



G0191: ICS/EOC Interface Workshop

Student Manual

October 2013



FEMA

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G0191
ICS/EOC Interface Workshop

Student Manual

October 2013

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UNIT 1. COURSE INTRODUCTION

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WELCOME AND INTRODUCTION

Visual 1.1

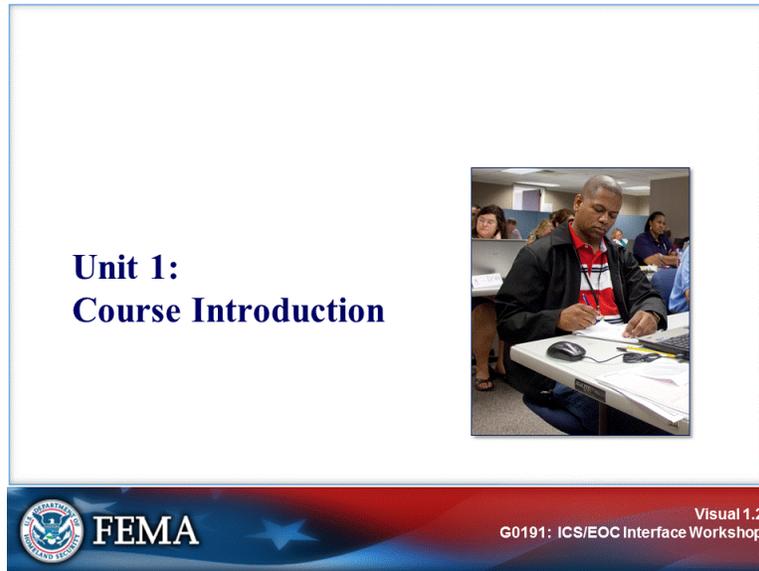


Key Points

Welcome to the Incident Command System (ICS)/Emergency Operations Center (EOC) Interface Workshop.

WELCOME AND INTRODUCTION

Visual 1.2



Key Points

To begin the first unit, the instructors will introduce themselves.

ADMINISTRATIVE INFORMATION

Visual 1.3

Administrative Information

- Course agenda
- Sign-in sheet
- Housekeeping:
 - Breaks
 - Messages, telephone
 - Cell phone/pager policy
 - Facilities
 - Emergency procedures
 - Other concerns



 **FEMA**  Visual 1.3
G0191: ICS/EOC Interface Workshop

Key Points

Please turn off or silence your cell phones and other electronic devices.

COURSE OVERVIEW

Visual 1.4

Purpose

To develop an effective interface between the Incident Command and the Emergency Operations Center (EOC) by applying Incident Command System (ICS) principles.



 **FEMA** Visual 1.4
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Key Points

The purpose of this workshop is to enable you to develop ICS/EOC interface implementation strategies or action plans for your communities. It will help you begin the planning process by proposing and discussing options in a neutral environment. It is important to understand that there are no rigid solutions to the ICS/EOC interface issues.

This course will not present a detailed discussion of either ICS or the EOC. The following courses provide additional background on ICS and the EOC:

- IS-0100—ICS-100: An Introduction to ICS
- IS-0200—ICS-200: ICS for Single Resources and Initial Action Incidents
- IS-0775—EOC Management and Operations
- IS-0701—NIMS Multiagency Coordination Systems
- IS-0702—NIMS Public Information Systems
- IS-0703—NIMS Resource Management

COURSE OVERVIEW

Visual 1.5

Course Objectives (1 of 2)

- Describe ICS principles.
- Using scenarios, analyze the ICS and EOC systems and identify potential ICS/EOC interface issues.
- Describe Multiagency Coordination/EOC principles.



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Visual 1.5
G0191: ICS/EOC Interface Workshop

Key Points

The course objectives are listed on this visual and the next.

COURSE OVERVIEW

Visual 1.6

Course Objectives (2 of 2)

- Identify the authorities, responsibilities, interests, needs, and assets of ICS and EOC during emergency operations.
- Apply ICS/EOC interface concepts in a classroom activity situation.
- Begin developing an ICS/EOC interface action plan for your community.



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Visual 1.6
G0191: ICS/EOC Interface Workshop

Key Points

The course objectives are continued on this visual.

COURSE STRUCTURE

Visual 1.7

Course Structure (1 of 2)



 Unit 1: Course Introduction	 Unit 2: ICS Review	 Unit 3: ICS/EOC Interface Activity 1	 Unit 4: MAC/EOC Principles Review
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Visual 1.7
G0191: ICS/EOC Interface Workshop

Key Points

This course is divided into eight units. The first four units are:

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

COURSE STRUCTURE

Visual 1.8

Course Structure (2 of 2)



 <p>Unit 5: ICS/EOC Relationships</p>	 <p>Unit 6: ICS/EOC Interface Activity 2</p>	 <p>Unit 7: ICS/EOC Action Planning</p>	 <p>Unit 8: Course Summary</p>
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 **FEMA** Visual 1.8
G0191: ICS/EOC Interface Workshop

Key Points

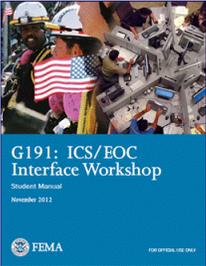
The final four units are:

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

COURSE MATERIALS

Visual 1.9

Student Manual



- Important course content
- Activity materials
- Background information
- Glossary

Visual 1.9
G0191: ICS/EOC Interface Workshop



Key Points

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

- Important course content.
- Activity materials.
- Background information on selected topics.
- A glossary.

