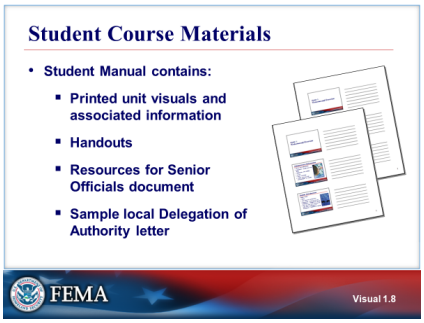
- Explain the course goals and objectives.(Unit 1)
- Explain the National Incident Management System. (Unit 2)
- Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff. (Unit 3)
- Explain the attributes and purpose of Emergency Operations Centers. (Unit 4)
- Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System and Incident Command. (Unit 5)
- Explain the Senior Official’s role in preparedness. (Unit 6)
- Summarize the course objectives (Unit 7)



Visual 1.7

COURSE OVERVIEW

- Unit 1: Course Introduction
- Unit 2: What is NIMS?
- Unit 3: ICS Organization and Features
- Unit 4: NIMS Coordination: Emergency Operations Centers
- Unit 5: NIMS Coordination: The MAC Group and the Joint Information System
- Unit 6: Preparedness
- Unit 7: Course Summary

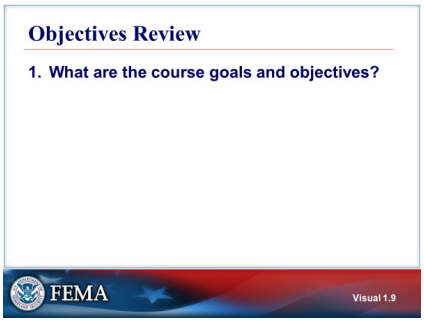


Visual 1.8

STUDENT COURSE MATERIALS

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

- Printed unit visuals and associated information
- Handouts
- Resources for Senior Officials document, includes a sample local Delegation of Authority letter



Visual 1.9

OBJECTIVES REVIEW

Unit Enabling Objectives

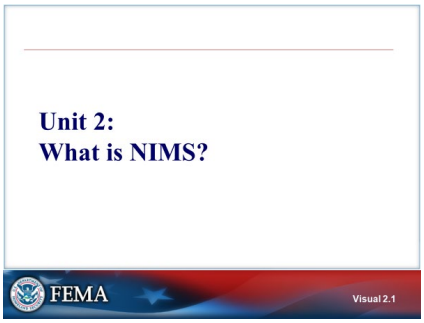
- Describe the course goals.
- Describe the course objectives.

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Unit 2: What is NIMS?

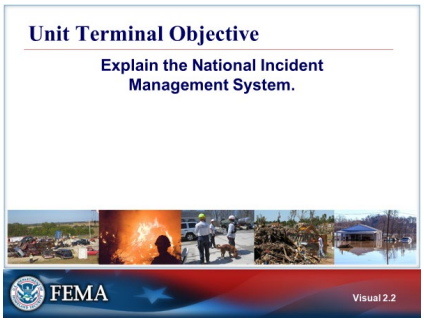
STUDENT MANUAL

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Visual 2.1

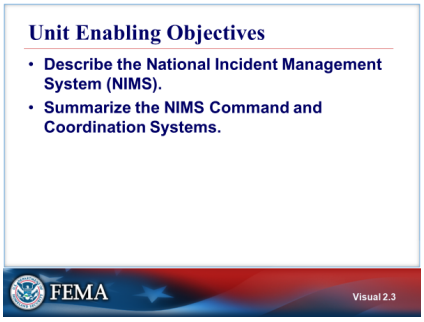
UNIT 2: WHAT IS NIMS?



Visual 2.2

UNIT TERMINAL OBJECTIVE

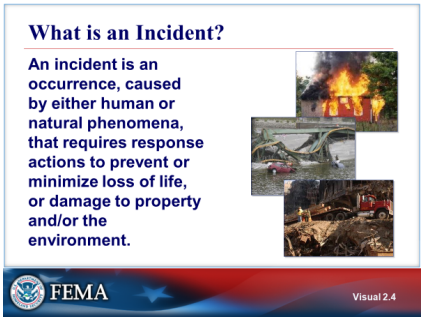
Explain the National Incident Management System.



Visual 2.3

UNIT ENABLING OBJECTIVES

- Describe the National Incident Management System (NIMS).
- Summarize the NIMS Command and Coordination Systems.



Visual 2.4

WHAT IS AN INCIDENT?

Large, complex incidents require effective and efficient coordination across this broad spectrum of organizations and activities.

As the Executive or Senior Official, you need to be aware of how ICS, Emergency Operations Center, and interagency (regional) multiagency coordination systems can work to ensure cooperative response efforts.

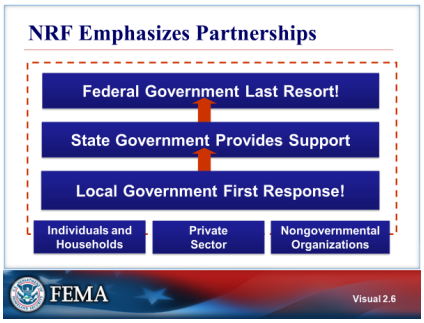


Visual 2.5

LEGAL BASIS FOR NIMS

Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) signed February 28, 2003 and Presidential Policy Directive 8 (PPD-8): National Preparedness signed March 30, 2011 establish national initiatives that develop a common approach to preparedness and response.

The National Incident Management System (NIMS) and the five National Planning Frameworks (Prevention, Protection, Mitigation, Response, and Recovery) provide the process and structures for meeting these mandates. Together, these related efforts align Federal, State, territorial, local, tribal, private-sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.



Visual 2.6

NATIONAL RESPONSE FRAMEWORK (NRF) EMPHASIZES PARTNERSHIPS

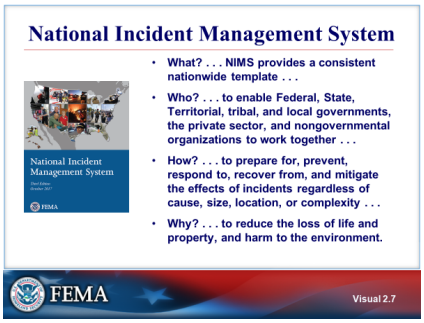
Local and Tribal Governments. The responsibility for responding to incidents, both natural and human-caused, begins at the local level.

States and Territorial Governments. States and territorial governments have responsibility for the public health and welfare of the people in their jurisdiction. During response, States play a key role coordinating resources and capabilities from across the State and obtaining resources and capabilities from other States.

Federal Government. When an incident occurs that exceeds or is anticipated to exceed State, territorial, tribal, or local resources, the Federal Government may provide resources and capabilities to support the State response.

Effective response also requires partnerships with:

- **Individuals and Households**. Individuals and households can contribute by reducing hazards in and around their homes, preparing an emergency supply kit and household emergency plan, and monitoring emergency communications carefully. If public employees are prepared at home they can better serve their jurisdiction.
- **Private Sector**. The private sector plays a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. Many private-sector organizations are responsible for operating and maintaining portions of the Nation's critical infrastructure.
- **Nongovernmental Organizations (NGOs)**. NGOs play important roles before, during, and after an incident. For example, NGOs provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster survivors. These groups often provide specialized services that help individuals with special needs, including those with disabilities.



Visual 2.7

NATIONAL INCIDENT MANAGEMENT SYSTEM

The National Response Framework provides the broad response doctrine, while the National Incident Management System (NIMS) includes greater detail on the processes used to manage a response.

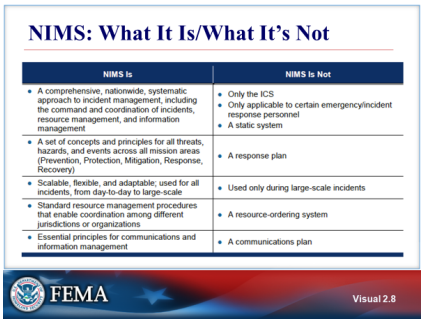
The National Planning Frameworks (Prevention, Protection, Response, Recovery and Mitigation) reinforce that incidents should be managed using NIMS principles and structures.

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.
- Defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents.
- Provides a systematic approach for all levels of government, the private sector, and nongovernmental organizations to work seamlessly together.
- Applies to all incidents regardless of cause, size, location, or complexity.

Key points:

- NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management.
- NIMS is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.



Visual 2.8

NIMS: WHAT IT IS/WHAT IT'S NOT

Are these situations consistent or inconsistent with NIMS?

- Local officials are using the Incident Command System (ICS) to plan for the upcoming Fourth of July celebration.

  [ ] Consistent With NIMS
  [ ] Not Consistent With NIMS

- A jurisdiction/agency follows NIMS only when incidents are complex enough to involve other jurisdictions.

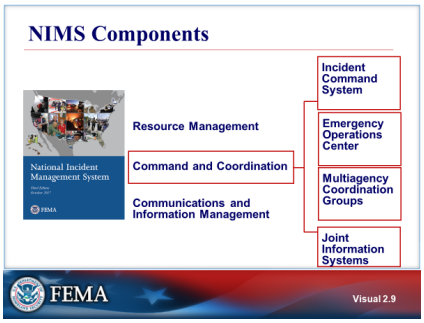
  [ ] Consistent With NIMS
  [ ] Not Consistent With NIMS

- An agency is replacing its operational plan for responding to incidents with the guidance provided in NIMS.

  [ ] Consistent With NIMS
  [ ] Not Consistent With NIMS

- An organization is reorganizing and using ICS titles for day-to-day routine activities.

  [ ] Consistent With NIMS
  [ ] Not Consistent With NIMS



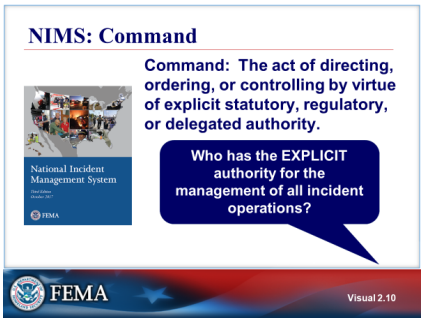
Visual 2.9

NIMS COMPONENTS

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

Three major components of NIMS.

