
Unit 6: NIMS Command and Management

Objectives

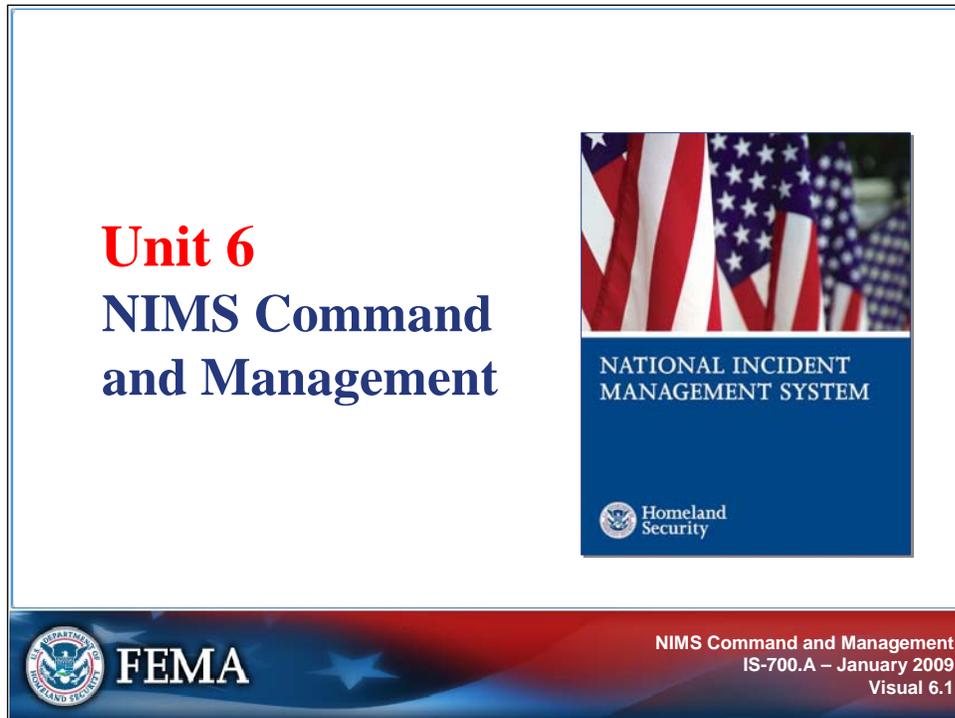
At the end of this unit, you should be able to define the concepts and principles related to the following Command and Management elements:

- Incident Command System
 - Multiagency Coordination Systems
 - Public Information
-

Scope

- Unit Introduction and Objectives
 - Introduction to NIMS Command and Management
 - Command and Management Elements
 - Video: What Is NIMS Command and Management?
 - Understanding Command and Coordination
 - Incident Command System
 - What Is ICS?
 - ICS Features
 - Incident Command Functions
 - Incident Commander
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 - Command Staff
 - General Staff
 - Unified Command
 - Unified Command Benefits
 - Single vs. Unified Command
 - Area Command
 - Incident Management Teams
 - Multiagency Coordination Systems
 - Multiagency Support and Coordination
 - A System . . . Not a Facility
 - Emergency Operations Center (EOC)
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 - Public Information
 - Managing Public Information
 - Joint Information Center (JIC)
 - Speaking With One Voice
 - Joint Information System (JIS)
 - Knowledge Check and Summary
 - Preparedness Self-Assessment
-

Your Notes:



The slide features a white background with a blue border. On the left, the text "Unit 6" is in red, and "NIMS Command and Management" is in blue. On the right, there is a graphic with a blue background. The top part of the graphic shows several American flags. Below the flags, the text "NATIONAL INCIDENT MANAGEMENT SYSTEM" is written in white. At the bottom of the graphic is the Homeland Security logo. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "NIMS Command and Management IS-700.A – January 2009 Visual 6.1" on the right.

Key Points

This unit presents an overview of the NIMS Command and Management component.

Unit Objectives

Define the concepts and principles related to:

- Incident Command System
- Multiagency Coordination Systems
- Public Information

Unit List

- ✓ Overview
- ✓ Understanding NIMS
- ✓ Preparedness
- ✓ Communications and Information Management
- ✓ Resource Management
- Command and Management
- Additional Resources and Course Summary

📖 See pages 45-74 of the NIMS document.



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Visual 6.2

Key Points

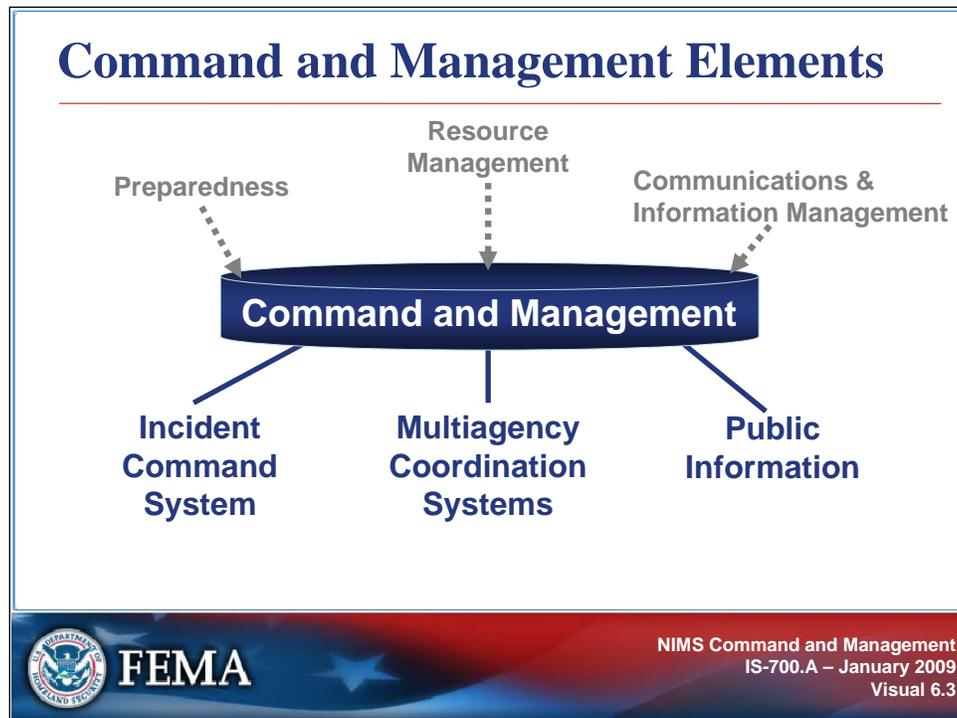
At the end of this unit, you should be able to define the concepts and principles related to the following Command and Management elements:

- Incident Command System
- Multiagency Coordination Systems
- Public Information

This unit summarizes the information presented in Component IV: Command and Management, including:

- Incident Command System
- Multiagency Coordination Systems
- Public Information
- Relationships Among Command and Management Elements

Refer to pages 45 through 74 of the NIMS document.