INTRODUCTIONS AND EXPECTATIONS

Visual 1.10

Participant Introductions

- **Name**
- **Job title**
- **Organization**
- **Individual learning goal**



 **FEMA** Visual 1.10
G0191: ICS/EOC Interface Workshop

Key Points

Please introduce yourself, including the points listed above.

INTRODUCTIONS AND EXPECTATIONS

Visual 1.11

Our Expectations

- Punctuality
- Participation
- Positive Attitude
- Professionalism
- Flexibility
- Commitment



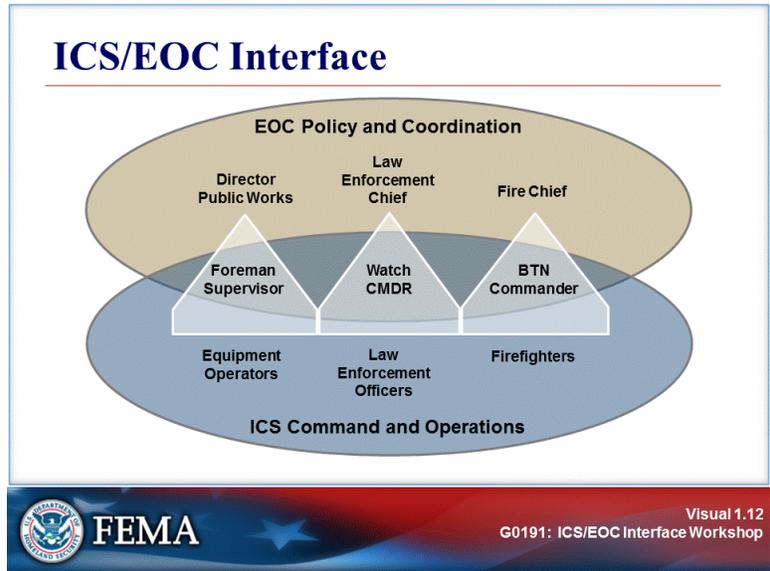
 **FEMA** Visual 1.11
G0191: ICS/EOC Interface Workshop

Key Points

The ground rules for class participation.

INTRODUCTION TO ICS/EOC INTERFACE

Visual 1.12



Key Points

The word “interface” in the course title implies communication, coordination, and other interrelationships between on-scene Incident Command and EOC activities.

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

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

INTRODUCTION TO ICS/EOC INTERFACE

Visual 1.13

ICS/EOC Interface Challenges: Activity

Instructions:

- Work in teams.
- Identify the top three ICS/EOC interface challenges.
- Be prepared to present in 10 minutes.



The diagram consists of two overlapping ovals. The top oval is light brown and labeled "EOC Policy and Coordination". The bottom oval is light blue and labeled "ICS Command and Operations". The overlapping area in the center is shaded and contains the text "What are the Challenges?" in yellow.

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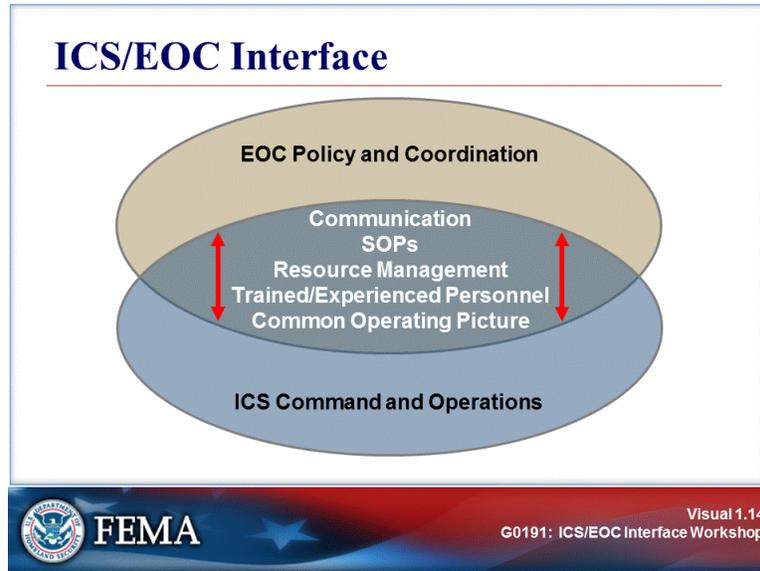
Visual 1.13
G0191: ICS/EOC Interface Workshop

Key Points

Instructions: Working in your table groups, discuss ICS/EOC interface challenges you have faced, then identify the top three. Select a spokesperson and be prepared to share your ideas in 10 minutes.