- **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.



Visual 2.10

NIMS: COMMAND

In NIMS, responsibility for this process is delegated to the on-scene Incident Commander by the Executive/Senior Official.

Examples of command activities include:

- Determining incident objectives
- Establishing Operational Periods
- Assigning and supervising field resources



Visual 2.11

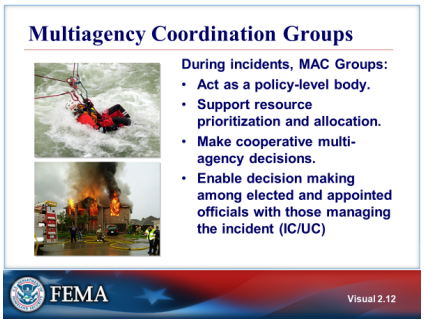
NIMS: COORDINATION

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

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 2.12

MULTIAGENCY COORDINATION GROUPS

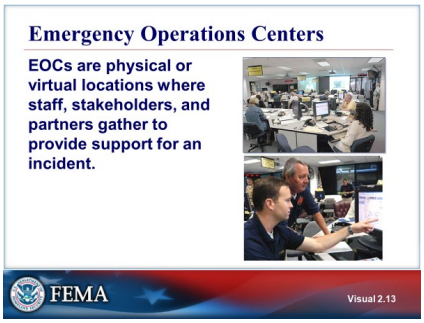
Multiagency Coordination Groups (MAC Groups) are part of the off-site incident management structure of NIMS.

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.

During incidents, MAC Groups:

- Act as a policy-level body
- Support resource prioritization and allocation
- Make cooperative multi-agency decisions
- Enable decision making among elected and appointed officials with those managing the incident (IC/UC)

MAC Groups do not perform incident command functions. MAC Groups do not replace the primary functions of operations, coordination, or dispatch organizations.



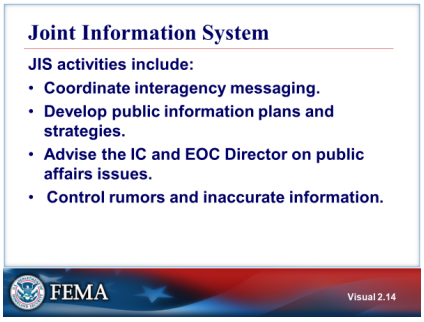
Visual 2.13

EMERGENCY OPERATIONS CENTERS

Emergency Operations Centers (EOCs):

- Collect, share, and disseminate information
- Support resource needs and requests
- Coordinate plans and determine current and future requirements
- Support public communications
- Conduct liaison with partners
- Support the policy and legal needs of decision makers

In some cases, EOCs provide on-scene coordination and policy direction. In some cases, EOC may also reduce the burden on incident command by managing some operational aspects such as emergency shelters or points of distribution.



Visual 2.14

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

JIS activities include:

- Coordinate interagency messaging
- Develop public information plans and strategies
- Advise the Incident Commander (IC) and EOC Director on public affairs issues
- Control rumors and inaccurate information



Visual 2.15

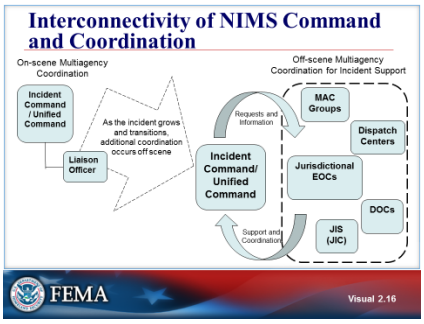
INCIDENT COMMAND SYSTEM

Incident Command System (ICS) is a:

- Standardized approach to the command, control, and coordination of on-scene emergency management
- Common structure within which personnel from different organizations can work together
- Structure for incident management that integrates and coordinates procedures, personnel, equipment, facilities, and communications.

ICS is used by all levels of government and many NGOs and private sector organizations.

This system includes five major functions: Command, Operations, Planning, Logistics, and Finance/ Administration. A sixth function, Intelligence/ Investigations is sometimes added for specialized, complex investigations.

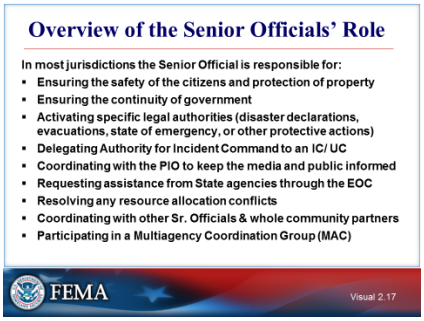


Visual 2.16

INTERCONNECTIVITY OF NIMS COMMAND AND COORDINATION

There are four interconnected NIMS command and coordination systems:

- 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.



Visual 2.17

SENIOR OFFICIALS' ROLE

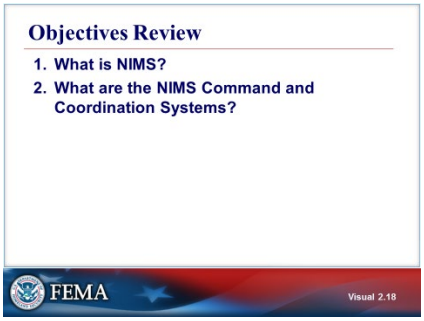
The Senior Official (Agency Administrator, executive, elected or appointed official, city/county manager, department head, agency administrator, etc.) is responsible for the incident.

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.
- Provides delegation of authority to an Incident Commander or Unified Command to manage the on-scene tactical operations.

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 2.18

OBJECTIVES REVIEW

Unit Enabling Objectives

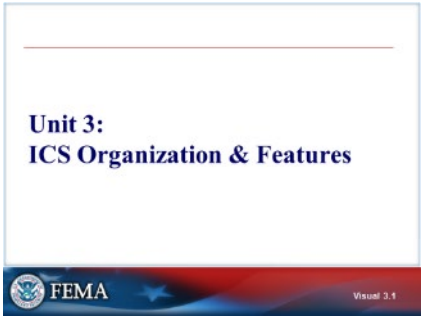
- Describe the National Incident Management System (NIMS).
- Summarize the NIMS Command and Coordination Systems.

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Unit 3: ICS Organization & Features

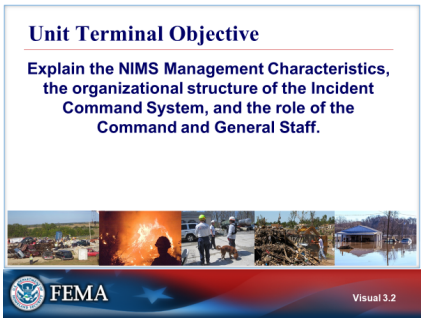
STUDENT MANUAL

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Visual 3.1

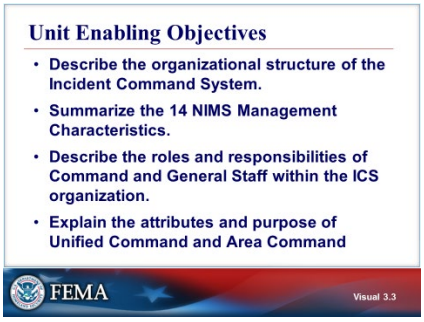
UNIT 3: ICS ORGANIZATION & FEATURES



Visual 3.2

UNIT TERMINAL OBJECTIVE

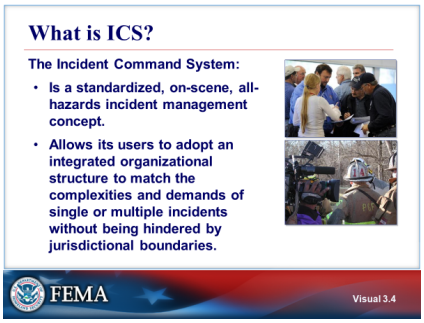
Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff.



Visual 3.3

UNIT ENABLING OBJECTIVES

- Describe the organizational structure of the Incident Command System.
- Summarize the 14 NIMS Management Characteristics.
- Describe the roles and responsibilities of Command and General Staff within the ICS organization.
- Explain the attributes and purpose of Unified Command and Area Command.



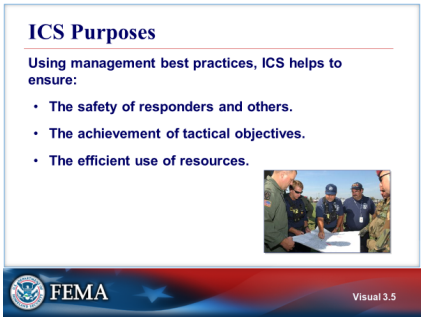
Visual 3.4

WHAT IS ICS?

The Incident Command System (ICS):

- Is a standardized, on-scene, all-hazards incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS has considerable internal flexibility. It can grow or shrink to meet different needs. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations.



