National Incident Management System (NIMS), An Introduction

IS-700

Facilitator Guide

August 2004

FEMA

Facilitator Notes

This information is included to help you with course delivery.

1. Course Materials are available at: http://training.fema.gov/EMIWeb/IS/is700

2. To receive a "certificate of completion, students must take the 25 multiple-chose posttest, submit an answer sheet (to EMI's Independent Study Office) and score 75% on the test.

   Two options exist for test submission:

   Instructions for individuals: Students submit their tests online, and receive a certificate in the mail.

   - Go to: http://training.fema.gov/EMIWeb/IS/is700
   - Click on "Download Final Exam Questions" (found at the bottom of the page). You may want to print the test.
   - Click on "Take Final Exam" (found at the bottom of the page).

   Instructions for group delivery: Tests can be provided upon request by calling (301) 447-1256. The completed tests can then be submitted as a group to:

   EMI Independent Study
   16825 South Seton Ave.
   Emmitsburg, MD 21727

3. To successfully facilitate this course you should:

   - Be experienced in ICS and/or EOC operations.
   - Take and pass the web-based version of this course (IS-700) and the Basic ICS for Federal Responders (IS-100).
   - Coordinate delivery of your course with your local emergency manager.

4. Check the NIMS website before teaching the class to keep abreast of current NIMS policies and suggest the students do the same. The NIMS web address is: www.fema.gov/nims.

Table of Contents

Lesson 1: What Is the National Incident Management System (NIMS)?
Lesson Overview 1-2
What Is NIMS? 1-2
NIMS Compliance 1-2
Why Do We Need a National Incident Management System? 1-3
NIMS Concepts and Principles 1-6
NIMS Components 1-6
For More Information 1-10

Lesson 2: Command and Management Under NIMS—Part 1
Lesson Overview 2-2
Incident Command and Management 2-2
ICS Features 2-4
For More Information 2-8

Lesson 3: Command and Management Under NIMS—Part 2
Lesson Overview 3-2
Unified and Area Command 3-2
Multiagency Coordination Systems 3-5
Multiagency Coordination Systems Elements 3-7
Multiagency Coordination Entity Incident Responsibilities 3-8
Multiagency Coordination Entity Postincident Responsibilities 3-8
For More Information 3-9

Lesson 4: Public Information
Lesson Overview 4-2
Public Information During Domestic Incidents 4-2
Coordination of Public Information 4-3
For More Information 4-6

Lesson 5: Preparedness
Lesson Overview 5-2
What Is Preparedness? 5-2
Preparedness Organizations 5-3
Preparedness Planning 5-3
Training and Exercises 5-4
Personnel Qualification and Certification 5-5
Equipment Certification 5-6
Mutual Aid Agreement and Emergency Management Assistance Compacts 5-6
Publication Management 5-7
For More Information 5-8

Lesson 6: Resource Management
Lesson Overview 6-2
What Is Resource Management? 6-2
Resource Management Concepts 6-2
Resource Management Principles 6-3
Managing Resources 6-4
For More Information 6-5

Lesson 7: Communications, Information Management, and Supporting Technology
Lesson Overview 7-2
Concepts and Principles 7-2
Managing Communications and Information 7-3
For More Information 7-3

Lesson 8: Course Summary
Summary and Posttest Overview 8-2
Introduction to NIMS 8-2
NIMS Concepts and Principles 8-2
Command and Management Under NIMS 8-3
Public Information 8-9
Preparedness 8-9
Resource Management 8-13
Communications, Information Management, and Supporting Technology 8-16
Taking the Posttest 8-17

Lesson 1: What Is the National Incident Management System (NIMS)?

What Is the National Incident Management System (NIMS)?

Lesson Purpose	This lesson introduces the students to the National Incident Management System (NIMS).
Lesson 1 Objectives	After completing this lesson, the students should be able to: ▪ Describe the key concepts and principles underlying NIMS. ▪ Identify the benefits of using NIMS as a national response model.
Estimated Time	15 minutes
Contents	This lesson includes the following sections: ▪ Lesson Overview ▪ What is NIMS? ▪ NIMS Compliance ▪ Why Do We Need NIMS? ▪ NIMS Concepts and Principles ▪ NIMS Components ▪ For More Information
Materials	▪ NIMS Self-Study Guide ▪ Visuals 1.1 through 1.9 ▪ Computer with PowerPoint 2000 and Projector
Method of Evaluation	Evaluation is accomplished using a course posttest upon completion of all the lessons. The posttest includes 25 multiple-choice items. To receive credit for this course, students must answer 75% of the questions correctly.

Lesson Overview

On February 28, 2003, President Bush issued Homeland Security Presidential Directive–5 (HSPD-5). HSPD–5 directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

This lesson will describe the key concepts and principles of NIMS, and the benefits of using the system for domestic incident response. At the end of this lesson, the students should be able to describe these key concepts, principles, and benefits.

What Is NIMS?

What is NIMS?

- A comprehensive, national approach to incident management
- Applicable at all jurisdictional levels and across disciplines

NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. The intent of NIMS is to:

- Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
- Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

NIMS Compliance

NIMS Compliance

Your jurisdiction must adopt NIMS:

- ICS by Oct 1, 2004
- Other aspects by a later date (to be determined)

HSPD-5 requires Federal departments and agencies to make the adoption of NIMS by State and local organizations a condition for Federal preparedness assistance (grants, contracts, and other activities) by FY 2005.

Jurisdictions can comply in the short term by adopting the Incident Command System. Other aspects of NIMS require additional development and refinement to enable compliance at a future date.

Why Do We Need a National Incident Management System?

Why Do We Need NIMS?

Lessons learned have shown the need for:

- A coordinated response.
- Standardization.
- Interoperability.

Lessons learned from previous large-scale disasters point to a need for a National Incident Management System.

Emergencies occur every day somewhere in the United Sates. These emergencies are large and small and range from fires to hazardous materials incidents to natural and technological disasters. Each incident requires a response.

Whether from different departments within the same jurisdiction, from mutual aid partners, or from State and Federal agencies, responders need to be able to work together, communicate with each other and depend on each other.

Until now, there are been no standards for domestic incident response that reach across all levels of government and all response agencies. The events of September 11 have underscored the need for and importance of national standards for incident operations, incident communications, personnel qualifications, resource management, and information management and supporting technology.

To provide standards for domestic incident response, President Bush signed HSPD-5. HSPD-5 authorized the Secretary of Homeland Security to develop the National Incident Management System, or NIMS. NIMS provides for interoperability and compatibility among all responders.

Planning Activity

Direct the students' attention to the Planning Activity on page 1-4 of the Self-Study Guide. Ask the students to review the list and mark the items that their jurisdictions are already able to do.

Yes	No	
☐	☐	Involve all responding agencies, private organizations, and nongovernmental organizations in planning, training, and exercise activities.
☐	☐	Integrate the Incident Command System (ICS) into your jurisdiction's Emergency Operations Plan (EOP) and procedures.
☐	☐	Use ICS for all incidents, regardless of type.
☐	☐	Coordinate the sharing of information and intelligence between the Incident Command and the EOP or other Multiagency Coordination Entity.
☐	☐	Operate as a team, regardless of the agencies or mutual aid partners involved in a response.
☐	☐	Communicate among all responding agencies, including mutual aid partners.
☐	☐	Maintain interoperability of all resources, including resources owned by mutual aid partners.
☐	☐	Train **all** personnel who could be involved in a response to minimum proficiency standards.
☐	☐	Categorize **all** response resources according to performance capability.
☐	☐	Identify, mobilize, dispatch, track, and recover incident resources.
☐	☐	Establish a Joint Information System (JIS) to coordinate the release of information to the public.
☐	☐	Maintain complete records of training certifications.
☐	☐	Research and apply best practices from incidents that present the highest risk to your jurisdiction.

Planning Activity (Continued)

Review the list below with the group. Facilitate a group discussion about the items on the list and how each contributes to a coordinated response.

Suggest that jurisdictions that don't do all of the items on the list can benefit from NIMS.

- Involve all responding agencies, private organizations, and nongovernmental organizations in planning, training, and exercise activities.
- Integrate the Incident Command System (ICS) into your jurisdiction's Emergency Operations Plan (EOP) and procedures.
- Use ICS for all incidents, regardless of type.
- Coordinate the sharing of information and intelligence between the Incident Command and the EOP or other Multiagency Coordinating Entity.
- Operate as a team, regardless of the agencies or mutual aid partners involved in a response.
- Communicate among all responding agencies, including mutual aid partners.
- Maintain interoperability of all resources, including resources owned by mutual aid partners.
- Train **all** personnel who could be involved in a response to minimum proficiency standards.
- Categorize **all** response resources according to performance capability.
- Identify, mobilize, dispatch, track, and recover incident resources.
- Establish a Joint Information System (JIS) to coordinate the release of information to the public.
- Maintain complete records of training certifications.
- Research and apply best practices from incidents that present the highest risk to your jurisdiction.

NIMS Concepts and Principles

NIMS Concepts and Principles

NIMS is:

- Flexible to enable all responding organizations to work together.
- Standardized to improve overall response and interoperability.

Tell the students that NIMS provides a framework for interoperability and compatibility by balancing flexibility and standardization.

- NIMS provides a **flexible** framework that facilitates government and private entities at all levels working together to manage domestic incidents. This flexibility applies to all phases of incident management, regardless of cause, size, location, or complexity.
- NIMS provides a set of **standardized** organizational structures, as well as requirements for processes, procedures, and systems designed to improve interoperability.

NIMS Components

NIMS is comprised of several components that work together as a system to provide a national framework for preparing for, preventing, responding to, and recovering from domestic incidents. These components include:

- Command and management.
- Preparedness.
- Resource management.
- Communications and information management.
- Supporting technologies.
- Ongoing management and maintenance.

Although these systems are evolving, much is in place now. Each of these components will be described briefly on the pages that follow and will be covered in more detail in later units.

Command and Management

NIMS Standard Structures

- Incident Command System (ICS)
- Multiagency Coordination Systems
- Public Information Systems

NIMS standard incident management structures are based on three key organizational systems:

- The **Incident Command System (ICS)** defines the operating characteristics, management components, and structure of incident management organizations throughout the life cycle of an incident.
- **Multiagency Coordination Systems** define the operating characteristics, management components, and organizational structure of supporting entities.
- **Public Information Systems** include the processes, procedures, and systems for communicating timely and accurate information to the public during emergency situations.

Instructors Note: Point out that NIMS uses the term Multiagency Coordination System differently than the students have considered MACS. Tell the group that Multiagency Coordination Systems will be covered more fully in a later unit, but urge them to think more broadly than they have in the past.