INTRODUCTION TO ICS/EOC INTERFACE

Visual 1.14



Key Points

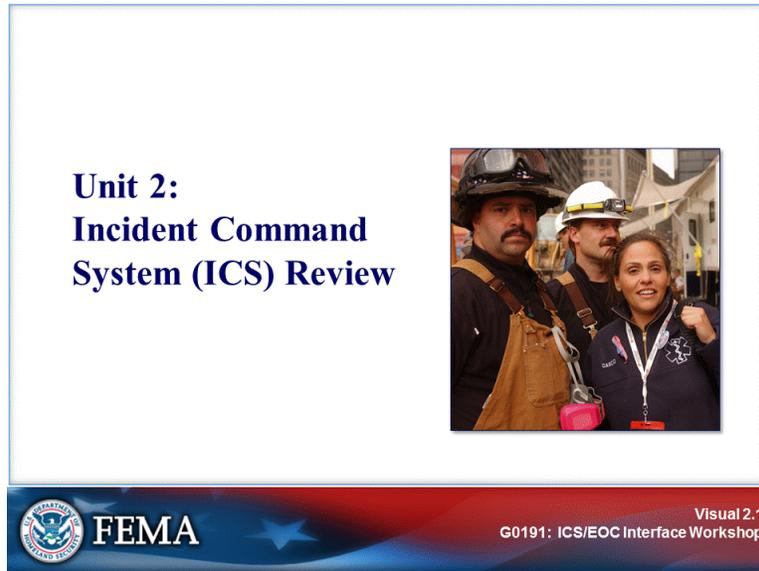
Do you have any other interface problems to add that you would like to discuss during the course?

UNIT 2. INCIDENT COMMAND SYSTEM (ICS) REVIEW

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INTRODUCTION

Visual 2.1



Key Points

This lesson presents a brief review of Incident Command System (ICS) concepts and principles.

INTRODUCTION

Visual 2.2

Unit 2 Objectives

- Define ICS.
- Identify concepts and principles of ICS.
- Identify functional elements of ICS.



 **FEMA** Visual 2.2
G0191: ICS/EOC Interface Workshop

Key Points

The unit objectives are listed on the visual.

ICS OVERVIEW

Visual 2.3

What Is ICS?

The Incident Command System:

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



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Visual 2.3
G0191: ICS/EOC Interface Workshop

Key Points

ICS Concept: The Incident Command System is a **standardized, on-scene, all-threat/hazard** incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of incidents.

ICS Flexibility: ICS has considerable internal flexibility. It can grow or shrink to meet the needs of single or multiple incidents of any type, scope, and complexity. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations. It also supports a multijurisdictional approach, allowing responders to work together without being hindered by jurisdictional boundaries.

ICS Origins: ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics.

(Continued on next page)

ICS OVERVIEW

Visual 2.3 (Continued)

Surprisingly, studies found that response **problems were far more likely to result from inadequate management** than from any other single reason. Weaknesses in incident management were often due to:

- Lack of accountability, including unclear chains of command and supervision.
- Poor communication due to both inefficient uses of available communications systems and conflicting codes and terminology.
- Lack of an orderly, systematic planning process.
- Having no common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently.
- Having no predefined methods to integrate interagency requirements into the management structure and planning process effectively.

A poorly managed incident response can be devastating to our economy and our health and safety.

ICS OVERVIEW

Visual 2.4

ICS Purposes



By using management best practices, ICS helps ensure:

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

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Visual 2.4
G0191: ICS/EOC Interface Workshop

Key Points

By using management best practices, ICS helps to ensure:

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

Discussion Question: What resources and plans do you have for ensuring the safety and welfare of your responders?

MANDATES

Visual 2.5



Key Points

Complex 21st century threats demand that all Americans share responsibility for homeland security. All levels of government, the private sector, nongovernmental agencies, and individuals and households must be prepared to prevent, protect against, mitigate the effects of, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These threats and hazards require a unified and coordinated national approach to planning and to domestic incident management.

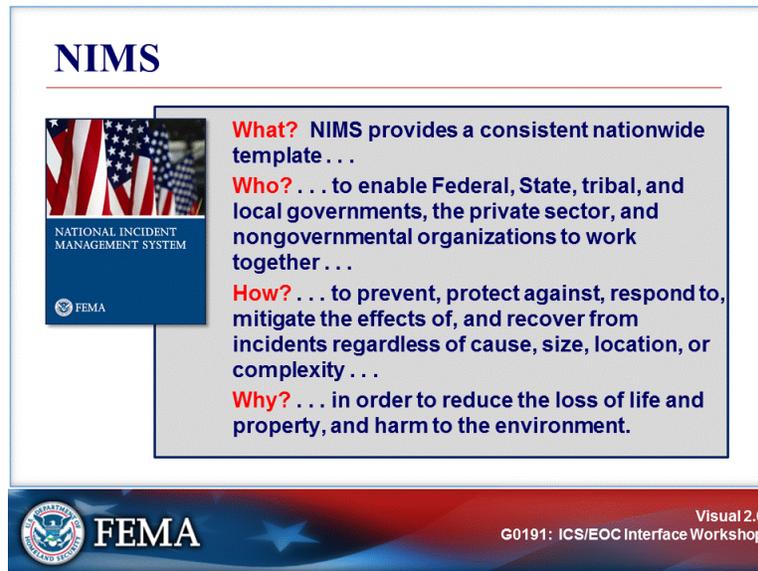
The following directives are linked to national preparedness:

- **Homeland Security Presidential Directive 5 (HSPD-5)**, Management of Domestic Incidents, identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a **National Incident Management System (NIMS)**.
- **Presidential Policy Directive 8 (PPD-8)** describes the Nation's approach to preparedness—one that involves the whole community, including individuals, businesses, community- and faith-based organizations, schools, tribes, and all levels of government (Federal, State, local, tribal and territorial).