Visual 3.5

ICS PURPOSES

Using management best practices, ICS helps to ensure the:

- Safety of responders and others
- Achievement of tactical objectives
- Efficient use of resources

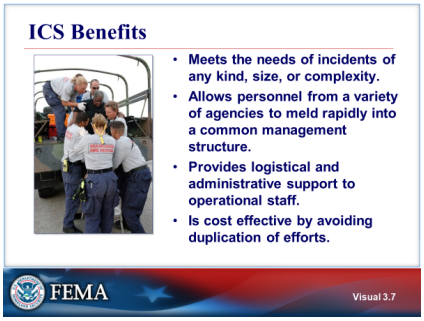


Visual 3.6

EXAMPLES OF INCIDENTS MANAGED USING ICS

Types of incidents that have been managed using ICS:

- Fire, both structural and wildland
- Natural disasters, such as tornadoes, floods, ice storms, or earthquakes
- Human and animal disease outbreaks
- Search and rescue missions
- Hazardous materials incidents
- Criminal acts and crime scene investigations
- Terrorist incidents, including the use of weapons of mass destruction
- National Special Security Events (NSSE), such as Presidential visits or the Super Bowl
- Other planned events, such as parades or demonstrations



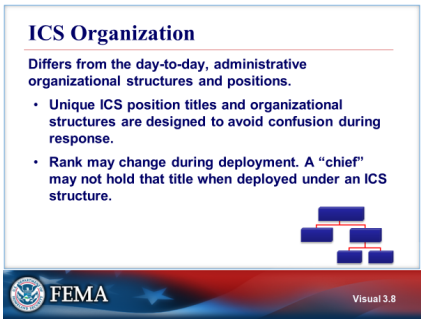
Visual 3.7

ICS BENEFITS

- Meets the needs of incidents of any kind, size, or complexity.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

Any incident can have a mix of political, economic, social, environmental, and cost implications with potentially serious long-term effects. ICS, as a management system, helps to mitigate the risks by providing accurate information, strict accountability, and planning for any incident.

It is critical that Senior Officials support ICS planning, preparedness, and training activities.

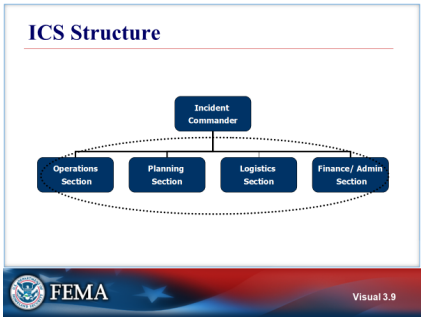


Visual 3.8

ICS ORGANIZATION

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

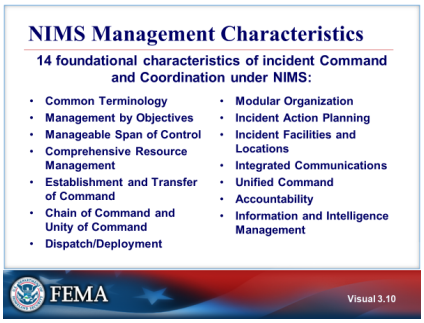
- Unique ICS position title and organizational structures are used. There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.
- Rank may change. Someone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



Visual 3.9

ICS STRUCTURE

ICS structure includes five sections: Incident Commander, Operations, Planning, Logistics, and Finance/Admininistration.



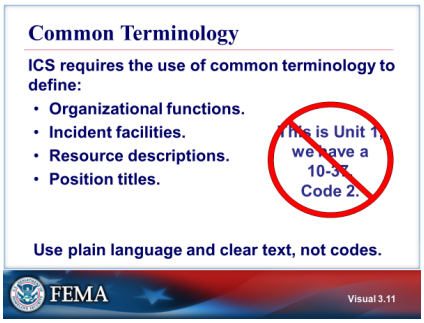
Visual 3.10

NIMS MANAGEMENT CHARACTERISTICS

Incident Command and Coordination under NIMS is based on 14 NIMS Management Characteristics, which contribute to the strength and efficiency of the overall system:

- 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 characteristics are not just for ICS; EOCs, MAC Groups, and JIS follow these 14 characteristics as well.



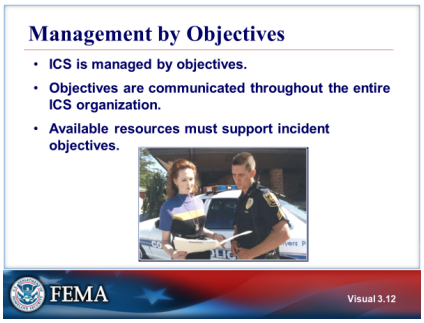
Visual 3.11

COMMON TERMINOLOGY

ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and hazard scenarios.

This common terminology covers the following:

- Organizational Functions. Major functions and functional units with incident responsibilities are named and defined. Terminology for the organizational elements is standard and consistent.
- Incident Facilities. Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of the incident.
- Resource Descriptions. Major resources—including personnel, equipment teams, and facilities are given common names and are "typed" with respect to their capabilities, to help avoid confusion and to enhance interoperability.
- Position Titles. At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users and also make it easier to fill ICS positions with qualified personnel. ICS titles often do not correspond to the titles used on a daily basis.



Visual 3.12

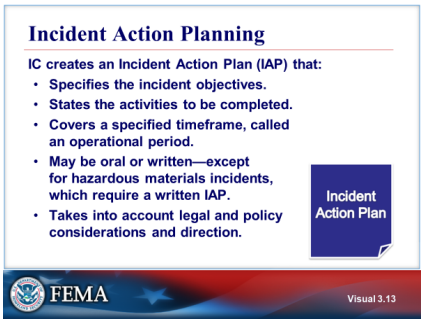
MANAGEMENT BY OBJECTIVES

The Incident Commander develops incident objectives—the statement of what is to be accomplished on the incident. Not all incident objectives have the same importance.

Management by objectives includes the following:

- Establishing specific, measurable objectives
- Identifying strategies, tactics, tasks, and activities to achieve the objectives
- Developing and issuing assignments, plans, procedures, and protocols for various incident management functional elements to accomplish the identified tasks
- Documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for the subsequent operational period

Incident objectives are not necessarily completed in sequence determined by priority. It may be necessary to complete an objective related to incident stabilization before a life safety objective can be completed.



Visual 3.13

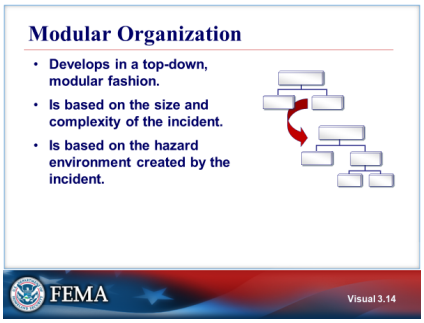
INCIDENT ACTION PLANNING

Key points:

- Every incident, large or small, requires some form of an Incident Action Plan (IAP). For small incidents, the IAP may not be a written plan.
- The Incident Commander establishes the incident objectives and strategy, based on needs of the incident and policy and guidance from the Senior Official.
- The Operational Period is the period of time scheduled for completion of a given set of actions called for in the IAP. The Operational Period length will vary.
- An IAP documents key incident information.
- On large incidents, preparation of a written IAP is accomplished within the Planning Section.
- The Incident Commander will hold a planning meeting involving, at a minimum, the General and Command Staffs. The planning meeting is key to developing an effective Incident Action Plan.

An IAP covers an Operational Period and includes:

- The incident command structure
- What must be done
- Who is responsible
- How information will be communicated
- What should be done if someone is injured



Visual 3.14

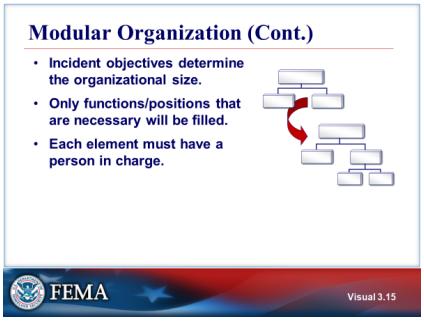
MODULAR ORGANIZATION

The ICS organization adheres to a “form follows function” philosophy. The size of the current organization and that of the next Operational Period are determined through the incident action planning process.

ICS and EOC organizational structures develop in a modular fashion based on an incident’s size, complexity, and hazard environment.

An ICS organization is a modular organization, which means that it:

- Develops in a top-down, modular fashion
- Is based on the size and complexity of the incident
- Is based on the hazard environment created by the incident

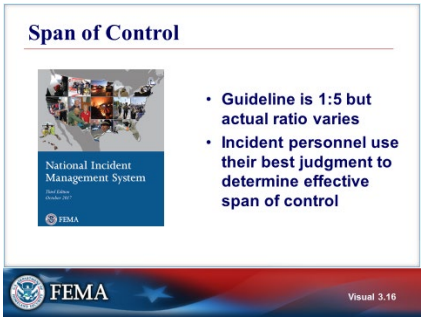


Visual 3.15

MODULAR ORGANIZATION (CONT.)

Employing a modular organization means that:

- The complexity of the incident and the number and type of resources being managed are factors that determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.
- Expands and contracts as needed to support incident requirements.



Visual 3.16

SPAN OF CONTROL

The ICS organization is expanded and contracted to maintain an optimal span of control.

With an ICS organization, the rule of thumb for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different this guideline.

Incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.



Visual 3.17

COMPREHENSIVE RESOURCE MANAGEMENT

In ICS, resources include personnel, equipment, teams, supplies, and facilities available or potentially available for assignment or allocation.

Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management.

Resource management includes activities to prepare for and respond to an incident.

Resource management also includes processes for reimbursement for resources, as appropriate.



Visual 3.18

INTEGRATED COMMUNICATIONS

Leadership at the incident level and in EOCs facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links.

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.

Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.



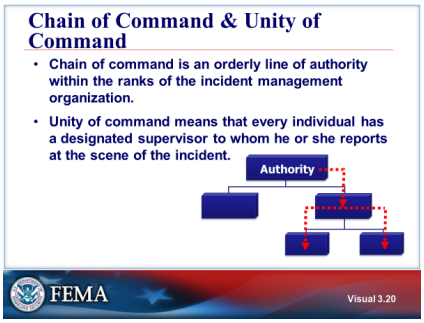
Visual 3.19

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.



Visual 3.20

CHAIN OF COMMAND & UNITY OF COMMAND

Chain of command refers to the orderly line of authority within the ranks of the incident management organization.

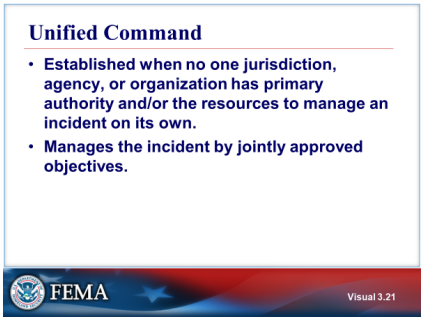
Unity of command means that each individual only reports to one person.