Preparedness

Preparedness

- Planning, training, and exercises
- Personnel qualification and certification
- Equipment acquisition and certification
- Publication management
- Mutual aid/Emergency Management Assistance Compacts

Remind the students that effective incident management begins with a host of preparedness activities. These activities are conducted on a "steady-state" basis, well in advance of any potential incident. Preparedness involves a combination of:

- Planning, training, and exercises.
- Personnel qualification and certification standards.
- Equipment acquisition and certification standards.
- Publication management processes and activities.
- Mutual aid agreements and Emergency Management Assistance Compacts (EMACs).

Resource Management

Resource Management

Includes standardized:

- Descriptions
- Inventories
- Mobilization
- Dispatch
- Tracking
- Recovery

When fully implemented, NIMS will define standardized mechanisms and establish requirements for describing, inventorying, mobilizing, dispatching, tracking, and recovering resources over the life cycle of an incident.

Communications and Information Management

Communications/Information Management

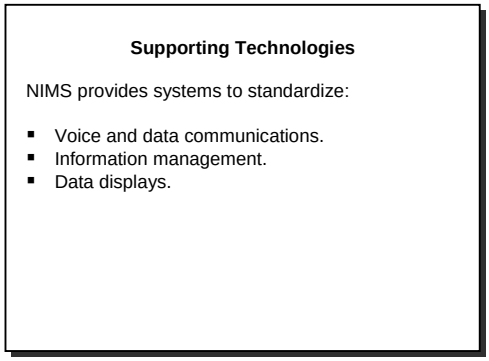
NIMS identifies requirements for:

- Communications.
- Information management.
- Information sharing.

NIMS identifies the requirements for a standardized framework for communications, information management, and information-sharing support at all levels of incident management. Tell the students that:

- Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist across all agencies and jurisdictions.
- Information management systems help ensure that information flows efficiently through a commonly accepted architecture. Effective information management enhances incident management and response by helping to ensure that decisionmaking is better informed.

Supporting Technologies



Technology and technological systems provide supporting capabilities essential to implementing and refining NIMS. Provide the following examples:

- Voice and data communication systems
- Information management systems, such as recordkeeping and resource tracking
- Data display systems

Supporting technologies also include specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

Ongoing Management and Maintenance

DHS established the NIMS Integration Center to provide strategic direction and oversight in support of routine review and continual refinement of both the system and its components over the long term.

Planning Activity

Direct the students to the planning activity on page 1-6 of the Self-Study Guide. Ask the students to write the three greatest benefits that their jurisdictions can gain from NIMS.

Allow the students 5 minutes to record their responses. Then, facilitate a brief discussion around the benefits of using NIMS.

Several of the benefits of using NIMS are listed on the next page. Note that the list is not inclusive.

Planning Activity (Continued)

NIMS Benefits

- Flexible framework that facilitates public and private entities at all levels working together to manage domestic incidents
- Standardized organizational structures, processes, procedures, and systems designed to improve interoperability
- Standards for planning, training, and exercising
- Personnel qualification standards
- Equipment acquisition and certification standards
- Publication management processes and activities
- Interoperable communications processes, procedures, and systems
- Information management systems that use a commonly accepted architecture
- Supporting technologies, such as voice and data communications systems, information systems, data display systems, and specialized technologies

For More Information

Tell the group that more information about NIMS principles, concepts, and components is included in the National Incident Management System document, which can be found at: www.dhs.gov/interweb/assetlibrary/NIMS-90-web.pdf.

Urge the group to check the DHS website regularly for updated information about NIMS as it continues to be developed.

Lesson 2: Command and Management Under NIMS—Part 1

August 2004

Lesson Purpose	This lesson introduces the students to the Incident Command System (ICS) as a basic command and management structure under NIMS.
Lesson 2 Objectives	After completing this lesson, the students should be able to: ▪ Identify the benefits of using ICS as the national response model. ▪ Identify the organizational structure of ICS. ▪ Identify five major management functions. ▪ Describe the purpose of unique position titles in ICS. ▪ Explain the roles and responsibilities of the Command and General Staff.
Estimated Time	20 minutes
Contents	This lesson includes the following sections: ▪ Lesson Overview ▪ Incident Command and Management ▪ ICS Features ▪ For More Information
Materials	▪ Self-Study Guide ▪ Visuals 2.1 through 2.12 ▪ Computer with PowerPoint 2000 and a Projector
Remarks	Although it is not prerequisite to taking this course, urge students who are not familiar with ICS to take Introduction to the Incident Command System (ICS 100) for Federal Workers (IS-100). This course can be accessed online through FEMA's Virtual Campus at: www.training.fema.gov.

Lesson Overview

Lesson Overview

- Command and management under NIMS
- Incident Command System overview

Analysis of past responses indicates that the most common cause of response failure is poor management. Confusion about who's in charge of what and when, together with unclear lines of authority, have been the greatest contributors to poor response.

Lesson Objectives

- Identify the benefits of using ICS as the model incident management system.
- Identify the organizational structure of ICS.
- Identify five major management functions.
- Describe the purpose of unique position titles in ICS.
- Explain the roles and responsibilities of the Command and General Staff.

This lesson will describe how NIMS addresses command and management. At the end of this lesson, the students should be able to:

- Identify the benefits of using ICS as the model incident management system.
- Identify the organizational structure of ICS.
- Identify five major management functions.
- Describe the purpose of unique position titles in ICS.
- Explain the roles and responsibilities of the Command and General staff.

Incident Command and Management

NIMS employs two levels of incident management structures, depending on the nature of the incident. Inform the students that:

- The **Incident Command System (ICS)** is a standard, on-scene, all-hazard incident management system. ICS allows users to adopt an integrated organizational structure to match the needs of single or multiple incidents.
- **Multiagency Coordination Systems** are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common framework for coordinating and supporting incident management.

Tell the students that ICS will be described in this lesson. Unified Command, Area Command, and Multiagency Coordination Systems will be addressed in Lesson 3.

Incident Command and Management (Continued)

ICS

- Proven on-scene, all-hazard concept
- Interdisciplinary and organizationally flexible
- Appropriate for all types of incidents

NIMS employs two levels of incident management structures, depending on the nature of the incident.

- The **Incident Command System (ICS)** is a standard, on-scene, all-hazard incident management system. ICS allows users to adopt an integrated organizational structure to match the needs of single or multiple incidents.
- **Multiagency Coordination Systems** are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common framework for coordinating and supporting incident management.

ICS will be described in this lesson. Unified Command, Area Command, and Multiagency Coordination Systems will be addressed in Lesson 3.

NIMS requires that responses to all domestic incidents utilize a common management structure. The Incident Command System—or ICS—is a standard, on-scene, all-hazard incident management concept. ICS is a proven system that is used widely for incident management by firefighters, rescuers, emergency medical teams, and hazardous materials teams. ICS represents organizational "best practices" and has become the standard for incident response across the country.

ICS is interdisciplinary and organizationally flexible to meet the needs of incidents of any kind, size, or level of complexity. Using ICS, personnel from a variety of agencies can meld rapidly into a common management structure.

ICS has been tested for more than 30 years and used for planned events, fires, hazardous materials spills, and multicasualty incidents; multijurisdictional and multiagency disasters, such as earthquakes, hurricanes, and winter storms; search and rescue missions; biological outbreaks and disease containment; and acts of terrorism.

ICS helps all responders communicate and get what they need when they need it. ICS also provides a safe, efficient, and cost-effective response and recovery strategy.

ICS Features

ICS Features

- Common terminology
- Organizational resources
- Manageable span of control
- Organizational facilities
- Use of position titles
- Reliance on an Incident Action Plan
- Integrated communications
- Accountability

ICS has several features that make it well suited to managing incidents. Tell the students that these features include:

- Common terminology.
- Organizational resources.
- Manageable span of control.
- Organizational facilities.
- Use of position titles.
- Reliance on an Incident Action Plan.
- Integrated communications.
- Accountability.

Each of these features will be described on the pages that follow.

Common Terminology

Common Terminology

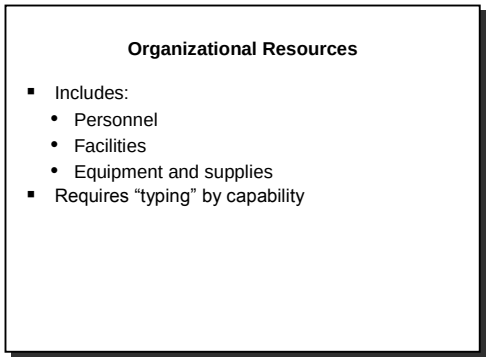
ICS requires:

- Common terminology.
- "Clear" text.

Stress that the ability to communicate within ICS is absolutely critical. Using standard or common terminology is essential to ensuring efficient, clear communications. ICS requires the use of common terminology, including standard titles for facilities and positions within the organization.

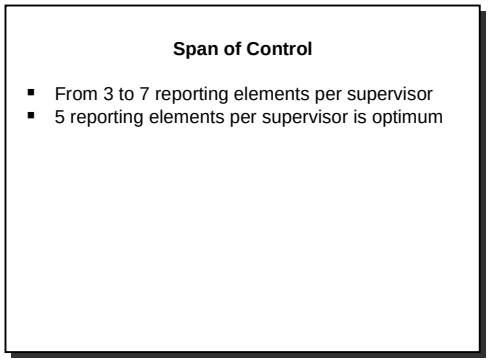
Common terminology also includes the use of "clear text"—that is, communication without the use of agency-specific codes or jargon. In other words, use plain English.

Organizational Resources



Tell the students that resources, including all personnel, facilities, and major equipment and supply items used to support incident management activities, are assigned common designations. Resources are "typed" with respect to capability to help avoid confusion and enhance interoperability.

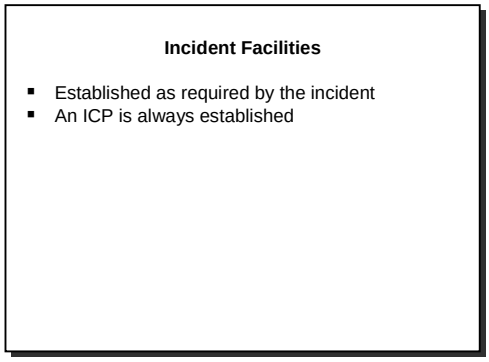
Manageable Span of Control



Maintaining adequate span of control throughout the ICS organization is critical. Effective span of control may vary from three to seven, and a ratio of one supervisor to five reporting elements is recommended.

If the number of reporting elements falls outside of this range, expansion or consolidation of the organization may be necessary. There may be exceptions, usually in lower-risk assignments or where resources work in close proximity to each other.

Organizational Facilities



Common terminology is also used to define incident facilities, help clarify the activities that take place at a specific facility, and identify what members of the organization can be found there. For example, you find the Incident Commander at the Incident Command Post. Provide the following examples of incident facilities:

- The Incident Command Post.
- One or more staging areas.
- A base.
- One or more camps (when needed).
- A helibase.
- One or more helispots.