PPD-8 links together national preparedness efforts using the following key elements: National Preparedness System: How We Get There; National Planning System: What We Deliver; Annual National Preparedness: How Well We Are Doing; and Whole Community Initiative: Who We Engage.

MANDATES

Visual 2.6



NIMS

What? NIMS provides a consistent nationwide template . . .

Who? . . . to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

How? . . . to prevent, protect against, respond to, mitigate the effects of, and recover from incidents regardless of cause, size, location, or complexity . . .

Why? . . . in order to reduce the loss of life and property, and harm to the environment.

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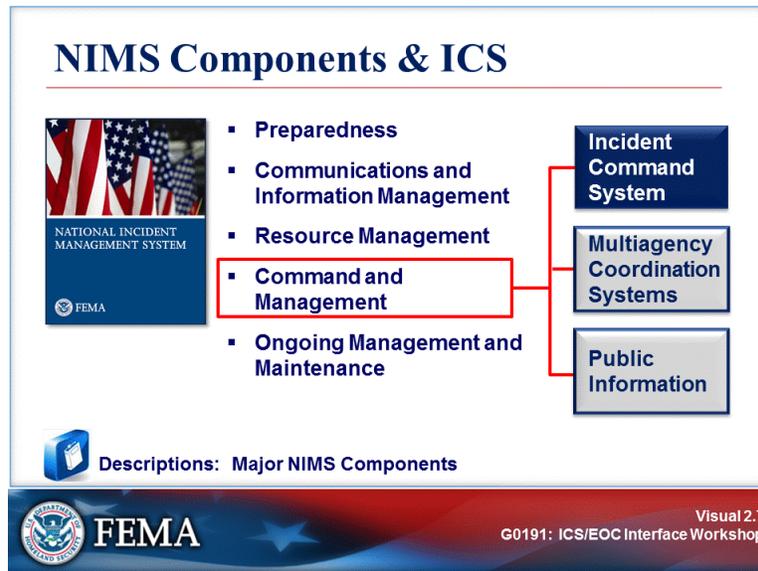
Visual 2.6
G0191: ICS/EOC Interface Workshop

Key Points

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

MANDATES

Visual 2.7



Key Points

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

The following is a summary of the major components of NIMS.

Additional information is available at: www.fema.gov/emergency/nims.

Descriptions: Major NIMS Components

Component	Description
Preparedness	Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualifications and certification, and equipment certification.
Communications and Information Management	Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.
Resource Management	Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.
Command and Management	The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.
Ongoing Management and Maintenance	DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

MANDATES

Visual 2.8

Institutionalizing the Use of ICS (1 of 2)

To institutionalize the use of ICS, governmental officials:

- Adopt the ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system.
- Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS.



 **FEMA** Visual 2.8
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Key Points

According to the National Integration Center, “Institutionalizing the use of ICS” means that government officials, incident managers, and emergency response organizations at all jurisdictional levels must adopt the Incident Command System. Actions to institutionalize the use of ICS take place at two levels: policy and organizational/operational.

Policy Level: At the policy level, institutionalizing the use of ICS means government officials (i.e., Governors, mayors, county and city managers, tribal leaders, and others) must:

- Adopt the ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system; and
- Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS in their response operations.

MANDATES

Visual 2.9

Institutionalizing the Use of ICS (2 of 2)

Incident managers and emergency response organizations:

- Integrate ICS into functional and system-wide emergency operations, policies, plans, and procedures.
- Conduct ICS training for responders, supervisors, and command-level officers.
- Conduct ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.



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Visual 2.9
G0191: ICS/EOC Interface Workshop

Key Points

Organizational/Operational Level: At the organizational/operational level, evidence that incident managers and emergency response organizations are institutionalizing the ICS would include the following:

- ICS is being integrated into functional and system-wide emergency operations policies, plans, and procedures.
- ICS training is planned or underway for responders, supervisors, and command-level officers.
- Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.

MANDATES

Visual 2.10

Other ICS Mandates



- **Hazardous Materials Incidents:**
 - **Superfund Amendments and Reauthorization Act (SARA) of 1986**
 - **Occupational Safety and Health Administration (OSHA) Rule 29 CFR 1910.120**
- **State and Local Regulations**

 **FEMA** Visual 2.10
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Key Points

In addition to the NIMS mandate, the following laws require the use of ICS:

- The **Superfund Amendments and Reauthorization Act (SARA)** of 1986 established Federal regulations for handling hazardous materials. SARA directed the Occupational Safety and Health Administration (OSHA) to establish rules for operations at hazardous materials incidents.
- **OSHA Rule 29 CFR 1910.120** requires all organizations that handle hazardous materials to use ICS. The regulation states: “The Incident Command System shall be established by those employers for the incidents that will be under their control and shall interface with other organizations or agencies who may respond to such an incident.”

The Environmental Protection Agency (EPA) requires States to use ICS at hazardous materials incidents.

ICS BENEFITS

Visual 2.11

ICS Benefits

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

Any others?