These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Chain of command must be followed at the incident site and by those not deployed to the incident.

After being deployed and receiving an incident assignment, personnel may be assigned by someone who is not their day-to-day supervisor. *In this situation, the responders must take direction from their on-scene ICS supervisors only.*

In addition, someone who is a day-to-day supervisor may not be assigned or qualified to serve as an on-scene supervisor.



Visual 3.21

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.



Visual 3.22

DISPATCH/DEPLOYMENT AND ACCOUNTABILITY

Dispatch/Deployment

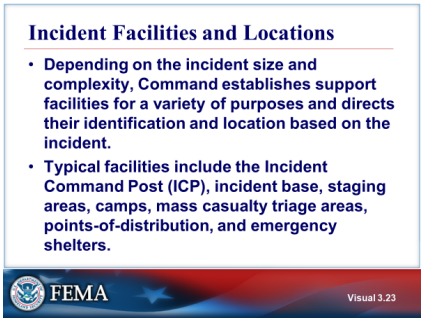
- Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems.
- Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges

Accountability

- Effective accountability for all resources during an incident is essential.
- Incident personnel should adhere to principles of accountability, including check-in/check-out.
- Both personnel and resource tracking systems should be established early on in the incident.

In the World Trade Center 9/11 response, many private and volunteer ambulance units self- dispatched, undermining command and control at the scene and clogging the streets so that other responders assigned to the WTC had difficulty getting through.

When resources show up that have not been requested, the management of the incident can be compromised.

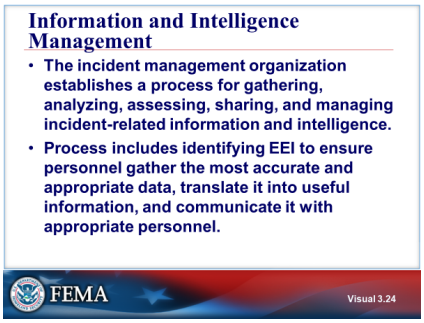


Visual 3.23

INCIDENT FACILITIES AND LOCATIONS

Depending on the incident size and complexity, Command establishes support facilities for a variety of purposes and directs their identification and location based on the incident.

Typical facilities include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.

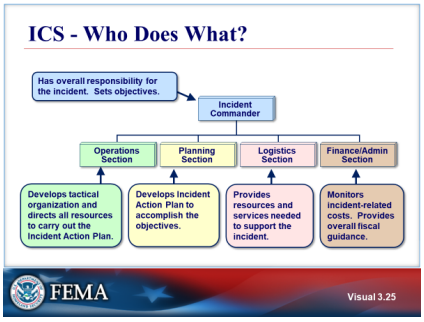


Visual 3.24

INFORMATION AND INTELLIGENCE MANAGEMENT

The incident management organization establishes a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence.

In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

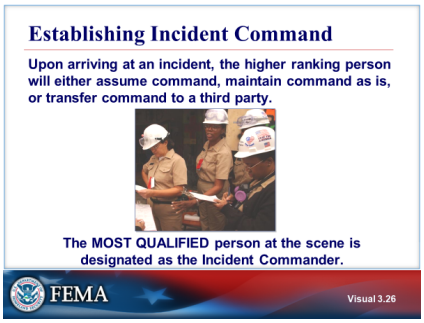


Visual 3.25

ICS – WHO DOES WHAT?

Overview of the responsibility of each position.

- The Incident Commander is 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.
- The Operations Section Chief is responsible for managing all tactical operations at an incident.
- The Planning Section Chief is responsible for providing planning services for the incident. The Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.
- The Logistics Section Chief provides all incident support and service needs except for logistics support to air operations.
- The Finance/Administration Section Chief is responsible for managing all financial aspects and administrative considerations needed to support incident management activities.



Visual 3.26

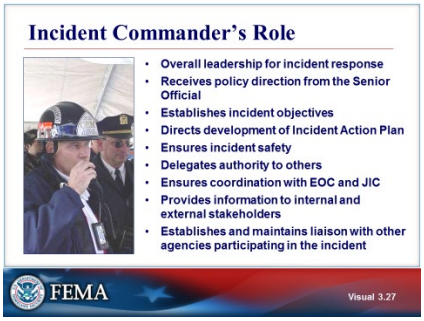
ESTABLISHING INCIDENT COMMAND

The Incident Commander is appointed by the Authority Having Jurisdiction. This is done through a delegation of authority. The delegation is normally established through policy prior to the incident. In some cases such as an overlap of jurisdictions there may be a need for a separate, incident specific delegation of authority.

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.

In some situations, a lower ranking person may be designated as the Incident Commander.



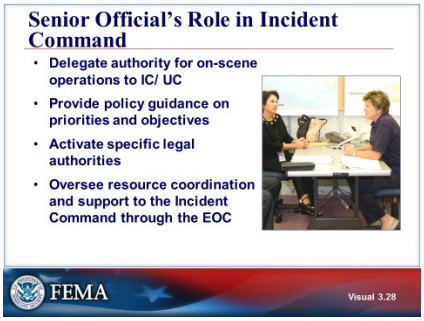
Visual 3.27

INCIDENT COMMANDER'S ROLE

Role of the Incident Commander (IC):

- Provides the overall leadership for incident response. The Incident Commander is in charge of overall management of the incident and must be fully qualified to manage the incident.
- Receives policy direction from the Senior Official.
- Establishes incident objectives.
- Directs the development of the Incident Action Plan (IAP).
- Ensures the safety of incident responders and the public.
- Delegates authority to others to manage the ICS organization.
- Ensures coordination with the EOC and JIC (if activated)
- Provides information to internal and external stakeholders.
- Establishes and maintains liaison with other agencies participating in the incident.

Note that the Incident Commander will size up the incident and assess resource needs. If the incident is complex and/or long term, more staff may be needed. In addition, a Deputy Incident Commander may be assigned. Note that if a Deputy IC is assigned, he or she must be fully qualified to assume the Incident Commander's position.



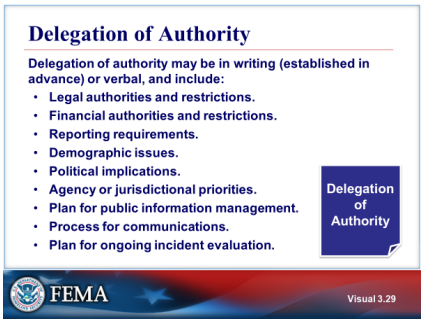
Visual 3.28

SENIOR OFFICIAL'S ROLE IN INCIDENT COMMAND

The Senior Official is responsible for the incident, but this responsibility does not mean that the Senior Official assumes a command role over the on-scene incident operation. Rather, the Senior Official:

- **Delegates** authority to the designated Incident Commander or Unified Command for on-scene operations. This 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 tactical, on-scene operation.
- Provides **policy guidance on priorities and objectives** based on situational needs and the Emergency Plan. If a MAC Group is established the Senior Official will normally participate in the policy guidance activities of the MAC Group.
- **Activates specific legal authorities** that may be required in response to and recovery from an incident:
  - Disaster declaration
  - Evacuation
  - State of Emergency
  - Other protective actions
- **Oversees resource coordination and su**pport to the on-scene command from the Emergency Operations Center or through dispatch.

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. Most routine communication such as situation updates from the Incident Commander to the Senior Official is done through the EOC.



Visual 3.29

DELEGATION OF AUTHORITY

An Incident Commander's scope of authority is derived:

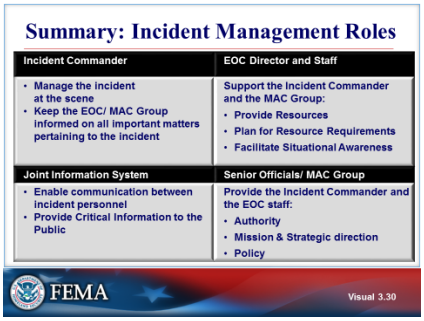
- From existing laws and agency policies and procedures, job description
- Through a delegation of authority from the agency administrator or elected official

A delegation of authority:

- The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed.
- 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.

A delegation of authority may not be required if the Incident Commander is acting:

- Within his or her existing authorities
- Under a formal pre-established delegation



Visual 3.30

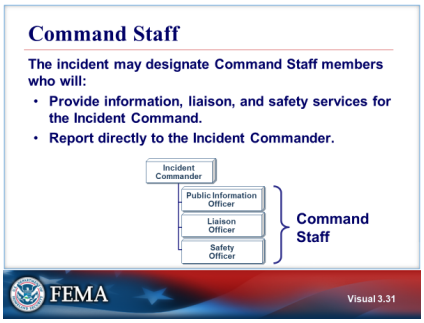
SUMMARY: INCIDENT MANAGEMENT ROLES

As the Senior Official, you must ensure that you are informed and that your Incident Commander and EOC are functioning in a responsible manner. You set policy, establish the mission to be accomplished, shape the overall direction, and give the trained responders the authority to accomplish the incident objectives.

The Incident Commander is the primary person in charge at the incident. In addition to managing the incident scene, he or she is trained to keep you informed and up to date on all important matters pertaining to the incident. This is normally facilitated through the EOC.

The final responsibility for the resolution of the incident remains with the chief elected official, chief executive officer, or agency administrator. Even after the incident response is over the Senior Official will have the responsibility for ensuring long term recovery from the incident by the jurisdiction. It is imperative then that the chief elected official, chief executive officer, or agency administrator remain an active student, supporter, supervisor, and evaluator of the EOC director and the Incident Commander.

The ICS hierarchy of command must be maintained. After you have clearly articulated the policy you wish followed and delegated certain authorities, the Incident Commander who reports to you will have the necessary authority and guidance to manage the incident.