Incident facilities will be established depending on the kind and complexity of the incident. Only those facilities needed for any given incident may be activated. Some incidents may require facilities not included on the standard list.

Use of Position Titles

Incident Command

Organizational Level	Title
Incident Command	Incident Commander
Command Staff	Officer
General Staff (Section)	Chief
Branch	Director
Division/Group	Supervisor
Unit	Leader
Strike Team/Task Force	Leader

Tell the students that ICS positions have distinct titles.

- Only the Incident Commander is called Commander—and there is only one Incident Commander per incident.
- Only the heads of Sections are called Chiefs.

Learning and using standard terminology helps reduce confusion between the day-to-day position occupied by an individual and his or her position at the incident.

Review the position titles for key ICS positions with the group.

Reliance on an Incident Action Plan

Incident Action Plans

- Communicate incident objectives
- Are based on operational periods
- Are disseminated throughout the incident organization

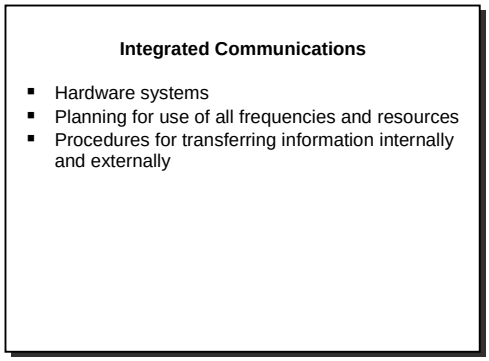
Incident Action Plans (IAPs) provide a coherent means to communicate the overall incident objectives in the context of both operational and support activities. IAPs are developed for operational periods that are usually 12 hours long.

IAPs depend on management by objectives to accomplish response tactics. These objectives are communicated throughout the organization and are used to:

- Develop and issue assignments, plans, procedures, and protocols.
- Direct efforts to attain the objectives in support of defined strategic objectives.

Tell the students that results are always documented and fed back into planning for the next operational period.

Integrated Communications

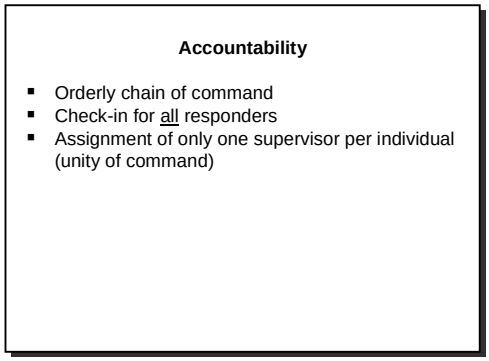


Introduce this discussion by providing the following examples of integrated communications.

- The "hardware" systems that transfer information
- Planning for the use of all available communications frequencies and resources
- The procedures and processes for transferring information internally and externally

Communications needs for large incidents may exceed available radio frequencies. Some incidents may be conducted entirely without radio support. In such situations, other communications resources (e.g., cell phones or secure phone lines) may be the only communications methods used to coordinate communications and to transfer large amounts of data effectively.

Accountability



Effective accountability at all jurisdictional levels and within individual functional areas during an incident is essential. To that end, ICS requires:

- An orderly chain of command—the line of authority within the ranks of the incident organization.
- Check-in for all responders, regardless of agency affiliation.
- Each individual involved in incident operations to be assigned only one supervisor (also called "unity of command").

Group Discussion

Facilitate a group discussion about how the principles of ICS contribute to an effective response. Provide an example from your own experience or solicit examples from the group (either positive examples or lessons learned).

Summarize the discussion by reviewing the principles from the examples and linking them to effective incident management.

For More Information

For more information about the Incident Command System, visit the following websites:

- *Introduction to ICS for Federal Disaster Workers* (IS 100) (FEMA). This course is available through FEMA's Virtual Campus at: www.training.fema.gov.
- *ICS Field Operations Guide* (U.S. Coast Guard) www.uscg.mil/hq/g-m/nmc/response/fog.pdf.

Lesson 3: Command and Management Under NIMS—Part 2

Lesson Purpose	This lesson introduces students to the Incident Command System (ICS).
Lesson 3 Objectives	After completing this lesson, the students should be able to: ▪ Determine when it is appropriate to institute an Area Command. ▪ Describe the functions and purpose of Multiagency Coordination Systems.
Estimated Time	25 minutes
Contents	This lesson includes the following sections: ▪ Lesson Overview ▪ Unified and Area Command ▪ Multiagency Coordination System Elements ▪ Multiagency Coordination Entity Incident Responsibilities ▪ For More Information
Materials	▪ Self-Study Guide ▪ Visuals 3.1 through 3.12 ▪ Computer with PowerPoint 2000 and a Projector

Lesson Overview

Lesson Overview

Command and Management of:

- Multiple concurrent incidents.
- Incidents that are nonsite specific, such as biological terrorist incidents.
- Incidents that are geographically dispersed.
- Incidents that evolve over time.

While ICS has proven itself to be effective for all types of incidents, other levels of coordination may be required to facilitate management of:

- Multiple concurrent incidents.
- Incidents that are nonsite-specific, such as biological terrorist incidents.
- Incidents that are geographically dispersed.
- Incidents that evolve over time.

Lesson Objectives

- Determine when it is appropriate to institute a Unified or Area Command.
- Describe the functions and purpose of Multiagency Coordination Systems.

This lesson will cover how NIMS addresses the command and management of these types of incidents. At the end of this lesson, the students should be able to:

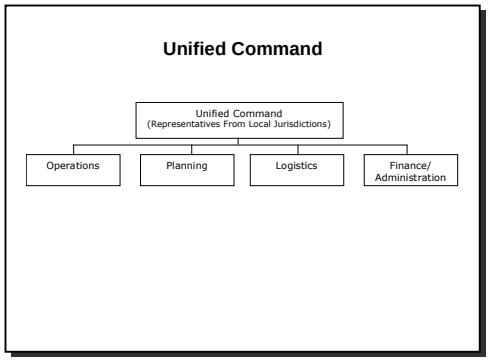
- Determine when it is appropriate to institute a Unified or Area Command.
- Describe the functions and purpose of Multiagency Coordination Systems.

Unified and Area Command

Explain that in some situations, NIMS recommends variations in incident management. The two most common variations involve the use of Unified Command and Area Command.

Unified Command and Area Command will be described on the following pages.

What Is Unified Command?



A Unified Command organization chart showing the shared command functions among jurisidctions and the Operations, Planning, Logistics, and Finance/Administration sections.

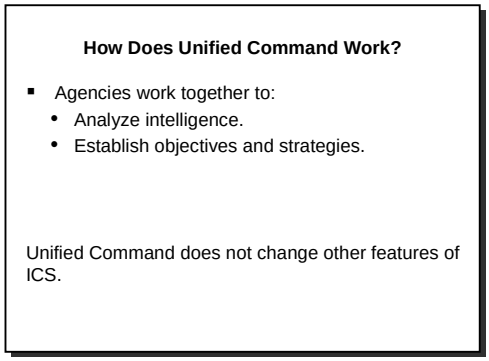
Tell the students that Unified Command is an application of ICS used when:

- There is more than one responding agency with incident jurisdiction.
- Incidents cross political jurisdictions.

For example, a Unified Command may be used for:

- A hazardous materials spill that contaminates a nearby reservoir. In this incident, the fire department, the water authority, and the local environmental authority may each participate in a Unified Command.
- A flood that devastates multiple communities. In this incident, incident management personnel from key response agencies from each community may participate in a Unified Command.

How Does Unified Command Work?

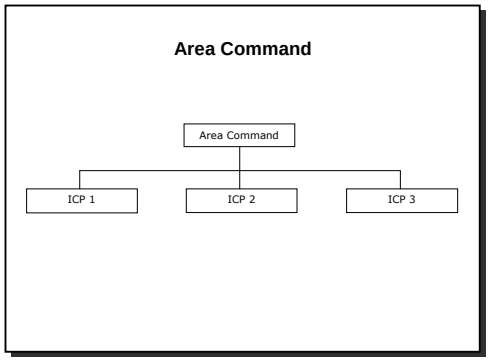


Explain that under a Unified Command, agencies work together through the designated members of the Unified Command to:

- Analyze intelligence information.
- Establish a common set of objectives and strategies for a single Incident Action Plan.

Unified Command does not change any of the other features of ICS. It merely allows all agencies with responsibility for the incident to participate in the decisionmaking process.

What Is an Area Command?



An Area Command organization chart showing the coordination relationship between the State EOC with other State EOCs and the direct relationship between the State EOC and each Area Command.

Tell the students that an Area Command is an organization established to:

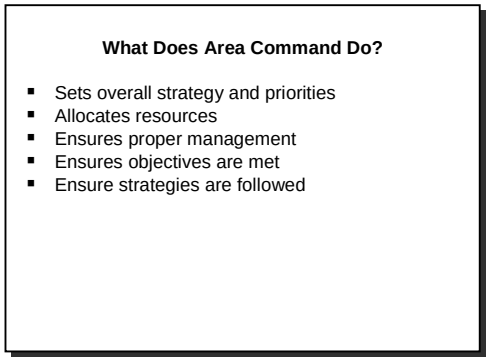
- Oversee the management of multiple incidents that are each being managed by an ICS organization.
- Oversee the management of large incidents that cross jurisdictional boundaries.

Stress that Area Commands are particularly relevant to public health emergencies because these incidents are typically:

- Nonsite specific.
- Not immediately identifiable.
- Geographically dispersed and evolve over time.

These types of incidents call for a coordinated response, with large-scale coordination typically found at a higher jurisdictional level.

What Does an Area Command Do?

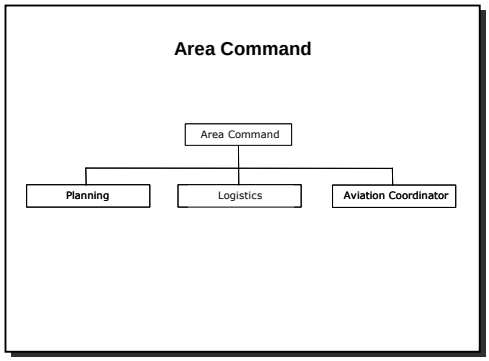


Point out that the Area Command has the responsibility for:

- Setting overall strategy and priorities.
- Allocating critical resources according to the priorities.
- Ensuring that incidents are properly managed.
- Ensuring that objectives are met.
- Ensuring that strategies are followed.

An Area Command may become a Unified Area Command when incidents are multijurisdictional or involve multiple agencies.

How Is an Area Command Organized?