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Visual 2.11
G0191: ICS/EOC Interface Workshop

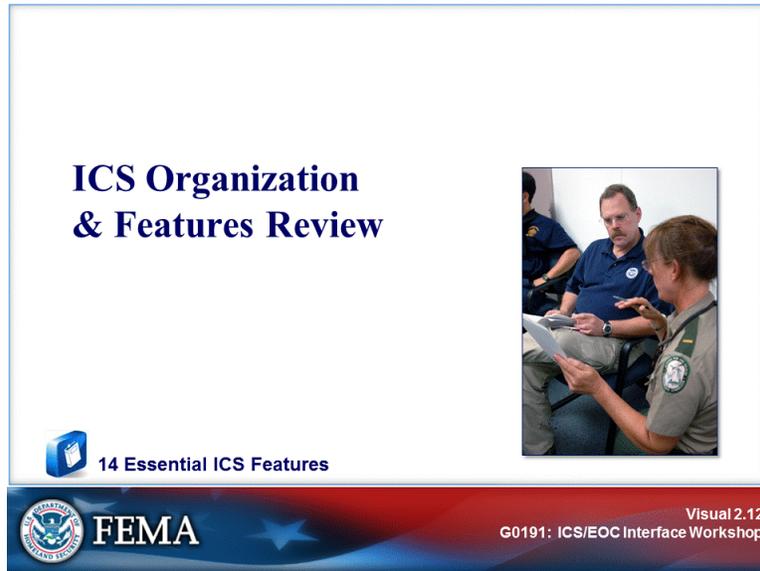
Key Points

Because ICS is designed to be interdisciplinary and organizationally flexible, it:

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

ICS FEATURES

Visual 2.12



Key Points

The next part of the lesson reviews the ICS organization and features.

14 Essential ICS Features

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

(Continued on the next page)

14 Essential ICS Features (Continued)

- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
 - **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
 - **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
 - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
 - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
 - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
 - **Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.
 - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
 - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.
 - **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.
 - **Information and Intelligence Management:** The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.
-

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.13

ICS Organization

Differs from the day-to-day, administrative organizational structures and positions.

- Unique ICS position titles and organizational structures are designed to avoid confusion during response.
- Rank may change during deployment.

A “chief” may not hold that title when deployed under ICS.

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Visual 2.13
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Key Points

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

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

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.14

Common Terminology

ICS requires the use of common terminology. Common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.

Why is the use of common terminology essential to the ICS/EOC interface?

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Visual 2.14
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Key Points

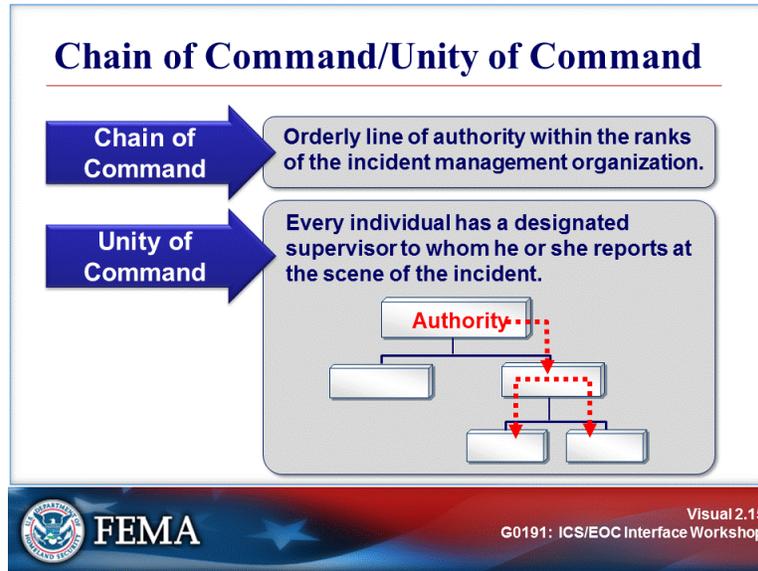
It is important to use plain English during incident response because often there is more than one agency involved in an incident. Ambiguous codes and acronyms have proven to be major obstacles in communication. When codes and acronyms are used on an incident, confusion is often the result. NIMS requires that all responders use plain language, referred to as “clear text.” Clear text means that radio codes, agency-specific codes, or jargon should not be used.

ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and threat/hazard scenarios. This common terminology covers the following:

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

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.15



Key Points

Within the ICS organization, chain of command and unity of command are maintained.

- **Chain of command** refers to the orderly line of authority within the ranks of the incident management organization.
- **Unity of command** means that every individual has a designated supervisor to whom he or she reports at the scene of the incident.

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

Chain of command must be followed at the incident site and by those not deployed to the incident. After being deployed and receiving an incident assignment, personnel may be assigned by someone who is not their day-to-day supervisor. In this situation, the responders must take direction from their on-scene ICS supervisors only. In addition, someone who is a day-to-day supervisor may not be assigned or qualified to serve as an on-scene supervisor.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.16



Key Points

Discussion Question: What is the difference between unity of command and Unified Command?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.17

Incident Commander

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.

The **most qualified** person is designated as the Incident Commander independent of rank.



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Visual 2.17
G0191: ICS/EOC Interface Workshop

Key Points

All incident responses begin by establishing command. Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party. In some situations, a lower ranking person may be the Incident Commander if he or she is the most qualified person.