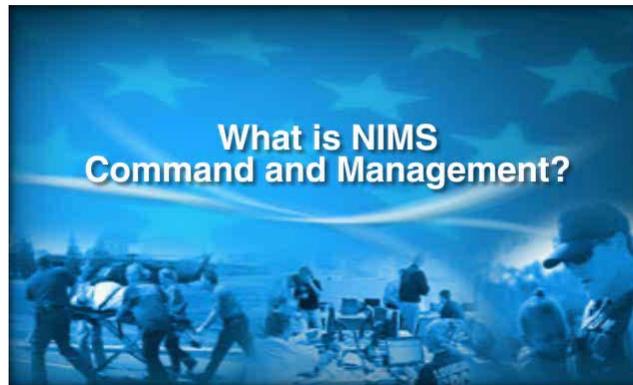
Key Points

This unit is divided into three sections covering each of the Command and Management elements:

- Incident Command System
- Multiagency Coordination Systems
- Public Information

The NIMS Command and Management component facilitates incident management by building upon all of the components covered in the previous lessons.

What Is NIMS Command & Management?



Click on the image to start the video.



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Key Points

This video provides an introduction to the NIMS Command and Management component.

Video Transcript:

The NIMS components of Preparedness, Communications and Information Management, and Resource Management provide a framework for effective management during incident response. vNext, we'll cover the fundamental elements of incident management including: Incident Command System, Multiagency Coordination Systems, and Public Information. Together, these elements comprise the NIMS Command and Management component. The Incident Command System, or ICS, is a standardized, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of incidents.

NIMS is best summed up by Craig Fugate: “. . .When we fail to work as a team, we fail our citizens and what NIMS is, is a system to provide a framework for all of the team to work together towards common goals.”

As an incident becomes more complex, multiagency coordination becomes increasingly important. Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination is accomplished through a comprehensive system of elements. These elements include facilities, equipment, personnel, procedures, and communications. Emergency Operations Centers and Multiagency Coordination Groups are just two examples of coordination elements.

The final Command and Management element is Public Information. Public Information includes processes, procedures, and organizational structures required to gather, verify, coordinate, and disseminate information—information that is essential for lifesaving response and community recovery.

Understanding Command & Coordination



Command

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



Coordination

The process of providing support to the command structure, and may include incident prioritization, critical resource allocation, communications systems integration, and information exchange.



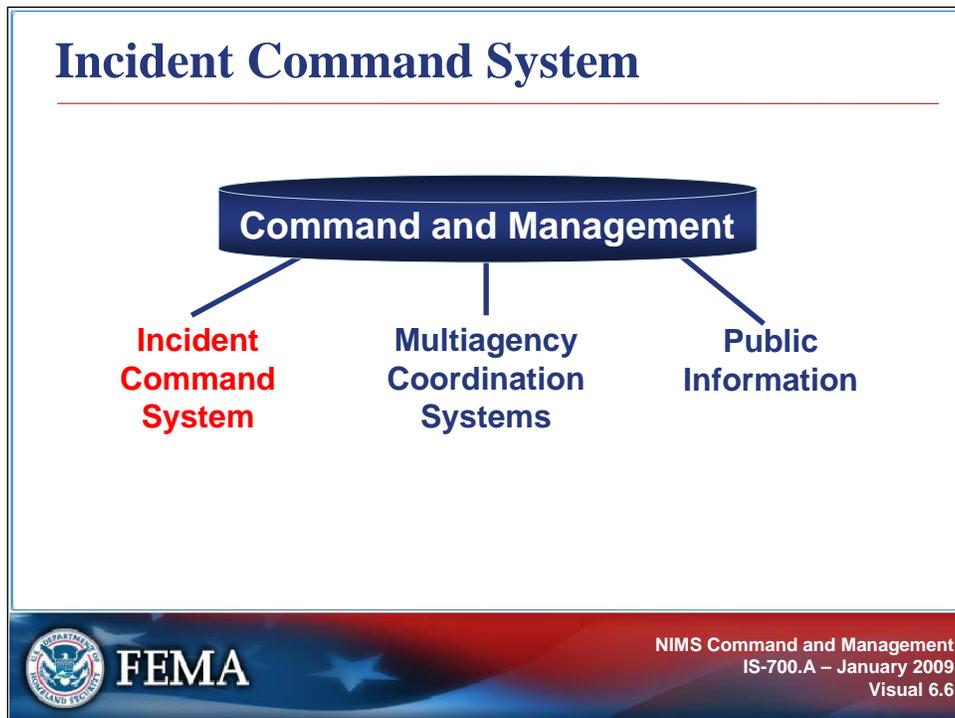
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Key Points

This unit presents information on command and coordination. Both elements are essential to ensuring a successful response. Remember that:

- **Command** is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority at the field level.
- **Coordination** is the process of providing support to the command structure and may include incident prioritization, critical resource allocation, communications systems integration, and information exchange.



Key Points

The first Command and Management element is the Incident Command System (ICS).

This unit reviews the key ICS concepts and terminology used within NIMS and is not a substitute for comprehensive ICS training. Additional information on ICS training requirements is available at the National Integration Center Web site.

What Is ICS?

ICS:

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure that matches the complexities and demands of incidents.
- Permits seamless integration of responders from all jurisdictions.
- Can be used for incidents of any type, scope, and complexity.



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Visual 6.7

Key Points

ICS is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a **common organizational structure**.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- Establishes common processes for planning and managing resources.

By using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.

NIMS prompts the use of ICS for every incident or scheduled event. Using ICS on all incidents helps hone and maintain skills needed for the large-scale incidents.

ICS Features

- **Standardization**
 - Common terminology
- **Command**
 - Establishment and transfer of command
 - Chain of command and unity of command
 - Unified command
- **Planning/Organizational Structure**
 - Management by objectives
 - Incident Action Plan (IAP)
 - Modular organization
 - Manageable span of control
- **Facilities and Resources**
 - Comprehensive resource management
 - Incident locations and facilities
- **Communications/Information Management**
 - Integrated communications
 - Information and intelligence management
- **Professionalism**
 - Accountability
 - Dispatch/Deployment

 Take a few minutes to review the ICS features descriptions at the end of this unit.