An Area Command organization chart showing the command function and the Planning, Logistics, and Aviation Coordinator sections.

Explain that an Area Command is organized similarly to an ICS structure but, because operations are conducted on-scene, there is no Operations Section in an Area Command. Other Sections and functions are represented in an Area Command structure.

Group Discussion

Ask the group to provide examples of when a Unified Command or Area Command has been implemented for incidents in their jurisdictions. For each example, ask the students to explain:

- Why Unified Command or Area Command was an appropriate structure.
- The benefits gained—or problems avoided—by using that particular command structure.

Multiagency Coordination Systems

On large or wide-scale emergencies that require higher-level resource management or information management, a Multiagency Coordination System may be required.

Multiagency Coordination Systems are described on the screens that follow.

What Are Multiagency Coordination Systems?

Multiagency Coordination Systems

- A combination of resources
- Integrated into a common framework
- Used to coordinate and support incident management activities

Multiagency Coordination Systems are a combination of resources that are integrated into a common framework for coordinating and supporting domestic incident management activities. Provide the following examples of resources:

- Facilities
- Equipment
- Personnel
- Procedures
- Communications

What Do Multiagency Coordination Systems Do?

Multiagency Coordination Systems

- Support incident management policies and priorities
- Facilitate logistics support and resource tracking
- Make resource allocation decisions based on incident management priorities
- Coordinate incident-related information
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies

Explain that the primary functions of Multiagency Coordination Systems are to:

- Support incident management policies and priorities.
- Facilitate logistics support and resource tracking.
- Make resource allocation decisions based on incident management priorities.
- Coordinate incident-related information.
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Direct tactical and operational responsibility for the conduct of incident management activities rests with the Incident Command.

Multiagency Coordination System Elements

Multiagency Coordination System Elements

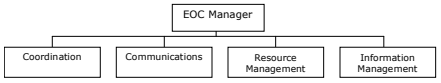
- EOC
- Other entities

Multiagency Coordination Systems include Emergency Operations Centers (EOCs) and, in certain multijurisdictional or complex incidents, Multiagency Coordination Entities. Tell the students that:

- EOCs are the locations from which the coordination of information and resources to support incident activities takes place. EOCs are typically established by the emergency management agency at the local and State levels.
- Multiagency Coordination Entities typically consist of principals from organizations with direct incident management responsibilities or with significant incident management support or resource responsibilities. These entities may be used to facilitate incident management and policy coordination.

Emergency Operations Centers

EOC Organization



An EOC organization chart showing the manager function and the Coordination, Communications, Resource Management, and Information Management sections.

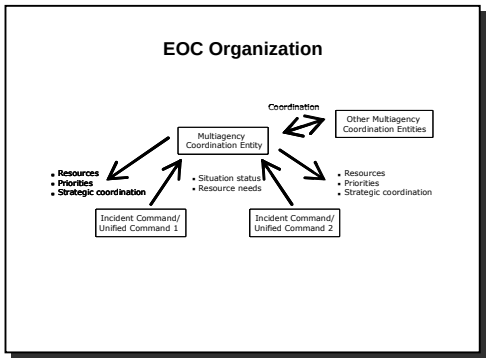
Point out that EOC organization and staffing is flexible, but should include:

- Coordination.
- Communications.
- Resource dispatching and tracking.
- Information collection, analysis, and dissemination.

EOCs may also support multiagency coordination and joint information activities.

EOCs may be staffed by personnel representing multiple jurisdictions and functional disciplines. The size, staffing, and equipment at an EOC will depend on the size of the jurisdiction, the resources available, and the anticipated incident needs.

Multiagency Coordination Entity Incident Responsibilities



Graphic showing the flow between the Multiagency Coordination Entity and the Incident Commands/Unified Commands. The ICs/UCs provide the Multiagency Coordination Entity with situation status and resource needs. The Multiagency Coordination Entity provides the ICs/UCs with resources, priorities, and strategic coordination. Also, the Multiagency Coordination Entity coordinates with other Multiagency Coordination Entities to resolve resource shortages and other coordination issues.

Regardless of their form or structure, Multiagency Coordination Entities are responsible for:

- Ensuring that each involved agency is providing situation and resource status information.
- Establishing priorities between incidents and/or Area Commands in concert with the Incident Command or Unified Command.
- Acquiring and allocating resources required by incident management personnel.
- Coordinating and identifying future resource requirements.
- Coordinating and resolving policy issues.
- Providing strategic coordination.

Multiagency Coordination Entity Postincident Responsibilities

Tell the students that following incidents, Multiagency Coordination Entities are typically responsible for ensuring that revisions are acted upon. Revisions may be made to:

- Plans.
- Procedures.
- Communications.
- Staffing.
- Other capabilities necessary for improved incident management.

These revisions are based on lessons learned from the incident. They should be coordinated with the emergency planning team in the jurisdiction and with mutual aid partners.

Group Discussion

Facilitate a group discussion about the ICS/EOC interface in the students' jurisdictions. Ask:

- When or for what types of incidents is the EOC activated?
- What types of issues is the EOC expected to resolve?
- How communications between the Incident Command and the EOC occurs?
- How the ICS/EOC interface helps on-scene incident management?

For More Information

For more information about Unified Command, Area-Command, and Multiagency Coordination Systems, visit the websites below.

- *Incident Command System/Unified Command (ICS/UC)Technical Assistance Document* (National Response Team). This document is available at: http://nrt.org/production/nrt/home.nsf/resources. Select Publications 1 to access the document.

- *Incident Command System National Training Curriculum: Unit 13: Unified Command* (National Wildfire Coordinating Group). This module is available at: www.nwcg.gov/pms/forms/ICS_cours/i400/mod13.pdf
- *Incident Command System National Training Curriculum: Unit 16: Multiagency Coordination* (National Wildfire Coordinating Group). This document is available at: www.nwcg.gov/pms/forms/ICS_cours/i401/i401.pdf

Lesson 4: Public Information

Lesson Purpose	This lesson describes the principles needed to support effective Public Information Systems.
Lesson 4 Objectives	After completing this lesson, the students should be able to describe the Public Information Systems required by NIMS.
Estimated Time	15 minutes
Contents	This lesson includes the following sections: ▪ Lesson Overview ▪ Public Information During Domestic Incidents ▪ Coordination of Public Information ▪ For More Information
Materials	▪ Self-Study Guide ▪ Visuals 4.1 through 4.6 ▪ Computer with PowerPoint 2000 and a Projector

Lesson Overview

Lesson Overview

- Principles to support effective Public Information Systems
- Public Information Systems required by NIMS

Because public information is critical to domestic incident management, it is imperative to establish Public Information Systems and protocols for communicating timely and accurate information to the public during emergency situations. This lesson describes the principles needed to support effective emergency Public Information Systems.

At the end of this lesson, the students should be able to describe the Public Information Systems required by NIMS.

Public Information During Domestic Incidents

Public Information for Domestic Incidents

- Advises the IC
- Establishes and operates within the JIS
- Ensures that decisionmakers and the public are informed

Under ICS, the PIO is a member of the command staff. The PIO advises the Incident Command on all public information matters, including media and public inquiries, emergency public information and warnings, rumor monitoring and control, media monitoring, and other functions required to coordinate, clear with proper authorities, and disseminate accurate and timely information related to the incident.

The PIO establishes and operates within the parameters established for the Joint Information System—or JIS. The JIS provides an organized, integrated, and coordinated mechanism for providing information to the public during an emergency. The JIS includes plans, protocols, and structures used to provide information to the public. It encompasses all public information related to the incident.

Key elements of a JIS include interagency coordination and integration, developing and delivering coordinated messages, and support for decisionmakers.

The PIO, using the JIS, ensures that decisionmakers—and the public—are fully informed throughout a domestic incident response.

Coordination of Public Information

During emergencies, the public may receive information from a variety of sources. Part of the PIO's job is ensuring that the information that the public receives is accurate, coordinated, timely, and easy to understand.

One way to ensure the coordination of public information is by establishing a Joint Information Center (JIC). Using the JIC as a central location, information can be coordinated and integrated across jurisdictions and agencies, and among all government partners, the private sector, and nongovernmental agencies.

The JIC

The JIC

- Physical location where public information staff collocate
- Provides the structure for coordinating and disseminating critical information

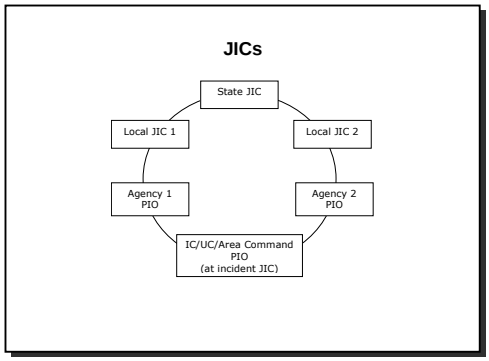
A JIC is the physical location where public information staff involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions.

JICs provide the organizational structure for coordinating and disseminating critical information.

Organizations Retain Their Independence

Explain that Incident Commanders and Multiagency Coordination Entities are responsible for establishing and overseeing JICs, including processes for coordinating and clearing public communications. In the case of a Unified Command, those contributing to joint public information management do not lose their individual identities or responsibilities. Rather, each entity contributes to the overall unified message.

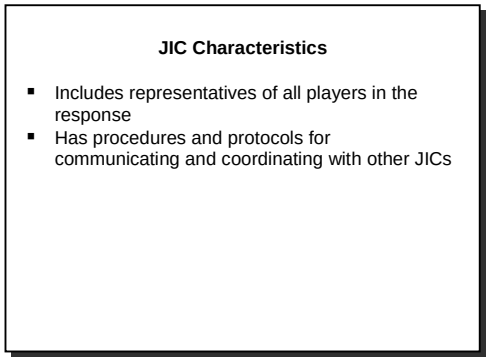
Levels of JICs



Graphic showing the coordination of information flow among multiple JICs. Information between the State and local JICs is two-way. Local JICs have two-way communication between the JICs and their respective agencies. The Public Information Officer for the Incident Command, Unified Command, or Area Command coordinates a two-way information flow with the Public Information Officer for each respective agency.

JICs may be established at various levels of government. All JICs must communicate and coordinate with each other on an ongoing basis using established JIS protocols. When multiple JICs are established, information must be coordinated among them to ensure that a consistent message is disseminated to the public.