Visual 3.31

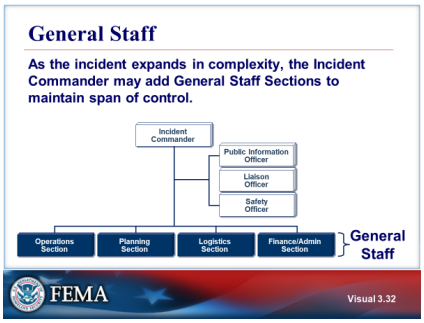
COMMAND STAFF

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.

Incident Command comprises the Incident Commander and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

The Command Staff includes the following positions:

- Public Information Officer
  - Advises the Incident Commander on information dissemination and media relations
  - Obtains information from and provides information to the Planning Section
  - Obtains information from and provides information to the community and media
  - Coordinates with the JIC and other PIOs
- Liaison Officer
  - Assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation
  - Provides briefings to and answers questions from supporting agencies
- Safety Officer
  - Advises the Incident Commander on issues regarding incident safety and health
  - Works with the Operations Section to ensure the safety of field personnel



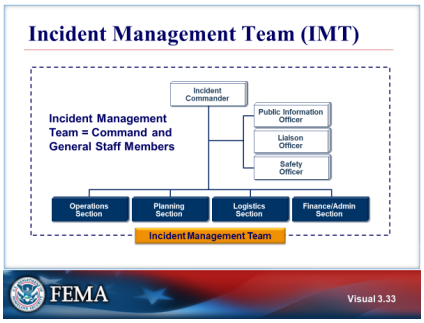
Visual 3.32

GENERAL STAFF

Key points:

- 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.
  - For some incidents, an Intelligence/ Investigations function may be added to the ICS structure. 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.
- As the number of operational responders (tactical resources) increases, the need for support resources (e.g., food, communications equipment, or supplies) increases.
- 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 staffed, the Incident Commander will have responsibility for that functional activity.

Refer to the Resources for Senior Officials which includes a description of all the Command and General Staff positions.



Visual 3.33

INCIDENT MANAGEMENT TEAM (IMT)

IMTs are rostered groups of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions.

IMTs exist at local, regional, state, tribal, and national levels and have formal notification, deployment, and operational procedures in place.

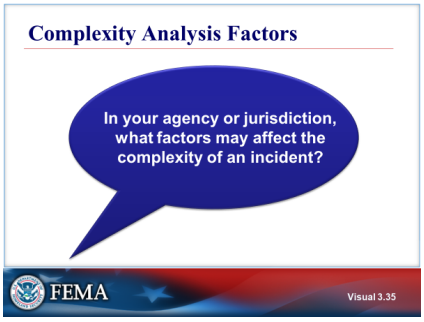
When assigned to manage an incident or to support an incident-related task or function, IMTs are typically *delegated the authority* to act on behalf of the affected jurisdiction or organization.



Visual 3.34

INCIDENT COMPLEXITY AND RESOURCE NEEDS

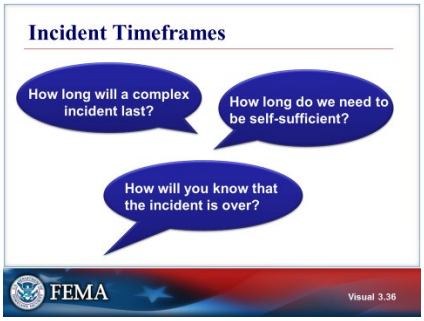
As complexity increases, resources must increase, requiring an organization with additional levels of supervision.



Visual 3.35

COMPLEXITY ANALYSIS FACTORS

Discussion: Identify the factors that may affect the complexity of an incident.

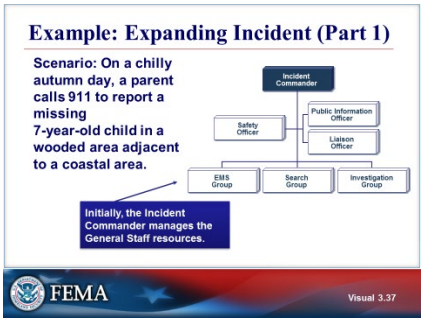


Visual 3.36

INCIDENT TIMEFRAMES

Senior Officials must understand the timeframes associated with incident management so that they are prepared.

During this short briefing, many minor, everyday incidents (e.g., structural fires, traffic accidents, medical emergencies, robberies, etc.) may occur and be resolved. However, complex incidents require much longer timeframes.



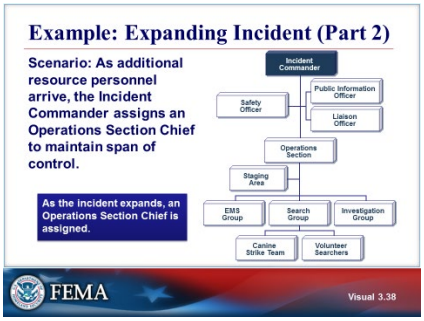
Visual 3.37

EXAMPLE: EXPANDING INCIDENT (PART 1)

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 initial ICS organization includes:

- Safety Officer to ensure the well-being of all responders and volunteers
- Liaison Officer to coordinate the different response groups
- Public Information Officer to handle the increasing numbers of media arriving at the scene

The Incident Command is managing the following tactical resources: Emergency Medical Services (EMS) Group, Search Group, and Investigation Group. The EMS Group, Search Group, and Investigation Group each have a Supervisor who reports to the Incident Commander.



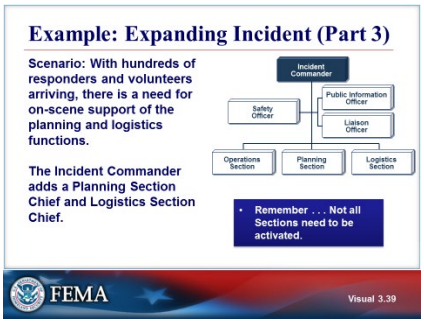
Visual 3.38

EXAMPLE: EXPANDING INCIDENT (PART 2)

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. Three Groups have been established: the EMS Group, Search Group, and Investigation Group. Within the Search Group, resources are being organized into teams. 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 3.39

EXAMPLE: EXPANDING INCIDENT (PART 3)

Scenario, continued:

After the first hour, the Incident Commander establishes the following additional Sections to support the operation:

- Planning Section to develop the Incident Action Plan (IAP) 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.

Note that in this incident the Finance and Administration functions were not needed. Sections are only established if needed.



Visual 3.40

UNIFIED COMMAND

Each participating partner maintains authority, responsibility, and accountability for its personnel and other resources

A Unified Command allows 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.

Unified Command can allocate resources regardless of ownership or location.

Unified Command does not affect individual agency authority, responsibility, or accountability.

Unified Command is typically executed during incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement. This may include integrating neighboring jurisdictions, private sector organizations, or overlapping local, state, territorial, tribal, and/or Federal authorities.

Unified Command allows agencies and organizations with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.



Visual 3.41

UNIFIED COMMAND (CONT.)

In a Unified Command:

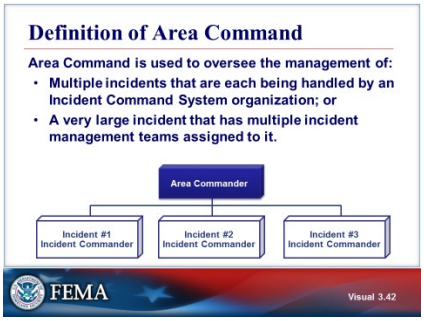
- There is no one "commander." Instead, the members of the Unified Command manage the incident by a common set of jointly approved objectives.
- The Unified Command establish a single Incident Action Plan (IAP).
- Allows the members of the Unified Command to make joint decisions by establishing a single command structure.
- There is a single, unified staff under the Unified Command, i.e. one Operations section, one Safety Officer, etc.
- Maintains unity of command. Each employee only reports to one supervisor.

Unified Command is an important element in multijurisdictional or multiagency incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies, selecting objectives, and ensuring that joint tactical planning occurs.

The intent of Unified Command is that no agency's legal authorities will be compromised or neglected.



Visual 3.42

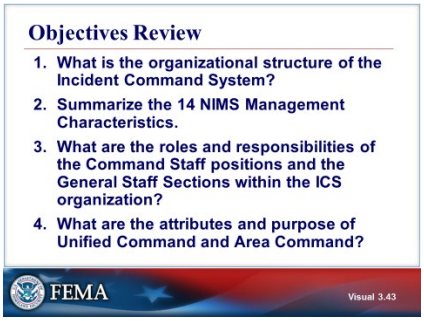
DEFINITION OF AREA COMMAND

Key points:

- Area Command establishes multiple ICS organizations under an Area Commander to oversee:
  - Multiple concurrent incidents
  - Very complex incidents
- Incidents of different types or without similar resource needs are usually handled as separate incidents.
- An Area Command is activated to address competition for resources among multiple ICPs based on the complexity of the incident and incident management span-of-control considerations).

The use of an Area Command makes the jobs of Incident Commanders and agency officials easier for the following reasons:

- Much of the cross-incident coordination typically performed by each Incident Commander is accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their IMTs to focus attention on their incident objectives, strategies, and tactics.
- Area Command sets priorities between incidents and ensures efficient resource use. Critical resources are allocated by the overall priorities established by the agency officials. Competition among incidents for critical resources is managed.
- Area Command ensures that agency policies, priorities, constraints, and guidance are understood and consistently implemented by all Incident Commanders or Unified Commands.
- Area Command also reduces the coordination requirements of Senior Officials by providing a central coordination point for the incident(s).



Visual 3.43

OBJECTIVES REVIEW

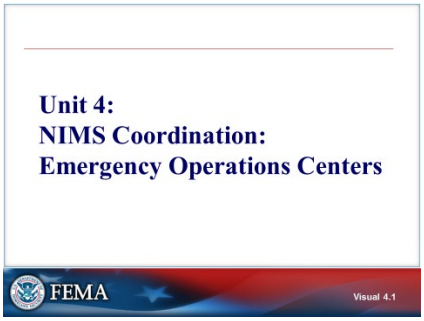
Unit Enabling Objectives

- Describe the organizational structure of the Incident Command System.
- Summarize the 14 NIMS Management Characteristics.
- Describe the roles and responsibilities of Command and General Staff within the ICS organization.
- Explain the attributes and purpose of Unified Command and Area Command.