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Visual 6.9

Key Points

ICS is based on 14 proven management characteristics that contribute to the strength and efficiency of the overall system. Reference materials about the 14 features of ICS are located at the end of this unit.

ICS Features: Activity

Instructions: Using the ICS features handout, answer the following questions:

- What are chain of command and unity of command?
- What does the concept of modular organization mean?
- Why is information and intelligence management important?
- What would you include in an Incident Action Plan?
- What is an example of accountability?
- What is important to remember about dispatch/ deployment?



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Visual 6.10

Key Points

Refer to the descriptions of the 14 features on the handout at the end of this unit to answer each of the following questions:

- What are chain of command and unity of command?
- What does the concept of modular organization mean?
- Why is information and intelligence management important?
- What would you include in an Incident Action Plan?
- What is an example of accountability?
- What is important to remember about dispatch/deployment?



Key Points

Every incident requires that certain management functions be performed. The problem must be identified and assessed, a plan to deal with it developed and implemented, and the necessary resources procured and paid for.

Regardless of the size of the incident, these management functions still will apply.

There are five major management functions that are the foundation upon which the ICS organization develops. These functions include:

- **Incident Command:** Sets the incident objectives, strategies, and priorities and has overall responsibility for the incident.
- **Operations:** Conducts operations to reach the incident objectives. Establishes the tactics and directs all operational resources.
- **Planning:** Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.
- **Logistics:** Provides resources and needed services to support the achievement of the incident objectives.
- **Finance & Administration:** Monitors costs related to the incident. Provides purchasing and accounting support.

ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents.

Incident Commander



The Incident Commander:

- Provides overall leadership for incident response.
- Delegates authority to others.
- Takes general direction from agency administrator/official.



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Key Points

When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single **Incident Commander** is designated with overall incident management responsibility by the appropriate jurisdictional authority. The designated Incident Commander develops the incident objectives that direct all subsequent incident action planning. The Incident Commander approves the Incident Action Plan and the resources to be ordered or released.

The Incident Commander has overall responsibility for managing the incident by establishing objectives, planning strategies, and implementing tactics.

The **Incident Commander is the only position that is always staffed in ICS applications.** On small incidents and events, one person, the Incident Commander, may accomplish all management functions.

The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. The Incident Commander must:

- Have clear authority and know agency policy.
- Ensure incident safety.
- Establish the Incident Command Post.
- Set priorities, and determine incident objectives and strategies to be followed.
- Establish the Incident Command System organization needed to manage the incident.
- Approve the Incident Action Plan.
- Coordinate Command and General Staff activities.
- Approve resource requests and use of volunteers and auxiliary personnel.
- Order demobilization as needed.
- Ensure after-action reports are completed.
- Authorize information released to the media.

Incident Command Post

The Incident Command Post is:

- The location from which the Incident Command directs operations.
- Generally located at or in the immediate vicinity of the incident site.



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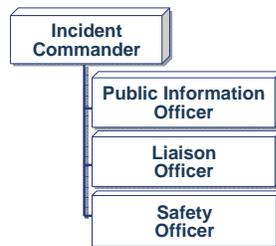
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Visual 6.13

Key Points

The incident Command and Management organization is located at the Incident Command Post (ICP). Incident Command directs operations from the ICP, which is generally located at or in the immediate vicinity of the incident site. Typically, one ICP is established for each incident.

As emergency management/response personnel deploy, they must, regardless of agency affiliation, report to and check in at the designated location and receive an assignment in accordance with the established procedures.

Command Staff



It may be necessary for the Incident Commander to designate a Command Staff that:

- Provides information, liaison, and safety services for the entire organization.
- Reports directly to the Incident Commander.



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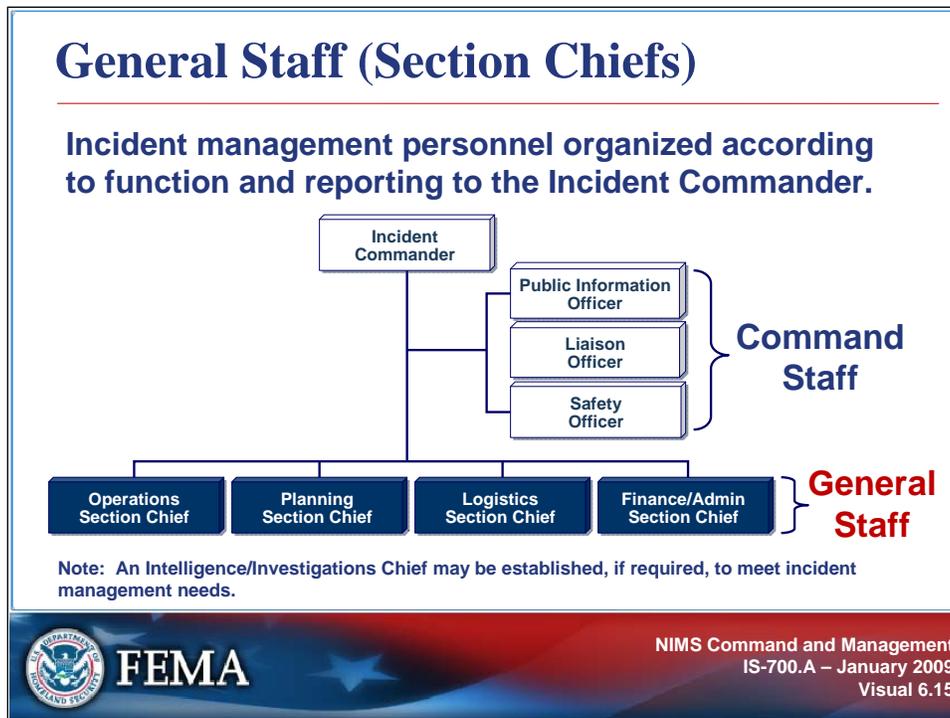
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Visual 6.14

Key Points

In an Incident Command organization, the Command Staff typically includes the following personnel:

- The **Public Information Officer** is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
- The **Safety Officer** monitors incident operations and advises the Incident Commander/Unified Command on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- The **Liaison Officer** is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and the private sector.

Additional Command Staff positions may be added depending upon incident needs and requirements.



Key Points

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

Reference materials at the end of this unit provide more information about each position within the Command and General Staffs.

Command and General Staff: Activity

Instructions: Using the Command and General Staff handout, answer the following questions:

- What is the role of the Liaison Officer?
- Why is it important to appoint a Safety Officer?
- Which Section Chief is responsible for:
 - Tracking incident costs?
 - Producing the Incident Action Plan?
 - The direct management of all incident-related tactical activities?
 - Overseeing the provision of facilities, services, and material support for the incident?