JIC Characteristics

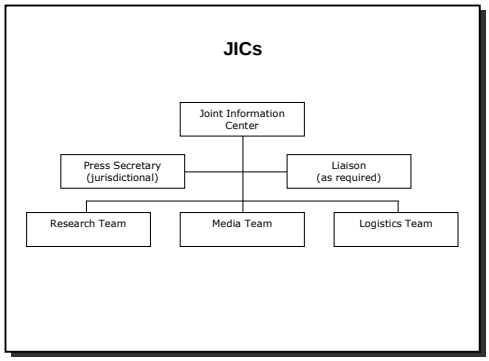


Point out that JICs have several characteristics in common:

- The JIC includes representatives of all players in managing the response. This may include jurisdictions, agencies, private entities, and nongovernmental organizations.
- Each JIC must have procedures and protocols for communicating and coordinating effectively with other JICs, and with the appropriate components of the ICS organization.

A single JIC location is preferable, but the JIS should be flexible enough to accommodate multiple JICs when the circumstances of the incident require.

JIC Organization



A Joint Information Center organization chart showing the Press Secretaries from involved jurisdictions and a Liaison (if needed) as staff functions reporting to the Public Information Officer, and research, media, and logistics teams handling their specific functional areas.

Tell the students that a typical JIC organization is shown in the visual.

Additional functions may be added as necessary to meet the public information needs of the incident.

Group Discussion

Ask the group whether their jurisdictions use a JIS and a JIC to manage the flow of incident information.

Ask one or more students to describe how using a JIS and JIC has helped manage the information flow.

Ask if any of the students have any suggestions for those whose jurisdictions do not use a JIS or JIC, including what to do and what to avoid.

For More Information

FEMA offers a course for field delivery at the State or local level. Contact your State Training Officer for more information about when this course may be offered in your area.

- Basic Public Information Officers Course (G 290)

Lesson 5: Preparedness

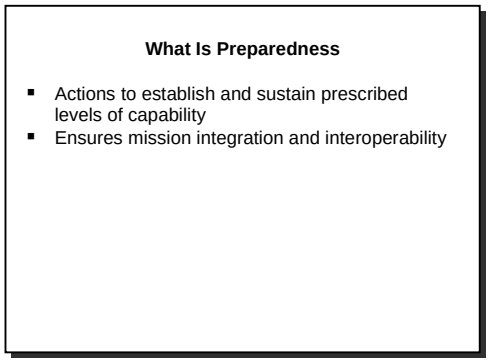
Lesson Purpose	This lesson covers preparedness measures that are required by NIMS.
Lesson 5 Objectives	After completing this lesson, the students should be able to identify ways in which NIMS affects how their jurisdictions prepare for incidents and events.
Estimated Time	20 minutes
Contents	This lesson includes the following sections: ▪ Lesson Overview ▪ What Is Preparedness? ▪ Preparedness Organization ▪ Preparedness Planning ▪ Training and Exercises ▪ Personnel Qualifications and Certifications ▪ Equipment Certification ▪ Mutual Aid Agreements and Emergency Management Assistance Compacts ▪ Publication Management ▪ For More Information
Materials	▪ Self-Study Guide ▪ Visuals 5.1 through 5.9 ▪ Computer with PowerPoint 2000 and a Projector

Lesson Overview

Preparedness is a key phase of the emergency management cycle. Through preparedness, jurisdictions take actions to prevent, mitigate, respond to, and recover from emergencies.

This lesson covers preparedness measures that are required under NIMS. At the end of this lesson, the students should be able to identify the ways in which NIMS affects how their jurisdictions prepare for incidents and events.

What Is Preparedness?



Preparedness is critical to emergency management. Preparedness involves all of the actions required to establish and sustain the level of capability necessary to execute a wide range of incident management operations.

Preparedness is implemented through a continual cycle of planning, training and equipping, exercising and evaluating, and taking action to correct and mitigate.

A major objective of preparedness is to ensure mission integration and interoperability in response to emergent crises across functional and jurisdictional lines. Preparedness also includes efforts to coordinate between public and private organizations.

Preparedness is the responsibility of individual jurisdictions, which coordinate their activities among all preparedness stakeholders. Each level of government is responsible for its preparedness activities.

NIMS provides tools to help ensure and enhance preparedness. These tools include:

- Preparedness organizations and programs that provide or establish processes for planning, training, and exercising.
- Personnel qualification and certification.
- Equipment certification.
- Mutual aid.
- Publication management.

What Is Preparedness?

National-level preparedness standards related to NIMS will be maintained and managed through a multijurisdictional, multidiscipline center, using a collaborative process at the NIMS Integration Center.

Using NIMS as a basis, all preparedness stakeholders will be able to attain and sustain the level of readiness necessary to respond to the range of domestic incidents facing America today.

Preparedness Organizations

Point out that preparedness organizations represent a wide variety of committees, planning groups, and other organizations. These organizations meet regularly to coordinate and focus preparedness activities. The needs of the jurisdiction will dictate how frequently the organizations must meet and how they are structured.

Responsibilities of Preparedness Organizations

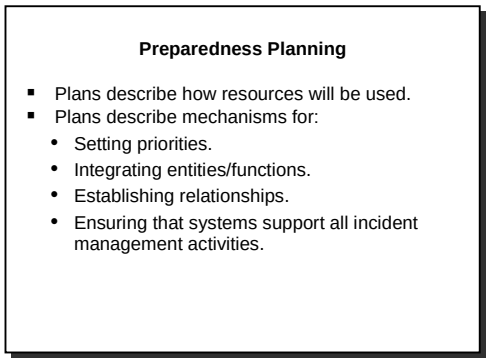
Responsibilities of Preparedness Organizations

- Establishing/coordinating plans and protocols
- Integrating/coordinating activities
- Establishing guidelines and protocols to promote interoperability
- Adopting guidelines for resource management
- Establishing response priorities
- Establishing/maintaining multiagency coordination mechanisms

Preparedness organizations at all levels should follow NIMS standards and undertake the following tasks:

- Establishing and coordinating emergency plans and protocols
- Integrating and coordinating the activities and jurisdictions within their purview
- Establishing guidelines and protocols to promote interoperability among jurisdictions and agencies
- Adopting guidelines and protocols for resource management
- Establishing priorities for resources and other response requirements
- Establishing and maintaining multiagency coordination mechanisms

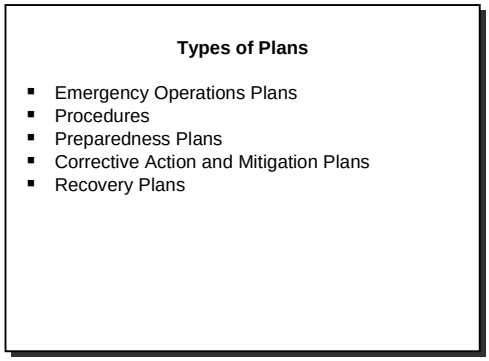
Preparedness Planning



Preparedness plans describe how personnel, equipment, and other governmental and nongovernmental resources will be used to support incident management requirements. These plans represent the operational core of preparedness and provide mechanisms for:

- Setting priorities.
- Integrating multiple entities and functions.
- Establishing collaborative relationships.
- Ensuring that communications and other systems support the complete spectrum of incident management activities.

Types of Plans



Explain that jurisdictions must develop several types of plans, including:

- **Emergency Operations Plans (EOPs),** which describe how the jurisdiction will respond to emergencies.
- **Procedures,** which may include overviews, standard operating procedures, field operations guides, job aids, or other critical information needed for a response.
- **Preparedness Plans**, which describe how training needs will be identified and met, how resources will be obtained through mutual aid agreements, and the equipment required for the hazards faced by the jurisdiction.
- **Corrective Action and Mitigation Plans,** which include activities required to implement procedures based on lessons learned from actual incidents or training and exercises.
- **Recovery Plans,** which describe the actions to be taken to facilitate long-term recovery.

Training and Exercises

Organizations and personnel at all governmental levels and in the private sector must be trained to improve all-hazard incident management capability. These organizations and personnel must also participate in realistic exercises to improve integration and interoperability.

Training and Exercises and the NIMS Integration Center

Training and Exercises

The NIMS Integration Center will:

- Facilitate development and dissemination of national standards, guidelines, and protocols.
- Facilitate use of modeling/simulation.
- Define general training requirements and approved courses.
- Review/approve discipline-specific training requirements.

To assist jurisdictions in meeting these training and exercise needs, the NIMS Integration Center will:

- Facilitate the development and dissemination of national standards, guidelines, and protocols for incident management training.
- Facilitate the use of modeling and simulation in training and exercise programs.
- Define general training requirements and approved training courses for all NIMS users, including instructor qualifications and course completion documentation.
- Review and approve, with the assistance of key stakeholders, discipline-specific training requirements and courses.

Personnel Qualification and Certification

Personnel Qualifications and Certification

Development of standards, including:

- Training
- Experience
- Credentialing
- Currency requirements
- Physical and medical fitness

Under NIMS, preparedness is based on national standards for qualification and certification of emergency response personnel. Managed by the NIMS Integration Center, standards will help ensure that the participating agencies' and organizations' field personnel possess the minimum knowledge, skills, and experience necessary to perform activities safely and effectively.

Standards will include:

- Training.
- Experience.
- Credentialing.
- Currency.
- Physical and medical fitness.

Personnel who are certified to support interstate incidents will be required to meet national qualification and certification standards.

Equipment Certification

Equipment Certifications

- Facilitate development of national equipment standards, guidelines, and protocols
- Review and approve equipment meeting national standards

Incident managers and emergency responders rely on various types of equipment to perform mission-essential tasks. A critical component of operational preparedness is that equipment performs to certain standards, including the capability to be interoperable with equipment used by other jurisdictions.

To facilitate national equipment certification, the NIMS Integration Center will:

- Facilitate the development and or publication of national equipment standards, guidelines, and protocols.
- Review and approve lists of emergency responder equipment that meet national requirements.

Mutual Aid Agreements and Emergency Management Assistance Compacts

Mutual Aid and EMACs

Jurisdictions at all levels are encouraged to enter into agreements with:

- Other jurisdictions.
- Private-sector and NGOs.
- Private organizations.

Mutual aid agreements and Emergency Management Assistance Compacts (EMACs) provide the means for one jurisdiction to provide resources or other support to another jurisdiction during an incident. To facilitate the timely delivery of assistance during incidents, jurisdictions (including States) are encouraged to enter into agreements with:

- Other jurisdictions.
- Private-sector and nongovernmental organizations.
- Private organizations, such as the American Red Cross.

Publication Management

Publication Management

- The development of naming and numbering conventions
- Review and certification of publications
- Methods for publications control
- Identification of sources and suppliers for publications and related services
- Management of publication distribution

The NIMS Integration Center will manage publications dealing with domestic incident management and response. Publication management will include:

- The development of naming and numbering conventions.
- Review and certification of publications.
- Methods for publications control.
- Identification of sources and suppliers for publications and related services.
- Management of publication distribution.

The NIMS Integration Center will manage a wide range of publications—from qualification information and training courses to computer programs and best practices.