Unit 4: NIMS Coordination: Emergency Operations Centers

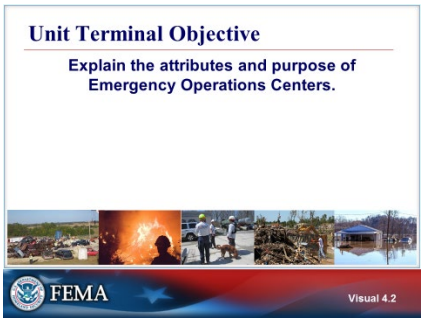
STUDENT MANUAL

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Visual 4.1

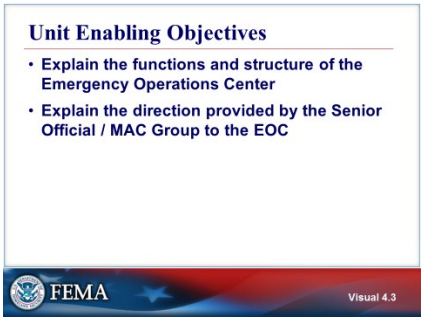
UNIT 4: NIMS COORDINATION: EMERGENCY OPERATIONS CENTERS



Visual 4.2

UNIT TERMINAL OBJECTIVE

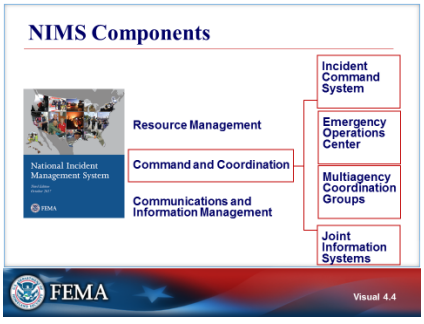
Explain the attributes and purpose of Emergency Operations Centers.



Visual 4.3

UNIT ENABLING OBJECTIVES

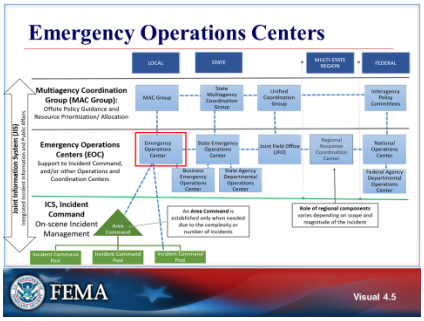
- Explain the functions and structure of the Emergency Operations Center
- Explain the direction provided by the Senior Official / MAC Group to the EOC



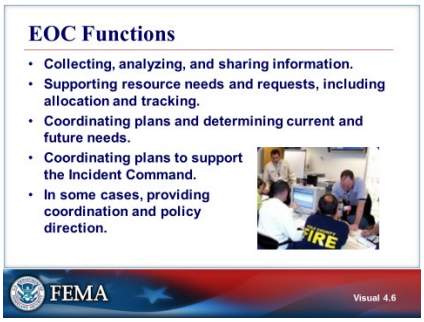
Visual 4.4

NIMS COMPONENTS

This unit provides an overview of Emergency Operations Centers, one of the four NIMS Command and Coordination systems.



Visual 4.5



Visual 4.6

EMERGENCY OPERATIONS CENTERS

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

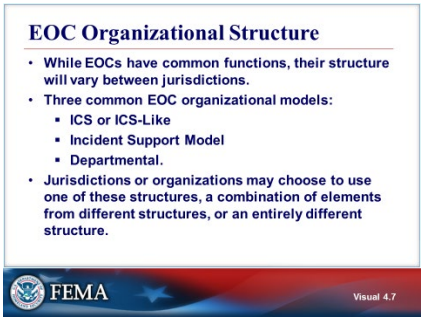
EOCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.

EOC FUNCTIONS

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

- Collecting, analyzing, and sharing information
- Supporting resource needs and requests, including allocation and tracking
- Coordinating plans and determining current and future needs
- Coordinating plans to support the Incident Command.
- In some cases, providing coordination and policy direction

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 4.7

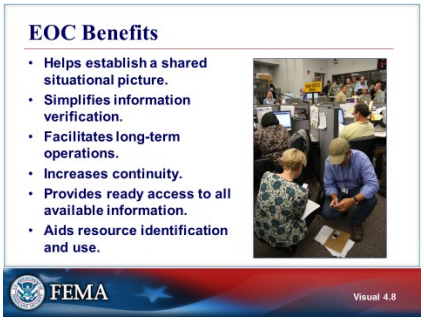
EOC ORGANIZATIONAL STRUCTURE

EOCs 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.
- **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.
- **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.

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.

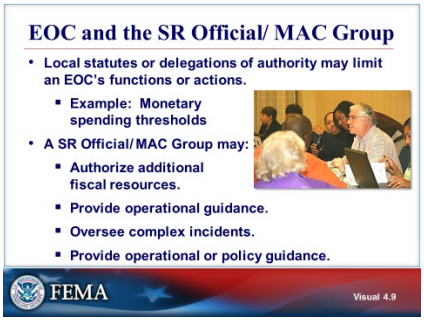


Visual 4.8

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.
- Facilitates long-term operation.
- Increases continuity.
- Provides improved access to all available information.
- Easier identification and deployment of available resources.

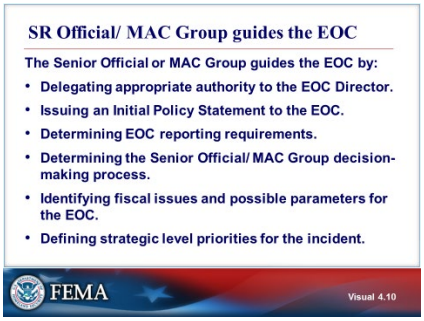


Visual 4.9

EOC AND THE SR OFFICIAL/ MAC GROUP

In some communities and jurisdictions, local statutes or delegations of authority may limit an EOC's functions or actions. These limitations may include monetary thresholds.

It is often the role of a Senior Official or the MAC Group to authorize additional fiscal resources and/or to provide operational guidance for an EOC during activation.

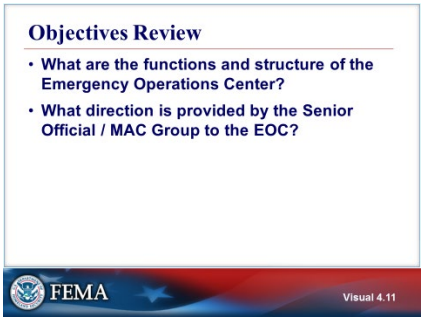


Visual 4.10

SR OFFICIAL/ MAC GROUP GUIDES THE EOC

The actions a Senior Official or the MAC Group may undertake when an EOC is activated for an incident:

- Delegating appropriate authority to the EOC Director.
- Issuing an Initial Policy Statement to the EOC.
- Determining EOC reporting requirements.
- Determining the Senior Official/ MAC Group decision-making process.
- Identifying fiscal issues and possible parameters for the EOC.
- Defining strategic level priorities for the incident.



Visual 4.11

OBJECTIVES REVIEW

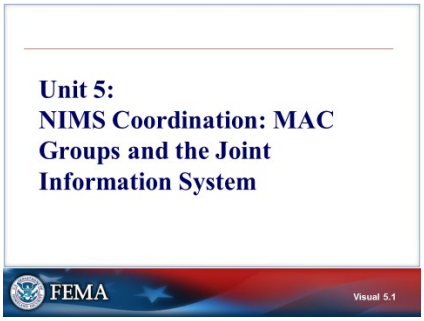
- Explain the functions and structure of the Emergency Operations Center
- Explain the direction provided by the Senior Official / MAC Group to the EOC

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Unit 5: NIMS Coordination: The MAC Group and the Joint Information System

STUDENT MANUAL

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Visual 5.1

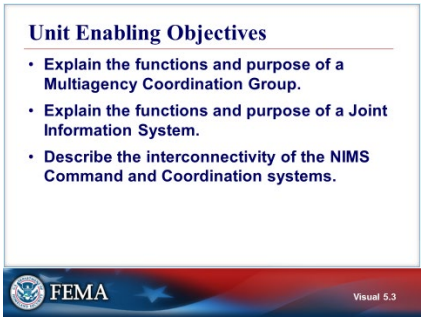
UNIT 5: NIMS COORDINATION: THE MAC GROUP AND THE JOINT INFORMATION SYSTEM



Visual 5.2

UNIT TERMINAL OBJECTIVE

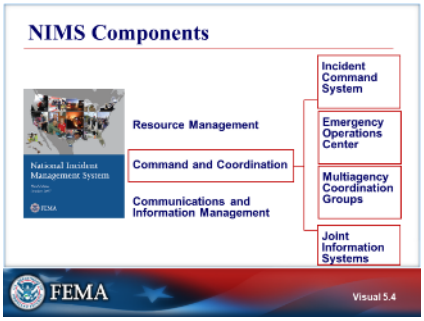
Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System, and Incident Command.



Visual 5.3

UNIT ENABLING OBJECTIVES

- Explain the functions and purpose of a Multiagency Coordination Group.
- Explain the functions and purpose of a Joint Information System.
- Describe the interconnectivity of the NIMS Command and Coordination systems.

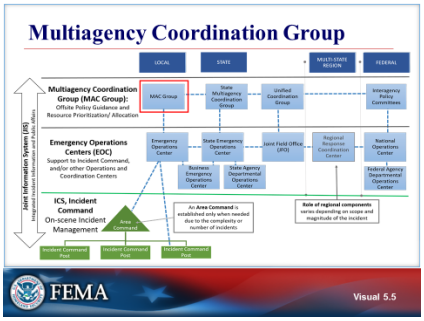


Visual 5.4

NIMS COMPONENTS

We have discussed ICS and EOCs in the previous units.