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Visual 6.16

Key Points

Refer to the descriptions of the Command and General Staff on the handout at the end of this unit to answer each of the following questions:

- What is the role of the Liaison Officer?

- Why is it important to appoint a Safety Officer?

- Which Section Chief is responsible for:
 - Tracking incident costs?

 - Producing the Incident Action Plan?

 - The direct management of all incident-related tactical activities?

 - Overseeing the provision of facilities, services, and material support for the incident?

Unified Command

As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for an incident to jointly provide management direction to the incident.

In Unified Command, no agency's legal authorities will be compromised or neglected.



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Visual 6.17

Key Points

Early in the development of ICS, it was recognized that many incidents crossed jurisdictional boundaries or the limits of individual agency functional responsibility. As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for an incident to jointly provide management direction to the incident.

NIMS encourages the use of Unified Command when appropriate.

The excerpt on the visual is from the following longer quote from the NIMS document:

“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 allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single Incident Action Plan. Each participating agency maintains its authority, responsibility, or accountability.”

Unified Command Benefits

- A shared understanding of priorities and restrictions.
- A single set of incident objectives.
- Collaborative strategies.
- Improved internal and external information flow.
- Less duplication of efforts.
- Better resource utilization.



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Visual 6.18

Key Points

In multijurisdictional or multiagency incident management, Unified Command offers the following advantages:

- A single set of objectives is developed for the entire incident.
- A collective “team” approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency’s legal authorities are compromised or neglected.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

Single vs. Unified Command

Single Incident Commander	Unified Command
<p>The Incident Commander is:</p> <ul style="list-style-type: none">▪ Solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies.▪ Directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.	<p>The individuals designated by their jurisdictional or organizational authorities work together to:</p> <ul style="list-style-type: none">▪ Determine objectives, strategies, plans, resource allocations, and priorities.▪ Execute integrated incident operations and maximize the use of assigned resources.



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Visual 6.19

Key Points

Note the following differences between single and unified command structures.

- **Single Incident Commander:** The Incident Commander is:
 - Solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies.
 - Directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.
- **Unified Command:** The individuals designated by their jurisdictional or organizational authorities (or by departments within a single jurisdiction) work together to:
 - Determine objectives, strategies, plans, resource allocations, and priorities.
 - Execute integrated incident operations and maximize the use of assigned resources.

Area Command

Area Command is used to oversee the management of:

- Multiple incidents that are each being handled by an Incident Command System organization; or
- A very large incident that has multiple Incident Management Teams assigned to it.



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Visual 6.20

Key Points

Read the following key points:

- Area Command is used when there are a number of incidents generally in the same area and often of the same kind. Examples include two or more hazardous materials spills, fires, etc. Often these kinds of incidents will vie for the same resources.
- When an incident expands to a large geographic area, the agency officials may choose to divide the incident into smaller pieces, called zones, each of which will be managed by an Incident Management Team (IMT).
- When incidents are of different kinds and/or do not have similar resource demands, they will usually be handled as separate incidents or will be coordinated through an Emergency Operations Center (EOC).

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 avoided. Often, agency dispatchers will recognize cross-incident coordination problems first.
- Area Command ensures that agency policies, priorities, constraints, and guidance are being made known to the Incident Commanders and implemented consistently across incidents.
- Area Command also reduces the workload of Executives/Senior Officials, especially if there are multiple incidents going on at the same time.

Area Command: Primary Functions

- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints.
- Establish critical resource use priorities between various incidents.
- Ensure that Incident Management Team personnel assignments and organizations are appropriate.
- Maintain contact with officials in charge, and other agencies and groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.



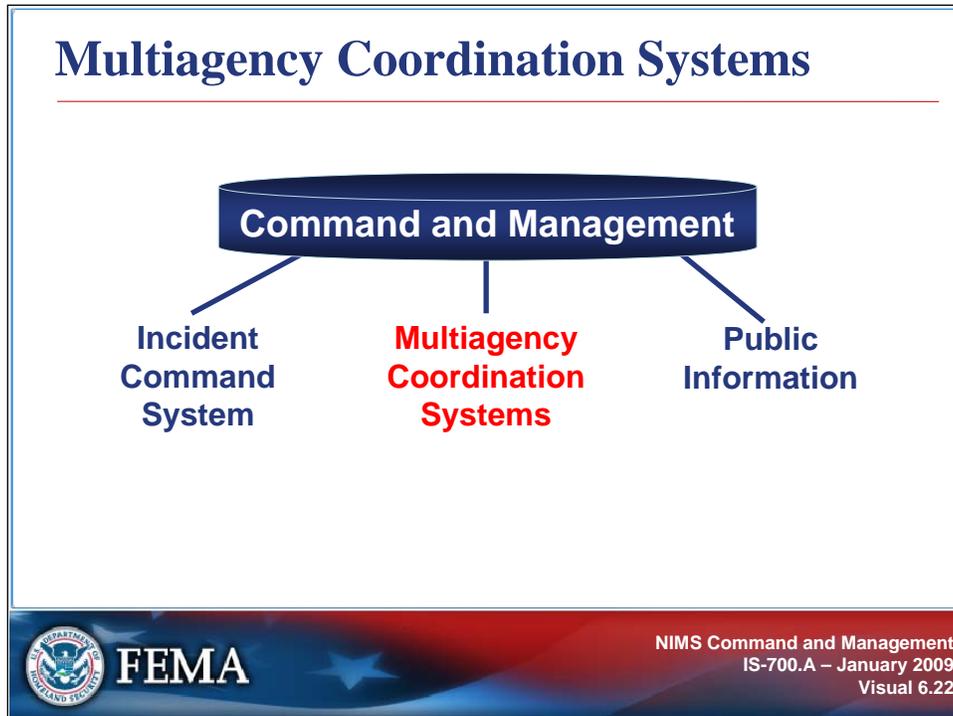
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Visual 6.21

Key Points

The Area Command is designed to ensure the effective management of assigned incidents. To do this, the Area Commander has the authority and responsibility to do the following for incidents within the Area Command:

- Provide agency or jurisdictional authority for assigned incidents.
- Ensure a clear understanding of agency expectations, intentions, and constraints.
- Establish critical resource use priorities between various incidents.
- Ensure that Incident Management Team personnel assignments and organizations are appropriate.
- Maintain contact with officials in charge, and other agencies and groups.
- Coordinate the demobilization or reassignment of resources between assigned incidents.



Key Points

The second Command and Management element is the Multiagency Coordination Systems.

Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively.

The I-400 Advanced Incident Command System (ICS) course presents more detailed training on Multiagency Coordination Systems.

Multiagency Coordination System (MACS)



A system that provides the architecture to support:

- Coordination for incident prioritization,
- Critical resource allocation,
- Communications systems integration, and
- Information coordination.



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Visual 6.23

Key Points

Read the following key points:

- NIMS describes MACS as providing “the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications.”
- MACS functions typically include: situation assessment, incident priority determination, critical resource acquisition and allocation, support for relevant incident management policies and interagency activities, coordination with other MACS, and coordination of summary information.
- MACS assist agencies and organizations responding to an incident.
- The elements of a MACS include facilities, equipment, personnel, procedures, and communications.
- Two of the most commonly used elements are Emergency Operations Centers (EOCs) and Multiagency Coordination (MAC) Groups.
- Common coordination elements may include:
 - Dispatch Center
 - EOC
 - Department Operations Center (DOC)
 - MAC Group



Key Points

In many emergencies, agencies have statutory responsibilities at incidents that extend beyond political jurisdictional boundaries. Many larger emergencies will involve two or more political subdivisions. It may be essential to establish a MACS to assist the coordination efforts on an area or regional basis.

A MACS is not a physical location or facility. Rather, a MACS includes all components involved in managing events or incidents, and may include:

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

Emergency Operations Center (EOC)



The EOC does not command the on-scene level of the incident.

A central location that supports Incident Command by:

- Making executive/policy decisions.
- Coordinating interagency relations.
- Dispatching and tracking requested resources.
- Collecting, analyzing, and disseminating information.



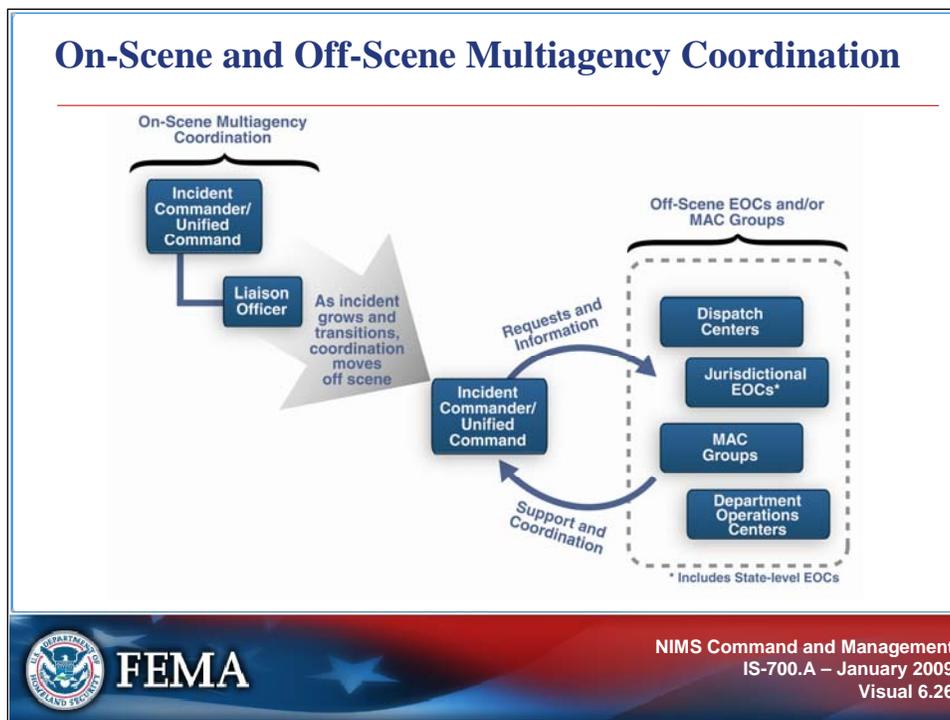
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Visual 6.25

Key Points

An Emergency Operations Center (EOC) is a central location that supports Incident Command by:

- Making executive/policy decisions.
- Coordinating interagency relations.
- Dispatching and tracking requested resources.
- Collecting, analyzing, and disseminating information.

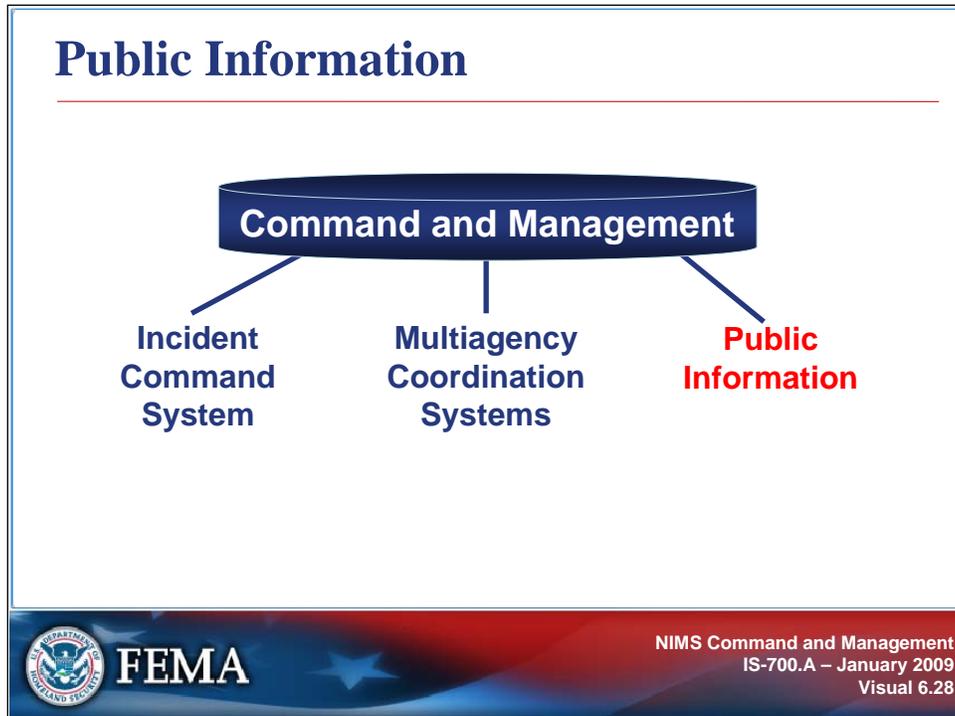


Key Points

Initially the Incident Command/Unified Command and the Liaison Officer may be able to provide all needed multiagency coordination at the scene. However, as the incident grows in size and complexity, offsite support and coordination may be required.