Group Discussion

Ask the students to think about the preparedness issues covered in this unit and the preparedness measures they've taken in their jurisdictions. Ask them to write their three highest priorities for preparedness when they return.

Facilitate a group discussion around the students' priorities and how implementing these priorities will help bridge their preparedness gaps.

For More Information

For more information about preparedness, visit the websites below.

- *Guide for All-Hazards Emergency Operations Planning (SLG 101)* (FEMA). This document can be found at: www.fema.gov/rrr/allhzpln.shtm.
- *Principles of Emergency Management* (IS 230) (FEMA). This course can be found at: http://training.fema.gov/EMIWeb/IS/IS230.asp.
- *Emergency Planning* (IS 235) (FEMA). This course is available at: http://training.fema.gov/EMIWeb/IS/is235.asp.
- *Exercise Design* (IS 139) (FEMA). This course is available at: http://training.fema.gov/EMIWeb/IS/is139.asp.

FEMA also offers several courses for State and local delivery. Contact your State Training Officer for information about when these courses might be offered in your area.

- Exercise Design (G 120)
- Exercise Evaluation (G 130)
- Exercise Program Manager/Management (G 137)

Lesson 6: Resource Management

Lesson Purpose	This lesson will cover the requirements for resource management under NIMS.
Lesson 6 Objectives	After completing this lesson, the students should be able to describe how NIMS affects the way resources are managed before, during, and after an incident.
Estimated Time	20 minutes
Contents	This lesson includes the following sections: ▪ Lesson Overview ▪ What Is Resource Management? ▪ Resource Management Concepts ▪ Resource Management Principles ▪ Managing Resources ▪ For More Information
Materials	▪ Self-Study Guide ▪ Visuals 6.1 through 6.4 ▪ Computer with PowerPoint 2000 and a Projector

Lesson Overview

Lesson Overview

Resource management includes coordination and oversight of:

- Tools.
- Processes.
- Systems.

NIMS affects the way resources are managed.

Resource management involves the coordination and oversight of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident. Historically, resource management has been an issue at incidents, both large and small. Resource management is an area of special attention under NIMS.

This lesson will cover requirements for resource management under NIMS. At the end of this lesson, the students should be able to describe how NIMS affects the way resources are managed before, during, and after an incident.

What Is Resource Management?

What Is Resource Management?

Four tasks:

- Establishing systems
- Activating the systems
- Dispatching resources
- Deactivating resources

Point out that resource management involves four primary tasks:

- Establishing systems for describing, inventorying, requesting, and tracking resources
- Activating those systems prior to, during, and after an incident
- Dispatching resources prior to, during, and after an incident
- Deactivating or recalling resources during or after an incident

The basic concepts and principles that guide resource management and allow these tasks to be conducted effectively are addressed by NIMS. These concepts and principles are described on the following pages.

Resource Management Concepts

Resource Management Concepts

- Standardize identification, allocation, and tracking
- Classify by kind and type
- Implement credentialing system
- Incorporate resources from private sector and NGOs

Resource management under NIMS is based on:

- Providing a uniform method of identifying, acquiring, allocating, and tracking resources.
- Classifying kinds and types of resources required to support incident management.
- Using a credentialing system tied to uniform training and certification standards.
- Incorporating resources contributed by private sector and nongovernmental organizations.

Resource Management Principles

Resource Management Principles

1. Advance planning
2. Resource identification and ordering
3. Resource categorization
4. Use of agreements
5. Effective management

Tell the students that five key principles underlie effective resource management:

1. **Advance planning:** Preparedness organizations working together before an incident to develop plans for managing and using resources
2. **Resource identification and ordering:** Using standard processes and methods to identify, order, mobilize, dispatch, and track resources
3. **Resource categorization:** Categorizing by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient
4. **Use of agreements:** Developing preincident agreements for providing or requesting resources
5. **Effective management:** Using validated practices to perform key resource management tasks

Planning Activity

Direct the students to the Planning Activity on page 6-3 of the Self-Study Guide. Ask the students to review the list of resource management activities below, and mark all items that describe actions that their jurisdictions have already taken to manage their incident resources effectively.

Then, facilitate a group discussion about the students' resource management practices.

Point out that even if the students' jurisdictions currently incorporate all of the practices, they should check regularly for updated standards from the NIMS Integration Center.

- ☐ Developed a method of identifying, acquiring, allocating, and tracking incident resources.
- ☐ Developed mutual aid agreements to support incident management.
- ☐ Ensured that all response personnel have received appropriate training.
- ☐ Included resources contributed by the private sector and nongovernmental organizations.
- ☐ Worked together before an incident to develop plans for managing and employing resources.
- ☐ Developed standard processes to identify, order, mobilize, dispatch, and track resources.
- ☐ Categorized all response resources.

Managing Resources

Resource management involves the coordination and oversight of tools, processes, and systems that provide Incident Commanders with the resources that they need during an incident.

To assist local managers, NIMS includes standard procedures, methods, and functions in its resource management processes. By following the standards established by NIMS, resource managers are able to identify, order, mobilize, dispatch, and track resources more efficiently.

Resource "typing" involves categorizing resources by capability based on measurable standards of capability and performance—for example, a 500-kilowatt generator. Resource typing defines more precisely the resource capabilities needed to meet specific requirements—and is designed to be as simple as possible to facilitate frequent use and accuracy in obtaining resources.

Certification and credentialing help ensure that all personnel possess a minimum level of training, experience, physical and medical fitness, or capability for the position they are tasked to fill. NIMS also ensures that training material is current.

Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. And resource managers identify, refine, and validate resource requirements throughout the incident using a process to identify:

- What and how much are needed.
- Where and when it is needed.
- Who will be receiving it.

Because resource requirements and availability will change as the incident evolves, all entities must coordinate closely beginning at the earliest possible point in the incident. Request for items that the Incident Commander cannot obtain locally must be submitted through the EOC or Multiagency Coordination Entity using standardized resource-ordering procedures.

Managing Resources (Continued)

Resource managers use established procedures to track resources continuously from mobilization through demobilization. Resource tracking and mobilization are directly linked. When resources arrive on-scene, they must check in to start on-scene in-processing and validate the order requirements. Managers should plan for demobilization at the same time they begin the mobilization process. Early planning for demobilization facilitates accountability and makes transportation of resources as efficient as possible.

Recovery involves the final disposition of all resources. During recovery, resources are rehabilitated, replenished, disposed of, or retrograded.

For More Information

For more information about managing resources, visit the following website.

- *Resource Management* (Attachment H to SLG 101) (FEMA). This document is available at: www.fema.gov/pdf/rrr/5-ch-h.pdf.

FEMA also offers a Resource Management Course (G 276) for State and local delivery. Contact your State Training Officer for information about when this course may be delivered in your area.

Lesson 7: Communications, Information Management, and Supporting Technology

Communications, Information Management, and Supporting Technology

Lesson Purpose	This lesson will cover ways in which NIMS supports communications, information management, and supporting technology.
Lesson 7 Objectives	After completing this lesson, the students should be able to: ▪ Describe the advantages of common communication and information management standards. ▪ Explain how NIMS will influence technology and technological systems required for emergency response.
Estimated Time	15 minutes
Contents	This lesson includes the following sections: ▪ Lesson Overview ▪ Concepts and Principles ▪ Managing Communications and Integration ▪ For More Information
Materials	▪ Self-Study Guide ▪ Visuals 7.1 through 7.4 ▪ Computer with PowerPoint 2000 and a Projector

Lesson Overview

Lesson Overview

- Advantages of common communication and information management standards
- How NIMS will influence technology/technological systems

Effective communications, information management, and supporting technology are critical aspects of domestic incident management. This lesson will cover the ways in which NIMS supports these areas. At the end of this lesson, the students should be able to:

- Describe the advantages of common communication and information management standards.
- Explain how NIMS will influence technology and technological systems required for emergency response.

Concepts and Principles

NIMS standards for communications, information management, and supporting technology are based on several concepts and principles. These concepts and principles are described on the following screens.

Communications and Information Management Principles

Communications and Information Management

Principles:

- Common operating picture
- Accessible across jurisdictions and agencies
- Common communications and data standards

Explain that the concepts and principles on which communications and information management are based include the following:

- A **common operating picture that is accessible across jurisdictions and agencies is necessary.** A common operating picture helps to ensure consistency at all levels, among all who respond to or manage incident response.
- **Common communications and data standards are fundamental.** Effective communications, both within and outside of the incident response structure, are enhanced by adherence to standards.

Principles of Supporting Technologies

Supporting Technologies

Principles:

1. Interoperability and compatibilities
2. Technology support
3. Technology standards
4. Broad-based requirements
5. Strategic planning and R & D

NIMS will leverage science and technology to improve capabilities at a lower cost. To accomplish this, NIMS will base its supporting technology standards on five key principles:

1. **Interoperability and compatibility:** Systems must be able to work together.
2. **Technology support:** All organizations using NIMS will be able to enhance all aspects of incident management and emergency response.
3. **Technology standards:** National standards will facilitate interoperability and compatibility of major systems.
4. **Broad-based requirements:** NIMS provides a mechanism for aggregating and prioritizing new technologies, procedures, protocols, and standards.
5. **Strategic planning and R&D:** The NIMS Integration Center will coordinate with DHS to create a national R&D agenda.

Managing Communications and Information

Communications and Information

Facilitate a common operating picture for:

- Incident management
- Information management
- Interoperability standards

NIMS communications and information systems enable the essential functions needed to provide a common operating picture and interoperability for:

- Incident management communications.
- Information management.
- Interoperability standards.

The NIMS Integration Center will also develop a national database for incident reports.

For More Information

For more information about communications, information management, and supporting technology, visit the websites below.

- The Emergency Information Infrastructure Partnership (online newsletter) www.emforum.org.
- National Communications System (Department of Homeland Security www.ncs.org.

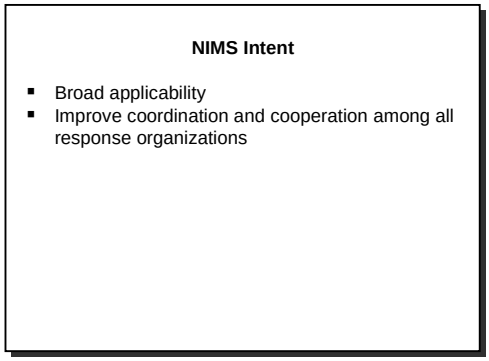
Lesson 8: Course Summary

Lesson Purpose	This lesson summarizes the key points from this course and prepares the students to take the posttest.
Lesson 8 Objectives	After completing this lesson, students should be able to pass the course posttest.
Estimated Time	25 minutes
Contents	This lesson includes the following sections: ▪ Summary and Posttest Overview ▪ Introduction to NIMS ▪ Command and Management Under NIMS ▪ Public Information ▪ Preparedness ▪ Resource Management ▪ Communications, Information Management, and Supporting Technology ▪ Taking the Posttest
Materials	▪ Self-Study Guide ▪ Visuals 8.1 through 8.19 ▪ Computer with PowerPoint 2000 and projector
Method of Evaluation	Evaluation is accomplished using a course posttest upon completion of the course.