In this unit, we will briefly discuss two of the NIMS Command and Coordination structures: MAC Groups, and the JIS (Joint Information System).



Visual 5.5

MULTIAGENCY COORDINATION 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 Senior Official for a jurisdiction normally participates in the MAC Group when it is formed.

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 5.6

THE MAC GROUP

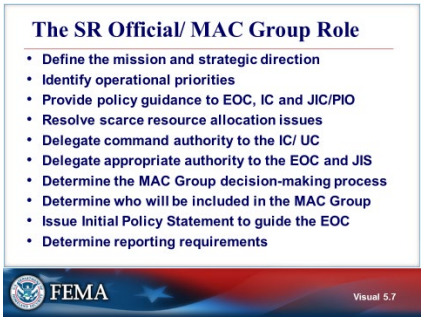
A MAC Group

- Provides policy guidance to incident personnel
- Supports resource prioritization and allocation
- Enables decision-making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management

The MAC Group may be located adjacent to EOC operations, located in an area away from the physical location of the EOC, or operate "virtually," via phone conferences, video, radio, or email.

MAC Groups are most often comprised of experienced or authorized individuals, including but not limited to:

- Elected officials (examples: City Council Chair or the Mayor).
- Senior decision makers (examples: Jurisdictional Manager or Administrator).
- Senior public safety officials (examples: Fire or Police Chiefs or designees, Public Works Directors, etc.).
- High-level, subject-matter experts (examples: hazardous material chiefs, weather leads, seismic experts).
- Additional personnel as required by the MAC Group (MAC Group Reps).



Visual 5.7

THE SENIOR OFFICIAL/ MAC GROUP ROLE

The Senior Official, often working with the MAC Group, enable incident management activities of the Incident Command, EOC and JIC by:

- Defining the mission and strategic direction
- Identifying operational priorities
- Providing policy guidance to EOC, IC and JIC/PIO
- Resolve scarce resource allocation issues between incidents
- Delegating Command Authority to the IC/ UC
- Delegating appropriate authority to the EOC and JIS to carry out their communications, coordination and resource support roles.
- Determining the MAC Group decision-making process
- Determining who will be included in the MAC Group
- Issuing Initial Policy Statement to guide the EOC
- Determining reporting requirements for EOC, IC/UC and JIC/PIO



Visual 5.8

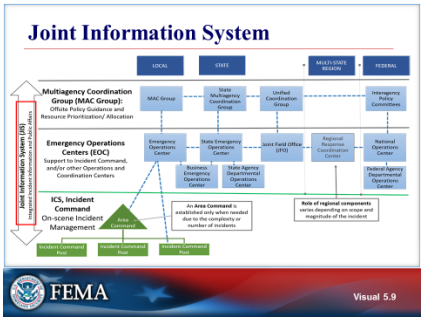
OPERATIONAL PRIORITIES

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 define and these priorities *at the policy level*. Incident Commanders apply these priorities to the development of incident objectives at the incident (tactical) level.

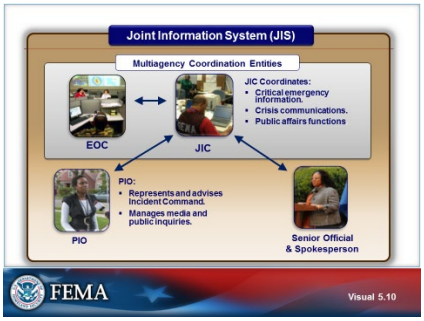


Visual 5.9

JOINT INFORMATION SYSTEM

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



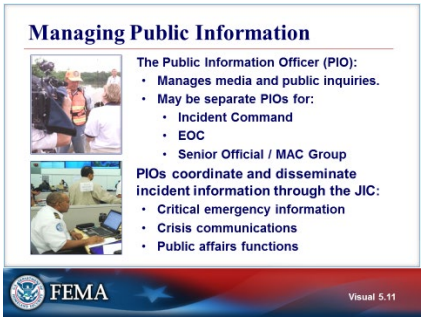
Visual 5.10

JOINT INFORMATION SYSTEM (JIS) GRAPHIC

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

- The EOC
- The Public Information Officer at the incident
- Agency executives and spokespersons

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



Visual 5.11

MANAGING PUBLIC INFORMATION

Senior Officials must coordinate and integrate messages with on-scene Public Information Officers and other agencies. The Public Information Officer and the Joint Information Center are tools to support you in this responsibility.

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 information.

Public Information Officers handle inquiries from the media, the public, and elected officials; emergency public information and warnings; rumor monitoring and response; media monitoring as well as social media; and other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident, particularly regarding information on public health, safety, and protection.

The Public Information Officers coordinates through the Joint Information Center (JIC), an interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident.



Visual 5.12

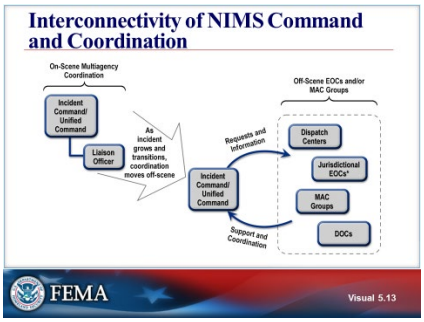
NIMS DESCRIBES SYSTEMS…NOT A FACILITY

The Command and Coordination Systems in NIMS provide the architecture to support coordination for.

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

These NIMS Command and Coordination Systems are not a physical location or facility. They may include:

- On-scene command structure and responders
- Resource coordination centers
- Coordination entities/groups
- Emergency Operations Centers
- Dispatch

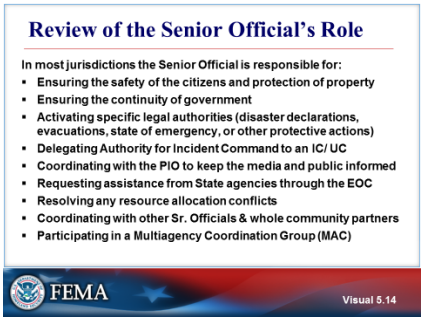


Visual 5.13

INTERCONNECTIVITY OF NIMS COMMAND AND COORDINATION

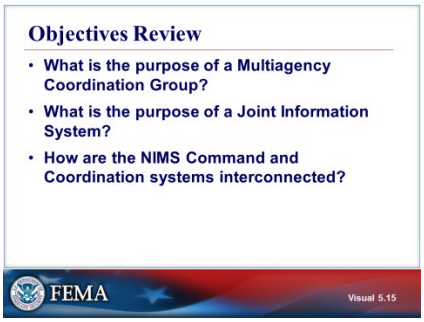
This visual is utilized to summarize and wrap up the respective roles and intercomnnectivity of these systems.

- 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 5.14

REVIEW OF THE SENIOR OFFICIAL'S ROLE



Visual 5.15

OBJECTIVES REVIEW

Unit Enabling Objectives

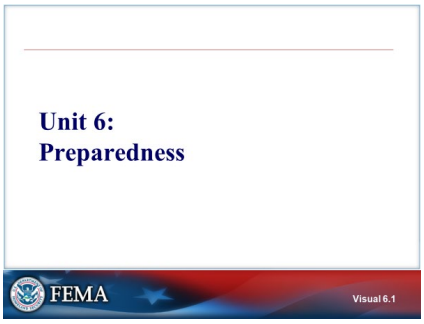
- Explain the functions and purpose of a Multiagency Coordination Group.
- Explain the functions and purpose of a Joint Information System.
- Describe the interconnectivity of the NIMS Command and Coordination systems.

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Unit 6: Preparedness

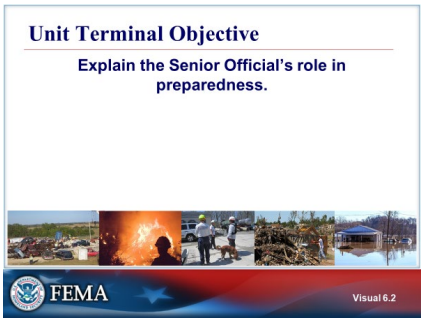
STUDENT MANUAL

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Visual 6.1

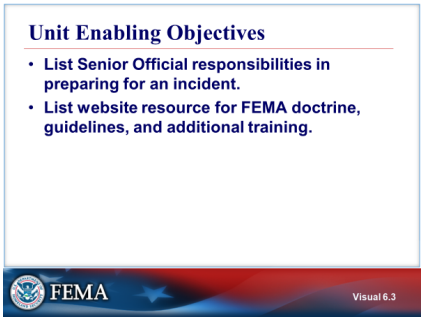
UNIT 6: PREPAREDNESS



Visual 6.2

UNIT TERMINAL OBJECTIVE

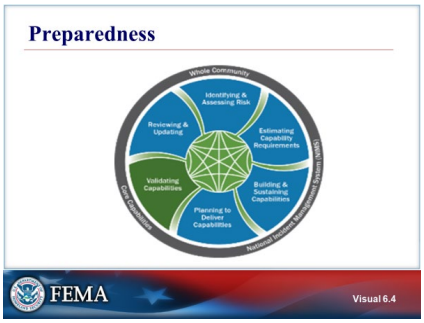
Explain the Senior Official's role in preparedness.



Visual 6.3

UNIT ENABLING OBJECTIVES

- List Senior Official responsibilities in preparing for an incident.
- List website resource for FEMA doctrine, guidelines, and additional training.



Visual 6.4

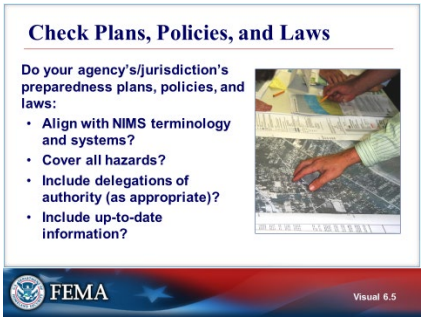
PREPAREDNESS

Preparedness consists of those activities conducted to prepare for an incident. Senior officials are responsible for preparedness activities within their jurisdiction.