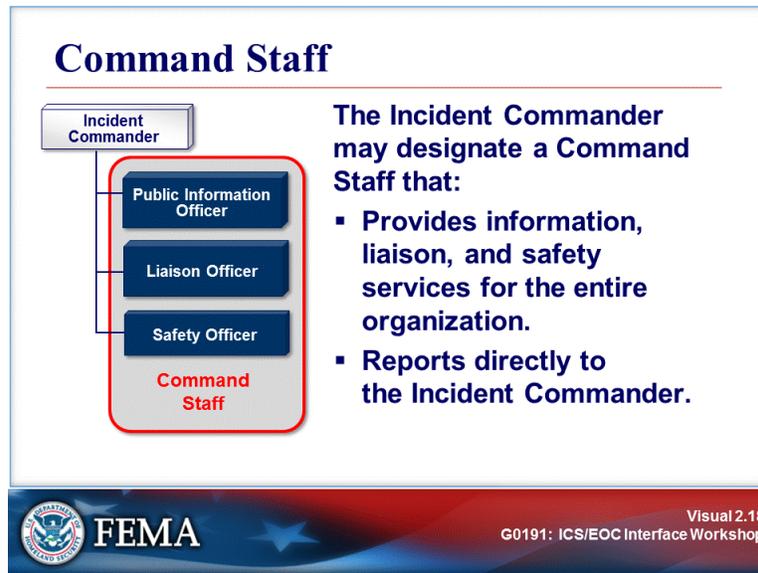
The process of moving responsibility for incident command from one Incident Commander to another is called **transfer of command**. A transfer of command occurs when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- There is normal turnover of personnel on extended incidents.
- The incident response is concluded and responsibility is transferred to the responsible agency.

Transfer of command must include a **transfer of command briefing**—which may be oral, written, or a combination of both.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.18



Key Points

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

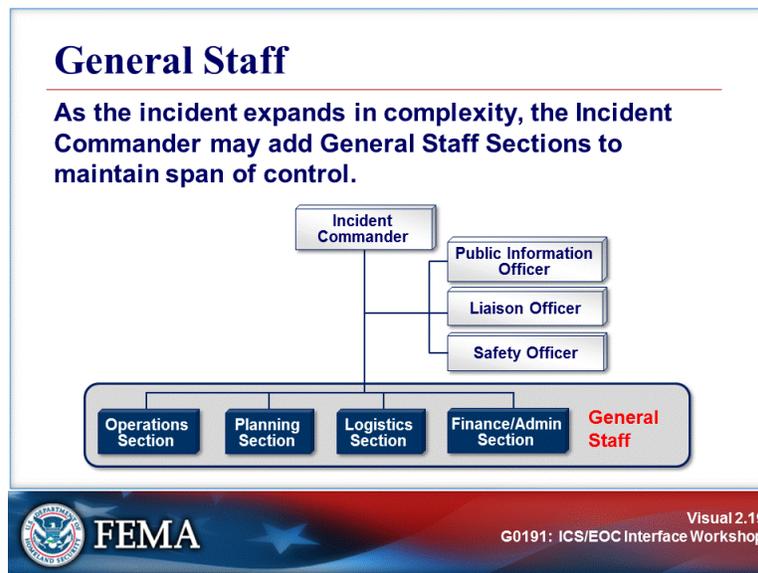
The **Command Staff** is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information. The Command Staff includes the following positions:

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

The Command Staff may include additional positions as required and assigned by the Incident Commander.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.19



Key Points

The **General Staff** represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

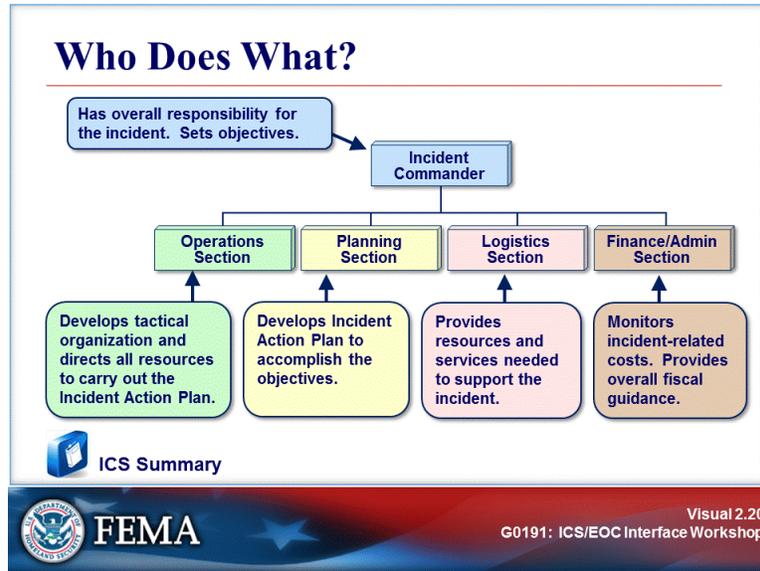
As the number of operational responders (tactical resources) increases, the need for support resources (e.g., food, communications equipment, or supplies) increases.