Coordination does **not** mean assuming command of the incident scene. Common coordination elements may include:

- **Dispatch Center:** A Dispatch Center coordinates the acquisition, mobilization, and movement of resources as ordered by the Incident Command/Unified Command.
- **Emergency Operations Center (EOC):** During an escalating incident, an EOC supports the on-scene response by relieving the burden of external coordination and securing additional resources. EOC core functions include coordination; communications; resource allocation and tracking; and information collection, analysis, and dissemination. EOCs may be staffed by personnel representing multiple jurisdictions and functional disciplines and a wide variety of resources.
- **Department Operations Center (DOC):** A DOC coordinates an internal agency incident management and response. A DOC is linked to and, in most cases, physically represented in the EOC by authorized agent(s) for the department or agency.
- **Multiagency Coordination (MAC) Group:** A MAC Group is comprised of administrators/executives, or their designees, who are authorized to represent or commit agency resources and funds. MAC Groups may also be known as multiagency committees or emergency management committees. A MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s) or may even function virtually. A MAC Group may require a support organization for its own logistics and documentation needs; to manage incident-related decision support information such as tracking critical resources, situation status, and intelligence or investigative information; and to provide public information to the news media and public. The number and skills of its personnel will vary by incident complexity, activity levels, needs of the MAC Group, and other factors identified through agreements or by preparedness organizations. A MAC Group may be established at any level (e.g., national, State, or local) or within any discipline (e.g., emergency management, public health, critical infrastructure, or private sector).



Key Points

The final Command and Management element is Public Information.

Public Information

Public Information includes messages about:

- Lifesaving measures.
- Evacuation routes.
- Threat and alert system notices.
- Other public safety information.



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Visual 6.29

Key Points

Public Information consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on the incident's cause, size, and current situation to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information must be coordinated and integrated across jurisdictions, agencies, and organizations; among Federal, State, tribal, and local governments; and with nongovernmental organizations and the private sector.

Public Information, education strategies, and communications plans help ensure that numerous audiences receive timely, consistent messages about:

- Lifesaving measures.
- Evacuation routes.
- Threat and alert system notices.
- Other public safety information.

Managing Public Information



The Public Information Officer (PIO):

- Represents and advises the Incident Command.
- Manages on-scene media and public inquiries.



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Visual 6.30

Key Points

Read the following key points:

- **Public information** consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on an incident's cause, size, and current situation to the public, responders, and additional stakeholders (both directly affected and indirectly affected). 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.
- The **Public Information Officer (PIO)** supports the Incident Command structure as a member of the Command staff. The PIO advises the Incident Commander on all public information matters relating to the management of the incident. The PIO handles inquiries from the media, the public, and elected officials; emergency public information and warnings; rumor monitoring and response; media monitoring; 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 PIO 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.

Source: National Incident Management System

Joint Information Center (JIC)

A JIC:

- May be established to coordinate public affairs functions.
- Serves as a focal point for coordinated and timely release of incident-related information to the public and the media.



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Visual 6.31

Key Points

In order to coordinate the release of emergency information and other public affairs functions, a Joint Information Center (JIC) may be established.

The JIC is:

- A central location that facilitates operation of the Joint Information System.
- A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.

The JIC serves as a focal point for coordinated and timely release of incident-related information to the public and the media. Information about where to receive assistance is communicated directly to victims and their families in an accessible format and in appropriate languages for those with limited English proficiency.

JICs may be established at all levels of government, at incident sites, or can be components of Multiagency Coordination Systems (i.e., EOCs and the Joint Field Office).

A single JIC location is preferable, but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

Discussion Question

What are some examples of incidents where you might establish a Joint Information Center?



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Visual 6.32

Key Points

Answer the following discussion question:

- What are some examples of incidents where you might establish a Joint Information Center?

Speaking With One Voice



- Executives/senior officials must coordinate and integrate messages with on-scene PIOs and other agencies.
- The Joint Information System (established procedures and protocols) is used to help ensure coordination of messages.



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Visual 6.33

Key Points

Executives/senior officials must coordinate and integrate messages with on-scene PIOs and other agencies.

The **Joint Information System**:

- 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 PIOs who may be located at the JIC, EOC, or other coordination center.

Joint Information System (JIS)

The JIS:

- Helps organize, integrate, and coordinate information across multiple jurisdictions and/or disciplines with NGOs and the private sector.
- Ensures timely, accurate, accessible, and consistent messaging.
- Includes the plans, protocols, procedures, and structures used to provide public information.



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Key Points

The Joint Information System (JIS):

- Provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector.
- Includes the plans, protocols, procedures, and structures used to provide public information.

Federal, State, tribal, territorial, regional, or local PIOs and established JICs are critical supporting elements of the JIS.

Discussion Question

Who would you include in
your Joint Information
System?



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Key Points

Answer the following discussion question:

- Who would you include in your Joint Information System?

Knowledge Review and Summary

Instructions:

- Answer the review questions on the next page in your Student Manual.
- Be prepared to share your answers with the class in 5 minutes.
- If you need clarification on any of the material presented in this unit, be sure to ask your instructors.



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Key Points

Instructions:

- Answer the review questions on the next page.
- Be prepared to share your answers with the class in 5 minutes.
- If you need clarification on any of the material presented in this unit, ask your instructors.

Preparedness Self-Assessment



Instructions:

- Turn to the self-assessment in your Student Manual.
- Take a few moments to complete the checklist about your organization's command and management systems.
- Use this information later to help strengthen your organization's response capabilities.



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Key Points

Instructions:

- Turn to the self-assessment in your Student Manual.
- Take a few moments to complete the checklist about your organization's command and management systems.
- Use this information later to help strengthen your organization's response capabilities.

Unit 6: Knowledge Review

1. What are the three elements within the NIMS Command and Management component?

2. Within NIMS, the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority at the field level is referred to as _____.

3. Read each statement and then select the type of command being described.

	Type of Command		
	Single	Unified	Area
A natural gas pipeline broke and exploded into flames near a residential area. Officials representing law enforcement, public works, and fire/rescue are jointly managing the incident based on a single Incident Action Plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Separate Incident Command organizations are directing the containment and cleanup of a widespread hazardous materials release. Each Incident Commander is responsible for a specified location and directly reports to a command organization that is managing across the incident sites.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A lightening strike caused an abandoned warehouse to become engulfed in flames. A battalion chief has assumed command and is directing all operations including fire suppression and law enforcement perimeter control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Who is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources?

5. Which position within the Command Staff interfaces with the public and media and/or with other agencies with incident-related information requirements?