Preparing for an incident is priority. Once an incident occurs, those systems and constructs should be in place to help streamline response. Reviewing and updating efforts promote continuous improvement.

The National Preparedness System defines components that contribute to preparedness:

- Identifying and assessing risk
- Estimating the level of capabilities needed to address those risks
- Building or sustaining the required levels of capability
- Developing and implementing plans to deliver those capabilities
- Validating and monitoring progress



Visual 6.5

CHECK PLANS, POLICIES, AND LAWS

As an Senior Official, your decision to make preparedness a continued priority may save more lives than any actions you take during the response to an incident.

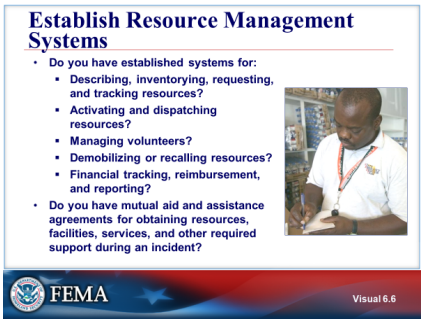
Consult with your Emergency Manager frequently to be kept abreast of your agency's/jurisdiction's readiness.

Note that preparedness plans may take many forms, but the most common include:

- Federal, State, or local emergency plans
  - Note: Emergency plans are developed at the Federal, State, and local levels to provide a uniform response to all hazards that a community may face. Preparedness plans must be consistent with National Incident Management System (NIMS).
- Comprehensive Emergency Management Plan (CEMP)
- Emergency Action Plan (EAP)
- Emergency Operations Plan (EOP)
- Jurisdictional or agency policies
- Standard Operating Guidelines (SOGs)
- Standard Operating Procedures (SOPs)

Senior Officials should ensure that their jurisdiction's preparedness plans, policies, and laws:

- Support the NIMS Implementation Objectives.
- Cover all hazards and are based on risk assessments.
- Include delegations of authority (as appropriate).
- Include up-to-date information about:
  - Resources in the area
  - Contact information for agency administrators and response personnel



Visual 6.6

ESTABLISH RESOURCE MANAGEMENT SYSTEMS

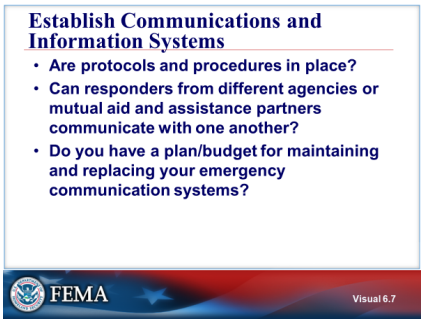
Senior Officials should ensure that their jurisdiction has established resource management systems for:

- Describing, inventorying, requesting, and tracking resources
- Activating and dispatching resources
- Managing volunteer resources and spontaneous volunteers (e.g., civil patrols, Community Emergency Response Teams (CERTs), neighborhood patrols, etc.)
- Demobilizing or recalling resources
- Financial tracking, reimbursement, and reporting

Mutual aid is the voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate.

When combined with NIMS resource management, mutual aid and assistance allows jurisdictions to share resources among mutual aid partners.

Senior Officials should ensure that mutual aid agreements and assistance agreements are current and in place for obtaining resources, facilities, services, and other required support from other jurisdictions during an incident.



Visual 6.7

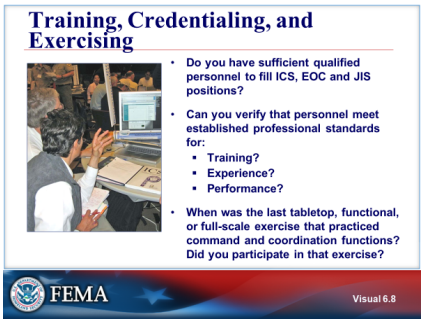
ESTABLISH COMMUNICATIONS AND INFORMATION SYSTEMS

Check to see if their jurisdictions have protocols and procedures for:

- Formulating and disseminating information and warnings
- Formulating, executing, and communicating operational decisions
- Preparing for potential requirements and requests supporting incident management activities
- Developing and maintaining situation awareness

Senior Officials should confirm that responders from different agencies (e.g., fire, police, public works) or mutual aid and assistance partners can communicate with one another.

They should also ensure that their jurisdiction has a plan and/or budget for maintaining and replacing emergency communication systems.



Visual 6.8

TRAINING, CREDENTIALING, AND EXERCISING

Senior Officials must ensure that incident responders are well trained and qualified. Senior Officials should also ensure that members of their MAC Groups understand their incident responsibilities and are prepared to give advice and guidance.

- Do you have sufficient qualified personnel to fill ICS, EOC and JIS positions?

Senior leaders should ensure that departments have the qualification processes and protocol to ensure a qualified Incident Commander for every incident. This should include trigger points for which they would need to request the delegation of additional authorities from senior officials.

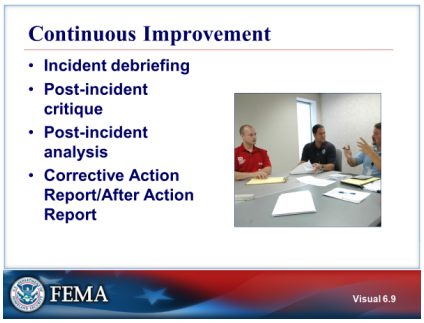
Qualities of an effective Incident Commander:

- Skilled/experienced in directing tactical response operations
- Command presence
- Understanding of ICS
- Proven management record
- Strong decision-maker
- Calm but quick thinking
- Good communication skills
- Adaptability and flexibility
- Realistic about personal limitations
- Political awareness

Can they verify that personnel meet established professional standards for:

- Training
- Experience
- Performance
- Credentialing

When was the last tabletop, functional, or full-scale exercise conducted to practice command and coordination functions? Senior Officials should participate in these exercises.



Visual 6.9

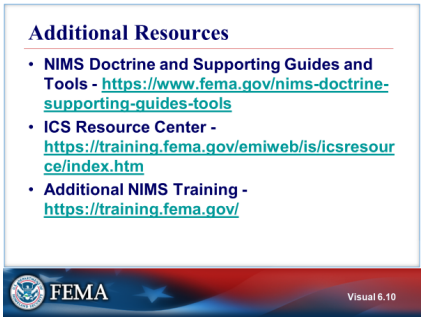
CONTINUOUS IMPROVEMENT

Assessments should be conducted after a major activity to allow employees and leaders to discover what happened and why.

Common assessment methods include:

- Incident debriefing
- Post-incident critique
- Post-incident analysis
- Corrective Action Report/After Action Report

The goal of these assessments is to develop recommended changes/ improvements.

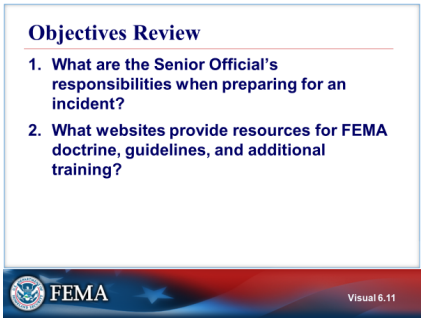


Visual 6.10

ADDITIONAL RESOURCES

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
- Additional NIMS Training



Visual 6.11

OBJECTIVES REVIEW

Unit Enabling Objectives

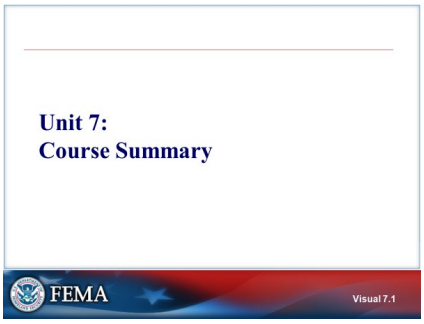
- List Senior Official responsibilities in preparing for an incident.
- List website resources for FEMA doctrine, guidelines, and additional training.

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Unit 7: Course Summary

STUDENT MANUAL

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Visual 7.1

UNIT 7: COURSE SUMMARY



Visual 7.2

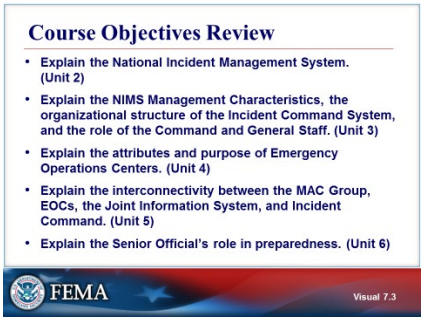
UNIT OBJECTIVES

Unit Terminal Objective

- Summarize the course objectives.

Unit Enabling Objective

- Identify key discussion points/topics and expectations from the course.

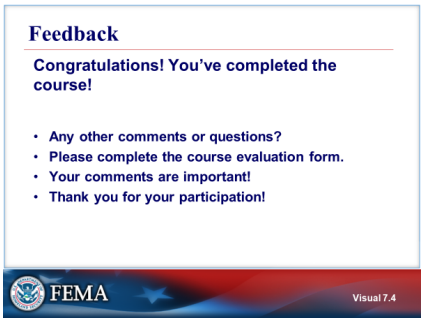


Visual 7.3

COURSE OBJECTIVES REVIEW

The overall goal of this course was to familiarize Senior Officials (executives, elected and appointed officials) with Incident Command System (ICS) and their role in supporting incident management within the National Incident Management System (NIMS).

- Explain the National Incident Management System.
- Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff.
- Explain the attributes and purpose of Emergency Operations Centers.
- Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System and Incident Command.
- Explain the Senior Official's role in preparedness.



Visual 7.4

FEEDBACK

Congratulations! You have completed the NIMS Overview for Senior Officials (Executives, Elected, and Appointed) Course.

Thank you for your participation and for your contributions to the discussions.

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