Summary and Posttest Overview

This lesson provides a brief summary of the NIMS course contents. After reviewing the summary information, the students will then take the course posttest.

Introduction to NIMS

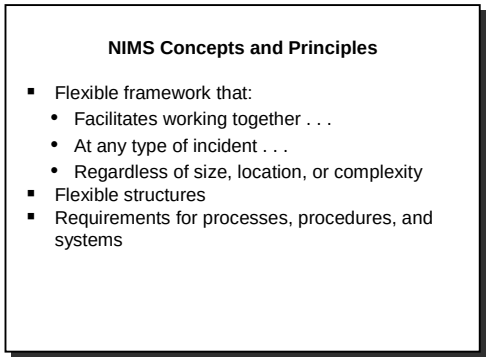


Past emergencies have taught us much about the need for a coordinated response—especially standardization and interoperability. NIMS is a comprehensive national approach to incident management that is applicable at all jurisdictions and across all functional disciplines.

The intent of NIMS is to:

- Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
- Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

NIMS Concepts and Principles



NIMS provides a framework for interoperability and compatibility by balancing flexibility and standardization.

- NIMS provides a **flexible** framework that facilitates government and private entities at all levels working together to manage domestic incidents. This flexibility applies to all phases of incident management, regardless of cause, size, location, or complexity.
- NIMS provides a set of **standardized** organizational structures as well as requirements for processes, procedures, and systems designed to improve interoperability.

NIMS Components

NIMS Components

- Command and management
- Preparedness
- Resource management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

NIMS is comprised of several components that work together as a system to provide a national framework for preparing for, preventing, responding to, and recovering from domestic incidents. These components include:

- Command and management.
- Preparedness.
- Resource management.
- Communications and information management.
- Supporting technologies.
- Ongoing management and maintenance.

Although these systems are evolving, much is in place now.

Command and Management Under NIMS

Command and Management

- Incident Command System (ICS)
- Multiagency Coordination Systems

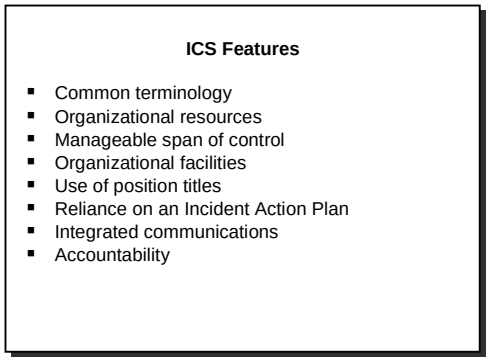
NIMS employs two levels of incident management structures, depending on the nature of the incident.

- The **Incident Command System (ICS)** is a standard, on-scene, all-hazard incident management system. ICS allows users to adopt an integrated organizational structure to match the needs of single or multiple incidents.
- **Multiagency Coordination Systems** are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common framework for coordinating and supporting incident management.

The Incident Command System

ICS is a proven, on-scene, all-hazard incident management concept. ICS has become the standard for on-scene management. ICS is interdisciplinary and organizationally flexible to meet the needs of incidents of any size or level of complexity. ICS has been used for a wide range of incidents—from planned events to hazardous materials spills to acts of terrorism.

ICS Features



ICS has several features that make it well suited to managing incidents. These features include:

- Common terminology.
- Organizational resources.
- Manageable span of control.
- Organizational facilities.
- Use of position titles.
- Reliance on an Incident Action Plan.
- Integrated communications.
- Accountability.

ICS Features

Common Terminology

The ability to communicate within ICS is absolutely critical. Using standard or common terminology is essential to ensuring efficient, clear communications. ICS requires the use of common terminology, including standard titles for facilities and positions within the organization.

Common terminology also includes the use of "clear text"—that is, communication without the use of agency-specific codes or jargon. **In other words, use plain English.**

Organizational Resources

Resources, including all personnel, facilities, and major equipment and supply items used to support incident management activities, are assigned common designations. Resources are "typed" with respect to capability to help avoid confusion and enhance interoperability.

Manageable Span of Control

Maintaining adequate span of control throughout the ICS organization is critical. Effective span of control may vary from three to seven, and a ratio of one supervisor to five reporting elements is recommended.

If the number of reporting elements falls outside of this range, expansion or consolidation of the organization may be necessary. There may be exceptions, usually in lower-risk assignments or where resources work in close proximity to each other.

ICS Features (Continued)

Organizational Facilities

Common terminology is also used to define incident facilities, help clarify the activities that take place at a specific facility, and identify what members of the organization can be found there. For example, you find the Incident Commander at the Incident Command Post. Incident facilities include:

- The Incident Command Post.
- One or more staging areas.
- A base.
- One or more camps (when needed).
- A helibase.
- One or more helispots.

Incident facilities will be established depending on the kind and complexity of the incident. Only those facilities needed for any given incident may be activated. Some incidents may require facilities not included on the standard list.

Use of Position Titles

ICS positions have distinct titles.

- Only the Incident Commander is called Commander—and there is only one Incident Commander per incident.
- Only the heads of Sections are called Chiefs.

Learning and using standard terminology helps reduce confusion between the day-to-day position occupied by an individual and his or her position at the incident.

ICS Features (Continued)

Reliance on an Incident Action Plan

Incident Action Plans (IAPs) provide a coherent means to communicate the overall incident objectives in the context of both operational and support activities. IAPs are developed for operational periods that are usually 12 hours long.

IAPs depend on management by objectives to accomplish response tactics. These objectives are communicated throughout the organization and are used to:

- Develop and issue assignments, plans, procedures, and protocols.
- Direct efforts to attain the objectives in support of defined strategic objectives.

Results are always documented and fed back into planning for the next operational period.

Integrated Communications

Integrated communications include:

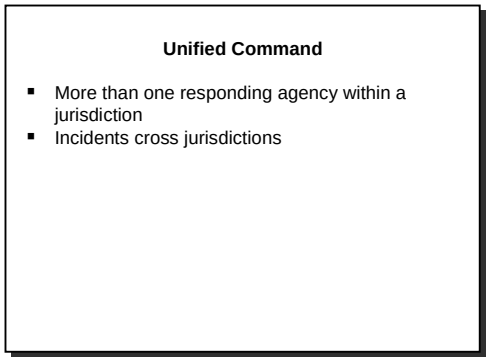
- The "hardware" systems that transfer information.
- Planning for the use of all available communications frequencies and resources.
- The procedures and processes for transferring information internally and externally.

Accountability

Effective accountability at all jurisdictional levels and within individual functional areas during an incident is essential. To that end, ICS requires:

- An orderly chain of command—the line of authority within the ranks of the incident organization.
- Check-in for all responders, regardless of agency affiliation.
- Each individual involved in incident operations to be assigned only one supervisor.

Unified Command

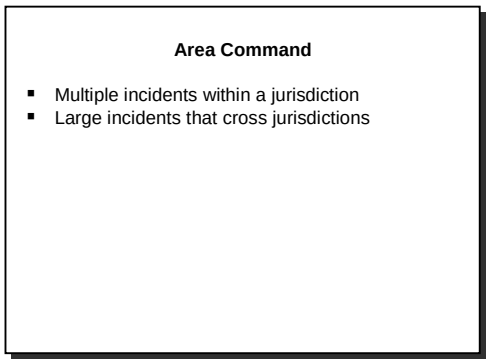


In some situations, NIMS recommends variations in incident management. Unified Command is an application of ICS that is used when:

- There is more than one responding agency within a jurisdiction.
- Incidents cross political jurisdictions.

Under a Unified Command, agencies work together through the designated members of the command to analyze intelligence information and establish a common set of objectives and strategies for a single Incident Action Plan.

Area Command



An Area Command is established to:

- Oversee the management of multiple incidents that are each being managed by an ICS organization.
- Oversee the management of large incidents that cross jurisdictional boundaries.

Area Commands are particularly relevant to public health emergencies and other incidents that are nonsite specific, not immediately identifiable, or are geographically dispersed and evolve over time.

Area Command Responsibilities

Area Command has the responsibility for:

- Setting overall strategy and priorities.
- Allocating critical resources according to priorities.
- Ensuring that incidents are properly managed.
- Ensuring that objectives are met and strategies are followed.

An Area Command may become a Unified Area Command when incidents are multijurisdictional or involve multiple agencies.

Multiagency Coordination Systems

Multiagency Coordination Systems

- Support incident management
- Facilitate logistic support and resource tracking
- Allocate resources
- Coordinate information
- Coordinate issue resolution

Multiagency Coordination Systems are a combination of resources that are integrated into a common framework for coordinating and supporting domestic incident management activities.

The primary functions of Multiagency Coordination Systems are to:

- Support incident management policies and priorities.
- Facilitate logistics support and resource tracking.
- Make resource allocation decisions based on incident management priorities.
- Coordinate incident-related information.
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Direct tactical and operational responsibility for the conduct of incident management activities rests with the Incident Command.

Multiagency Coordination System Elements

Multiagency Coordination Systems

- EOC
- Multiagency Coordination Entities

Multiagency Coordination Systems include Emergency Operations Centers (EOCs) and, in certain multijurisdictional or complex incidents, Multiagency Coordination Entities.

Regardless of their form or structure, Multiagency Coordination Entities:

- Ensure that each involved agency is providing situation and resource status information.
- Establish priorities between incidents and/or Area Commands.
- Acquire and allocate resources required by incident management personnel.
- Coordinate and identify future resource requirements.
- Coordinate and resolve policy issues.
- Provide strategic coordination.

Public Information

Public Information

- Provides information to:
  - Command
  - The Public
- Ensures information provided is:
  - Accurate
  - Timely
  - Coordinated

During emergencies, the public may receive information from a variety of sources. The mechanism established by NIMS for ensuring that information the public receives is accurate, coordinated, timely, and easy to understand is through the use of a Public Information Officer (PIO).

The PIO coordinates public information by establishing a Joint Information Center (JIC). Using the JIC as a central location, information can be coordinated and integrated across jurisdictions and agencies and among all government partners, the private sector, and nongovernmental agencies.

JIC Characteristics

JICs have several characteristics in common:

- JICs include representatives of all players in managing the response. This may include jurisdictions, agencies, private entities, or nongovernmental organizations.
- JICs must have procedures and protocols for communicating and coordinating effectively with other JICs, and with the appropriate components of the ICS organization.