6. Which position within the General Staff is responsible for the direct management of all incident-related tactical activities?

7. What is the name of the ICS document that establishes the overall incident objectives, strategies, and tactics?

8. Multiagency Coordination Systems (MACS) provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. MACS include facilities, equipment, personnel, procedures, and communications.

Name an example of a MACS entity or element.

9. What is the name of the physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place?

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10. Review the actions below. Indicate if the action is consistent with NIMS Multiagency Coordination principles.

	Consistent with NIMS	Not Consistent With NIMS
A Planning Specialist at the Emergency Operations Center is establishing objectives and tactics for clearing a major traffic accident involving passenger vehicles and a gasoline tanker truck.	<input type="checkbox"/>	<input type="checkbox"/>
A water main break has disrupted the downtown area, and the on-scene Liaison Officer is working to coordinate the interface with the business owners.	<input type="checkbox"/>	<input type="checkbox"/>
A hurricane threat is requiring a mass evacuation of a county. The local Emergency Operations Center is coordinating with State officials on the timing of warnings/evacuation orders, traffic flow strategies, and staging of gasoline and other commodities along routes.	<input type="checkbox"/>	<input type="checkbox"/>

11. Which entity provides a structure for developing and delivering incident-related coordinated messages by developing, recommending, and executing public information plans and strategies?

12. What is the purpose of the Joint Information System?

13. Use the space below to make note of any questions you have about the material covered in this unit.

Self-Assessment: Command and Management Preparedness

Instructions: Complete the following self-assessment to assess your jurisdiction's, agency's, or organization's command and management systems preparedness. Use this information to ensure that your jurisdiction, agency, or organization is well prepared.

My jurisdiction, agency, or organization has . . .	Yes	No
Emergency operations plans, policies, and procedures that are consistent with the NIMS principles.	<input type="checkbox"/>	<input type="checkbox"/>
Identified qualified personnel to assume ICS Command and General Staff positions.	<input type="checkbox"/>	<input type="checkbox"/>
Procedures for ensuring that common terminology is used for organizational functions, resource descriptions, and incident facilities.	<input type="checkbox"/>	<input type="checkbox"/>
Procedures for centralized, coordinated incident action planning to guide all response activities.	<input type="checkbox"/>	<input type="checkbox"/>
Conducted tabletop or functional exercises with all potential members of the Unified Command.	<input type="checkbox"/>	<input type="checkbox"/>
Procedures for addressing the interface between the on-scene Incident Command and other elements of the Multiagency Coordination System.	<input type="checkbox"/>	<input type="checkbox"/>
Conducted tabletop or functional exercises focusing on the interface between the on-scene Incident Command and other elements of the Multiagency Coordination System.	<input type="checkbox"/>	<input type="checkbox"/>
Processes and systems to communicate timely, accurate, and accessible information to the public.	<input type="checkbox"/>	<input type="checkbox"/>
Procedures for establishing a Joint Information Center.	<input type="checkbox"/>	<input type="checkbox"/>

Use the space below to make note of action items for your jurisdiction, agency, or organization.

The essential features are listed below:

Standardization:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

Command:

- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- **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 every individual has a designated supervisor to whom he or she reports at the scene of the incident. 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.
- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Planning/Organizational Structure:

- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.
- **Modular Organization:** The Incident Command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities. Every incident must have an Incident Action Plan (IAP) that: (a) Specifies the incident objectives; (b) States the activities; (c) Covers a specified timeframe, called an operational period; (d) May be oral or written.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

Facilities and Resources:

- **Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Comprehensive Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. 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.

Communications/Information Management:

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Professionalism:

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
 - **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.
 - **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. (This topic is covered in a later unit.)
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Reference

Command Staff

Position	Responsibilities
<p>Public Information Officer</p>	<p>The Public Information Officer is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The Public Information Officer gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external audiences.</p> <p>The Public Information Officer may also perform a key public information-monitoring role. Whether the command structure is single or unified, only one Public Information Officer should be designated per incident. Assistants may be assigned from other involved agencies, departments, or organizations. The Incident Commander/Unified Command must approve the release of all incident-related information.</p> <p>In large-scale incidents or where multiple command posts are established, the Public Information Officer should participate in or lead the Joint Information Center in order to ensure consistency in the provision of information to the public.</p>
<p>Safety Officer</p>	<p>The Safety Officer monitors incident operations and advises the Incident Commander/Unified Command on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander/Unified Command and supervisors at all levels of incident management.</p> <p>The Safety Officer is, in turn, responsible to the Incident Commander/Unified Command for the systems and procedures necessary to ensure ongoing assessment of hazardous environments, including the incident Safety Plan, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The Safety Officer has immediate authority to stop and/or prevent unsafe acts during incident operations.</p> <p>It is important to note that the agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Rather, each contributes to the overall effort to protect all responder personnel involved in incident operations.</p>

Reference

Command Staff

Position	Responsibilities
<p>Liaison Officer</p>	<p>The Liaison Officer is Incident Command’s point of contact for representatives of other governmental agencies, nongovernmental organizations, and the private sector (with no jurisdiction or legal authority) to provide input on their agency’s policies, resource availability, and other incident-related matters.</p> <p>Under either a single Incident Commander or a Unified Command structure, representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer.</p> <p>Agency and organizational representatives assigned to an incident must have the authority to speak for their parent agencies or organizations on all matters, following appropriate consultations with their agency leadership.</p> <p>Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.</p>
<p>Technical Specialists</p>	<p>Technical specialists can be used to fill other or additional Command Staff positions required based on the nature and location(s) of the incident or specific requirements established by Incident Command.</p> <p>For example, a legal counsel might be assigned to the Planning Section as a technical specialist or directly to the Command Staff to advise Incident Command on legal matters, such as emergency proclamations, the legality of evacuation orders, and legal rights and restrictions pertaining to media access.</p> <p>Similarly, a medical advisor—an agency operational medical director or assigned physician—might be designated to provide advice and recommendations to Incident Command about medical and mental health services, mass casualty, acute care, vector control, epidemiology, or mass prophylaxis considerations, particularly in the response to a bioterrorism incident.</p> <p>In addition, a Special Needs Advisor might be designated to provide expertise regarding communication, transportation, supervision, and essential services for diverse populations in the affected area.</p>