General guidelines related to General Staff positions include the following:

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

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.20

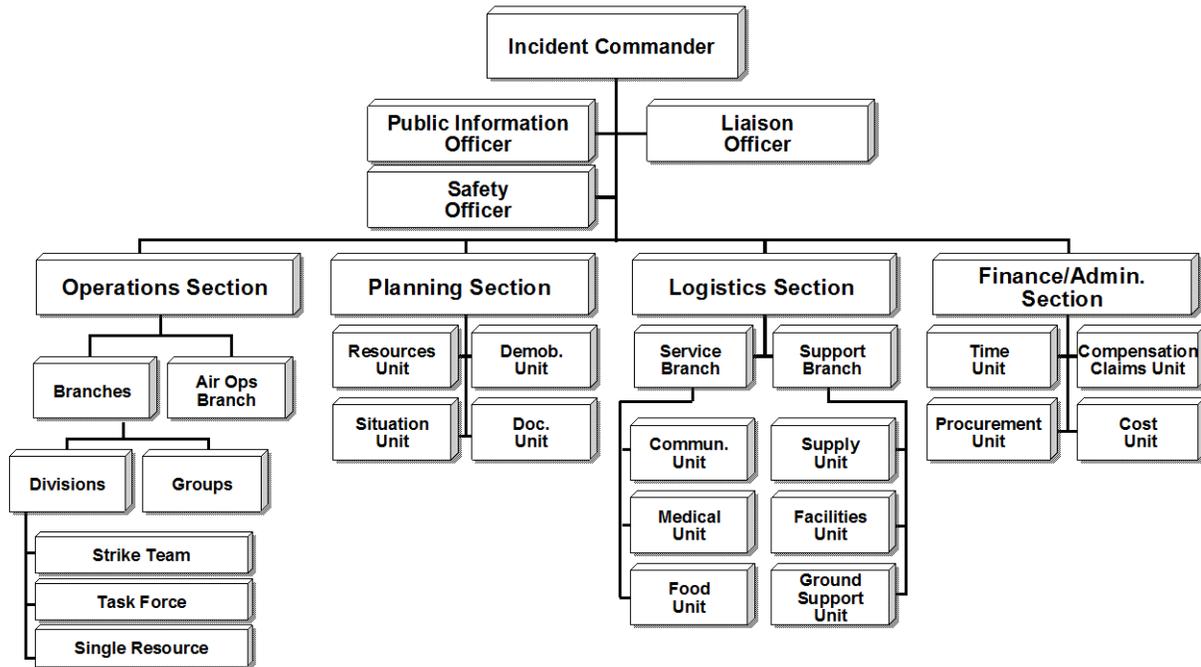


Key Points

Position Responsibilities

Position	Responsibility
Incident Commander	Establishing incident objectives.
Operations Section Chief	Managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.
Planning Section Chief	Providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, in formal briefings, or through map and status board displays.
Logistics Section Chief	Providing all incident support needs with the exception of logistics support to air operations.
Finance/Admin. Section Chief	Managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.

ICS Summary



ICS Organization Descriptions

- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **General Staff:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals, by function, or by jurisdictional name.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

ICS Summary

ICS Organization Descriptions (Continued)

- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- **Strike Team:** Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

Overall Organizational Functions

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

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were to:

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

Incident Commander

The Incident Commander is technically not a part of either the General or Command staff. The Incident Commander is responsible for overall incident management, including:

- Having clear authority and knowing agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Setting priorities, and determining incident objectives and strategies to be followed.
- Establishing ICS organization needed to manage the incident.
- Approving the Incident Action Plan.
- Coordinating Command and General Staff activities.
- Authorizing information release to the media.

ICS Summary

Incident Commander (Continued)

- Approving resource requests and use of volunteers and auxiliary personnel.
- Ordering demobilization as needed.
- Ensuring after-action reports are completed.

Command Staff

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

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

Responsibilities of the Command Staff are summarized in a subsequent table.

General Staff

The General Staff represents and is responsible for the functional aspects of the Incident Command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

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

Responsibilities of the General Staff are summarized in a subsequent table.

ICS Summary

Agency Representatives

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

Major responsibilities of the Agency Representative are to:

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

Technical Specialists

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

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

ICS Summary

Intelligence/Investigations Function

The collection, analysis, and sharing of incident-related intelligence are important elements of ICS. Normally, operational information and situational intelligence are management functions located in the Planning Section, with a focus on three incident intelligence areas: situation status, resource status, and anticipated incident status or escalation (e.g., weather forecasts, location of supplies, etc.). This information and intelligence is utilized for incident management decisionmaking. In addition, Technical Specialists may be utilized in the Planning Section to provide specific information that may support tactical decisions on an incident.

Incident management organizations must also establish a system for the collection, analysis, and sharing, as possible, of information developed during Intelligence/Investigations efforts. Some incidents require the utilization of intelligence and investigative information to support the process. Intelligence and investigative information is defined as information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individuals(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

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

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

The mission of the Intelligence/Investigations Function is to ensure that all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed in order to:

- Prevent/Deter additional activity, incidents, and/or attacks.
- Collect, process, analyze, and appropriately disseminate intelligence information.
- Conduct a thorough and comprehensive investigation.
- Identify, process, collect, create a chain of custody for, safeguard, examine/analyze, and store all situational intelligence and/or probative evidence.

ICS Summary

Intelligence/Investigations Function (Continued)

The Intelligence/Investigations Function has responsibilities that cross all departments' interests involved during an incident, but there are functions that remain specific to law enforcement response and/or mission areas. Two examples of these are expeditious identification and apprehension of all perpetrators, and successful prosecution of all defendants.