Preparedness

Preparedness

- Actions involved to establish/maintain prescribed capability
- NIMS focuses on guidelines, protocols, and standards

Preparedness involves the actions required to establish and sustain prescribed levels of capability for a range of incident management operations. Preparedness is implemented through a continual cycle of:

- Planning.
- Training and equipping.
- Exercising.
- Evaluating and taking corrective or mitigating action.

NIMS focuses on guidelines, protocols, and standards necessary to facilitate preparedness.

Preparedness Organizations

Preparedness organizations represent a wide variety of committees, planning groups, and other organizations. These organizations meet regularly to coordinate and focus preparedness activities.

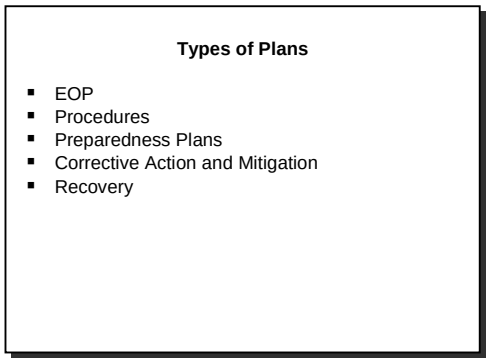
Preparedness organizations should:

- Establish and coordinate emergency plans and protocols.
- Integrate and coordinate activities and jurisdictions within their purview.
- Establish standards, guidelines, and protocols to promote interoperability among jurisdictions and agencies.
- Adopt standards, guidelines, and protocols for resource management.
- Establish priorities for resources and other response requirements.
- Establish and maintain mutiagency coordination mechanisms.

Preparedness Planning

Preparedness plans describe how personnel, equipment, and other resources will be used to support incident management requirements. These plans represent the operational core of preparedness and provide mechanisms for:

- Setting priorities.
- Integrating multiple entities and functions.
- Establishing collaborative relationships.
- Ensuring that communications and other systems support the complete spectrum of incident management activities.

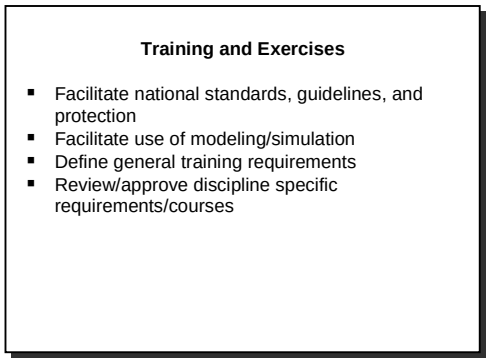


Types of Plans

- **Emergency Operations Plans (EOPs)** describe how the jurisdiction will respond to emergencies.
- **Procedures** may include overviews, standard operating procedures, field operations guides, job aids, or other critical information needed for a response.
- **Preparedness Plans**, which describe how training needs will be identified and met, how resources will be obtained through mutual aid agreements, and the equipment required for the hazards faced by the jurisdiction.
- **Corrective Action and Mitigation Plans** include activities required to implement procedures based on lessons learned from actual incidents or training and exercises.
- **Recovery Plans** describe the actions to be taken to facilitate long-term recovery.

Training and Exercises

Organizations and personnel at all governmental levels and the private sector must be trained to improve all-hazard incident management capability. These organizations and personnel must also participate in realistic exercises to improve integration and interoperability.

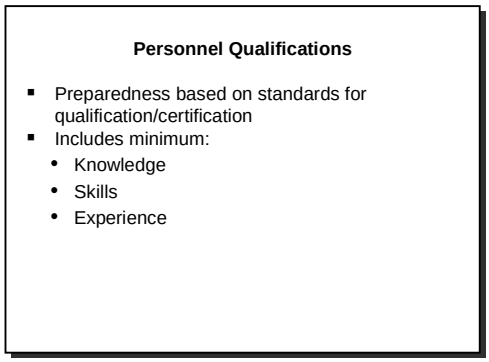


Training and Exercising and the NIMS Integration Center

To assist jurisdictions in meeting training and exercising goals, the NIMS Integration Center will:

- Facilitate the development and dissemination of national standards, guidelines, and protocols for incident management training.
- Facilitate the use of modeling and simulation in training and exercise programs.
- Define general training requirements and approve training courses for all NIMS users, including instructor qualifications and course completion documentation.
- Review and approve, with the assistance of key stakeholders, discipline-specific training requirements and courses.

Personnel Qualifications and Certification



Under NIMS, preparedness is based on national standards for qualification and certification of emergency response personnel. Standards will help ensure that the participating agencies' and organizations' field personnel possess the minimum knowledge, skills, and experience necessary to perform activities safely and effectively.

Equipment Certification

Equipment Certification

- Ensure performance to standards and interoperability
- Facilitate development of national standards and protocols
- Review and approve equipment meeting standards

A critical component of operational preparedness is that equipment performs to certain standards, including the capability to be interoperable with equipment used by other jurisdictions.

To facilitate national equipment certification, NIMS will:

- Facilitate the development and or publication of national equipment standards, guidelines, and protocols.
- Review and approve lists of emergency responder equipment that meet national requirements.

Mutual Aid Agreements and Emergency Management Assistance Compacts

Mutual aid agreements and Emergency Management Assistance Compacts (EMACs) provide the means for one jurisdiction to provide resources or other support to another jurisdiction during an incident. To facilitate the timely delivery of assistance during incidents, jurisdictions, including States, are encouraged to enter into mutual aid agreements and EMACs.

Publication Management

NIMS will manage publications dealing with domestic incident management and response through its Integration Center. The NIMS Integration Center will manage a wide range of publications—from qualification information and training courses to computer programs and best practices.

Resource Management

Resource Management

- Establish systems for:
  - Describing
  - Inventorying
  - Requesting
  - Tracking
- Activating systems
- Dispatching resources
- Deactivating/recalling resources

Resource management involves four primary tasks:

- Establishing systems for describing, inventorying, requesting, and tracking resources
- Activating those systems prior to, during, and after an incident
- Dispatching resources prior to, during, and after an incident
- Deactivating and recalling resources during or after an incident

Resource Management (Continued)

NIMS Resource Management Concepts and Principles

NIMS Resource Management Concepts. Resource management under NIMS is based on:

- Providing a uniform method of identifying, acquiring, allocating, and tracking resources.
- Classifying kinds and types of resources required to support incident management.
- Using a credentialing system tied to uniform training and certification standards.
- Incorporating resources contributed by private sector and nongovernmental organizations.

NIMS Resource Management Principles. Five key principles underlie effective resource management:

1. **Advance planning:** Preparedness organizations working together before an incident to develop plans for managing and using resources
2. **Resource identification and ordering:** Using standard processes and methods to identify, order, mobilize, dispatch, and track resources
3. **Resource categorization:** Categorizing by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient
4. **Use of agreements:** Developing preincident agreements for providing or requesting resources
5. **Effective management:** Using validated practices to perform key resource management tasks

Managing Resources Under NIMS

Managing Resources

- Identifying and typing resources
- Certifying and credentialing personnel
- Inventorying resources
- Identifying resource requirements
- Ordering and acquiring resources
- Tracking and reporting resources
- Mobilizing resources
- Recovering resources
- Reimbursement

NIMS includes standard procedures, methods, and functions that reflect functional considerations, geographic factors, and validated practices, including:

- Identifying and typing resources.
- Certifying and credentialing personnel.
- Inventorying resources.
- Identifying resource requirements.
- Ordering and acquiring resources.
- Tracking and reporting resources.
- Mobilizing resources.
- Recovering resources.
- Reimbursement.

Managing Resources Under NIMS (Continued)

Resource Management Standards, Procedures, and Methods

- **Identifying and "typing" resources:** Resource "typing" involves categorizing resources by capability based on measurable standards of capability and performance—for example, a 500-kilowatt generator. Resource typing defines more precisely the resource capabilities needed to meet specific requirements—and is designed to be as simple as possible to facilitate frequent use and accuracy in obtaining resources.
- **Certification and credentialing:** Certification and credentialing of personnel help ensure that all personnel possess a minimum level of training, experience, physical and mental fitness, or capability for the position they are tasked to fill. NIMS also ensures that training material is current.
- **Inventorying resources:** Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. And resource managers identify, refine, and validate resource requirements throughout an incident using a process to identify what and how much is needed, where and when it is needed, and who will be receiving it. Because resource requirements and availability change as an incident evolves, all entities must coordinate closely beginning at the earliest possible point in the incident.
- **Resource ordering:** Requests for items that the Incident Commander cannot obtain locally must be submitted through the EOC or Multiagency Coordination Entity using standardized resource-ordering procedures.

Managing Resources Under NIMS (Continued)

- **Resource tracking and mobilization:** Resource tracking and mobilization are directly linked. When resources arrive on the scene, they must check in to start on-scene inprocessing and validate the order requirements. Managers should plan for demobilization at the same time they begin the mobilization process. Early planning for demobilization facilitates accountability and makes transportation of resources as efficient as possible.
- **Resource recovery:** Resource recovery involves the final disposition of all resources. During recovery, resources are rehabilitated, replenished, disposed of, or retrograded.
- **Reimbursement:** Reimbursement provides a mechanism for funding critical needs that arise from incident-specific activities. Processes and procedures must be in place to ensure that resource providers are reimbursed in a timely manner.

The NIMS Integration Center will coordinate the development and dissemination of each of these resource management standards, processes, procedures, and functions.

Communications, Information Management, and Supporting Technology

NIMS standards for communications, information management, and supporting technology are based on:

- The necessity for a common operating picture that is accessible across jurisdictions and agencies.
- The reality that common communications and data standards are essential.

NIM's Focus on Supporting Technology

NIMS Focus on Supporting Technology

1. Interoperability and compatibility
2. Technology support
3. Technology standards
4. Broad-based requirements
5. Strategic planning and R&D

NIMS will leverage science and technology to improve capabilities at a lower cost. To accomplish this, NIMS will base its supporting technology standards on:

1. Interoperability and compatibility.
2. Technology support.
3. Technology standards.
4. Broad-based requirements.
5. Strategic planning and R&D.

Managing Communications and Information

Managing Communications and Information

- Incident management communications
- Information management
- Interoperability standards

NIMS communications and information systems enable the essential functions needed to provide a common operating picture and interoperability for:

- Incident management communications.
- Information management.
- Interoperability standards.

The NIMS Integration Center will also develop a national database for incident reports.

Taking the Posttest

The purpose of the test is to make sure that the students have learned the course content. To receive credit for this course, the students must answer 75% of the questions correctly.

If students are taking the test on-line follow the directions found in the Facilitator Notes.

If you are using the paper tests you received from EMI, be certain students follow the instructions on the forms. Allow the students as much time as is required to complete the test. When all have finished collect the tests and mail them to:

EMI Independent Study
16825 South Seton Ave.
Emmitsburg, MD 21727