Reference

General Staff

Section	Responsibilities
<p>Operations</p>	<p>The Operations Section is responsible for all tactical activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety will always be the highest priorities and the first objectives in the Incident Action Plan.</p> <p>Expansions of this basic structure may vary according to numerous considerations and operational factors. In some cases, a strictly functional approach may be used. In other cases, the organizational structure will be determined by geographical/jurisdictional boundaries. In still others, a mix of functional and geographical considerations may be appropriate. The ICS offers flexibility in determining the right structural approach for the specific circumstances of the incident at hand.</p> <p>Operations Section Chief: The Section Chief is responsible to Incident Command for the direct management of all incident-related tactical activities. The Operations Section Chief will establish tactics for the assigned operational period. An Operations Section Chief should be designated for each operational period, and responsibilities include direct involvement in development of the Incident Action Plan.</p> <p>Branches: Branches may serve several purposes and may be functional, geographic, or both, depending on the circumstances of the incident. In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control. Branches are identified by the use of Roman numerals or by functional area.</p> <p>Divisions and Groups: Divisions and/or Groups are established when the number of resources exceeds the manageable span of control of Incident Command and the Operations Section Chief. Divisions are established to divide an incident into physical or geographical areas of operation. Groups are established to divide the incident into functional areas of operation. For certain types of incidents, for example, Incident Command may assign evacuation or mass care responsibilities to a functional group in the Operations Section. Additional levels of supervision may also exist below the Division or Group level.</p> <p>(Continued on next page.)</p>

Reference

General Staff

Section	Responsibilities
Operations Section (Continued)	<p>Resources: Resources may be organized and managed in three different ways, depending on the requirements of the incident:</p> <ul style="list-style-type: none">▪ Single Resources: These are individual personnel, supplies, or equipment and any associated operators.▪ Task Forces: These are any combination of resources assembled in support of a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.▪ Strike Teams: These are a set number of resources of the same kind and type that have an established minimum number of personnel. All resource elements within a Strike Team must have common communications and a designated leader. <p>The use of Task Forces and Strike Teams is encouraged wherever possible to optimize the use of resources, reduce the span of control over a large number of single resources, and reduce the complexity of incident management coordination and communications.</p>

Section	Responsibilities
<p>Planning</p>	<p>The Planning Section collects, evaluates, and disseminates incident situation information and intelligence for the Incident Commander/Unified Command and incident management personnel. This Section then prepares status reports, displays situation information, maintains the status of resources assigned to the incident, and prepares and documents the Incident Action Plan, based on Operations Section input and guidance from the Incident Commander/Unified Command.</p> <p>The Planning Section is comprised of four primary units, as well as a number of technical specialists to assist in evaluating the situation, developing planning options, and forecasting requirements for additional resources. These primary units that fulfill functional requirements are:</p> <ul style="list-style-type: none"> ▪ Resources Unit: Responsible for recording the status of resources committed to the incident. This unit also evaluates resources committed currently to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs. ▪ Situation Unit: Responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. ▪ Demobilization Unit: Responsible for ensuring orderly, safe, and efficient demobilization of incident resources. ▪ Documentation Unit: Responsible for collecting, recording, and safeguarding all documents relevant to the incident. ▪ Technical Specialist(s): Personnel with special skills that can be used anywhere within the ICS organization. <p>The Planning Section is normally responsible for gathering and disseminating information and intelligence critical to the incident, unless the Incident Commander/Unified Command places this function elsewhere. The Planning Section is also responsible for assembling and documenting the Incident Action Plan.</p> <p>The Incident Action Plan includes the overall incident objectives and strategies established by Incident Command. In the case of Unified Command, the Incident Action Plan must adequately address the mission and policy needs of each jurisdictional agency, as well as interaction between jurisdictions, functional agencies, and private organizations. The Incident Action Plan also addresses tactics and support activities required for one operational period, generally 12 to 24 hours.</p> <p>The Incident Action Plan should incorporate changes in strategies and tactics based on lessons learned during earlier operational periods. A written Incident Action Plan is especially important when: resources from multiple agencies and/or jurisdictions are involved, the incident will span several operational periods,; changes in shifts of personnel and/or equipment are required, or there is a need to document actions and decisions.</p>

Reference

General Staff

Section	Responsibilities
<p>Logistics</p>	<p>The Logistics Section is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. This Section also provides facilities, security (of the Incident Command facilities), transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required.</p> <p>The Logistics Section is led by a Section Chief, who may also have one or more deputies. Having a deputy is encouraged when all designated units are established at an incident site. When the incident is very large or requires a number of facilities with large numbers of equipment, the Logistics Section can be divided into two Branches. This helps with span of control by providing more effective supervision and coordination among the individual units. Conversely, in smaller incidents or when fewer resources are needed, a Branch configuration may be used to combine the task assignments of individual units.</p> <p>The Logistics Section has six primary units that fulfill the functional requirements:</p> <ul style="list-style-type: none"> ▪ Supply Unit: Orders, receives, stores, and processes all incident-related resources, personnel, and supplies. ▪ Ground Support Unit: Provides all ground transportation during an incident. In conjunction with providing transportation, the unit is also responsible for maintaining and supplying vehicles, keeping usage records, and developing incident traffic plans. ▪ Facilities Unit: Sets up, maintains, and demobilizes all facilities used in support of incident operations. The unit also provides facility maintenance and security services required to support incident operations. ▪ Food Unit: Determines food and water requirements, plans menus, orders food, provides cooking facilities, cooks, serves, maintains food service areas, and manages food security and safety concerns. ▪ Communications Unit: Major responsibilities include effective communications planning as well as acquiring, setting up, maintaining, and accounting for communications equipment. ▪ Medical Unit: Responsible for the effective and efficient provision of medical services to incident personnel.

Reference

General Staff

Section	Responsibilities
<p>Finance/ Administration</p>	<p>A Finance/Administration Section is established when the incident management activities require on-scene or incident-specific finance and other administrative support services. Some of the functions that fall within the scope of this Section are recording personnel time, maintaining vendor contracts, compensation and claims, and conducting an overall cost analysis for the incident. If a separate Finance/Administration Section is established, close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents.</p> <p>The Finance/Administration Section is a critical part of ICS in large, complex incidents involving significant funding originating from multiple sources. In addition to monitoring multiple sources of funds, the Section Chief must track and report to Incident Command the accrued cost as the incident progresses. This allows the Incident Commander/Unified Command to forecast the need for additional funds before operations are negatively affected.</p> <p>Within the Finance/Administration Section, four primary units fulfill functional requirements:</p> <ul style="list-style-type: none"> ▪ Compensation/Claims Unit: Responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident. ▪ Cost Unit: Responsible for tracking costs, analyzing cost data, making estimates, and recommending cost-saving measures. ▪ Procurement Unit: Responsible for financial matters concerning vendor contracts. ▪ Time Unit: Responsible for recording time for incident personnel and hired equipment.