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

ICS Summary

Responsibilities of Command Staff	
Position	Responsibilities
Public Information Officer	<ul style="list-style-type: none"> • Determine, according to direction from the Incident Commander (IC), any limits on information release. • Develop accurate, accessible, and timely information for use in press/media briefings. • Obtain IC's approval of news releases. • Conduct periodic media briefings. • Arrange for tours and other interviews or briefings that may be required. • Monitor and forward media information that may be useful to incident planning. • Maintain current information summaries and/or displays on the incident. • Make information about the incident available to incident personnel. • Participate in the planning meeting.
Safety Officer	<ul style="list-style-type: none"> • Identify and mitigate hazardous situations. • Ensure safety messages and briefings are made. • Exercise emergency authority to stop and prevent unsafe acts. • Review the incident action plan for safety implications. • Assign assistants qualified to evaluate special hazards. • Initiate preliminary investigation of accidents within the incident area. • Review and approve the Medical Plan. • Participate in planning meetings.
Liaison Officer	<ul style="list-style-type: none"> • Act as a point of contact for agency representatives. • Maintain a list of assisting and cooperating agencies and agency representatives. • Assist in setting up and coordinating interagency contacts. • Monitor incident operations to identify current or potential interorganizational problems. • Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources. • Provide agency-specific demobilization information and requirements.
Assistants	<p>In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.</p>

ICS Summary**Responsibilities of Command Staff (Continued)**

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

Source: NIMS

Responsibilities of General Staff

Position	Responsibilities
Operations Section Chief	<p>The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.</p> <p>Major responsibilities of the Operations Section Chief are to:</p> <ul style="list-style-type: none"> • Assure safety of tactical operations. • Manage tactical operations. • Develop the operations portions of the IAP. • Supervise execution of operations portions of IAP. • Request additional resources to support tactical operations. • Approve release of resources from active operational assignments. • Make or approve expedient changes to the IAP. • Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.

ICS Summary

Responsibilities of General Staff (Continued)	
Position	Responsibilities
Planning Section Chief	<p>The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, in formal briefings, or through map and status board displays.</p> <p>Major responsibilities of the Planning Section Chief are to:</p> <ul style="list-style-type: none"> • Collect and manage all incident-relevant operational data. • Supervise preparation of the IAP. • Provide input to the IC and Operations in preparing IAP. • Incorporate traffic, medical, and communications plans and other supporting material into the IAP. • Conduct/Facilitate Planning Meetings. • Reassign personnel within ICS organization. • Compile and display incident status information. • Establish information requirements and reporting schedules for units (e.g., resources, situation units). • Determine need for specialized resources. • Assemble and disassemble task forces and strike teams not assigned to Operations. • Establish specialized data collection systems as necessary (e.g., weather). • Assemble information on alternative strategies. • Provide periodic predictions on incident potential. • Report significant changes in incident status. • Oversee preparation of the Demobilization Plan.
Logistics Section Chief	<p>The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:</p> <ul style="list-style-type: none"> • Facilities. • Transportation. • Communications. • Supplies. • Equipment maintenance and fueling. • Food services (for responders). • Medical services (for responders). • All off-incident resources.

ICS Summary

Responsibilities of General Staff (Continued)	
Position	Responsibilities
Logistics Section Chief (Continued)	<p>Major responsibilities of the Logistics Section Chief are to:</p> <ul style="list-style-type: none"> • Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food, and medical services for incident personnel, and all off-incident resources. • Manage all incident logistics. • Provide logistics input to the IAP. • Brief Logistics Staff as needed. • Identify anticipated and known incident service and support requirements. • Request additional resources as needed. • Ensure and oversee the development of the communications, medical, and traffic plans as required. • Oversee demobilization of Logistics Section and associated resources.
Finance/ Administration Section Chief	<p>The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</p> <p>Major responsibilities of the Finance/Administration Section Chief are to:</p> <ul style="list-style-type: none"> • Manage all financial aspects of an incident. • Provide financial and cost analysis information as requested. • Ensure compensation and claims functions are being addressed relative to the incident. • Gather pertinent information from briefings with responsible agencies. • Develop an operation plan for the Finance/Administration Section and fill Section supply and support needs. • Determine the need to set up and operate an incident commissary. • Meet with assisting and cooperating agency representatives as needed. • Maintain daily contact with agency(s) headquarters on finance matters. • Ensure that personnel time records are completed accurately and transmitted to home agencies. • Ensure that all obligation documents initiated at the incident are properly prepared and completed. • Brief agency administrative personnel on all incident-related financial issues needing attention or followup. • Provide input to the IAP.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.21

Incident Management Roles

Incident Commander	Senior Officials at the EOC
<ul style="list-style-type: none">• Manages the incident at the scene.• Keeps the EOC informed on all important matters pertaining to the incident.	<p>Provide the following to the Incident Commander:</p> <ul style="list-style-type: none">• Policy• Mission• Strategic direction• Authority

To maintain unity of command and safety of responders, the chain of command must NOT be bypassed.



Key Points

Compare the incident management roles of the Incident Commander with those of senior officials at the EOC.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.22

Reliance on an Incident Action Plan

The Incident Commander creates an Incident Action Plan that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.
- Takes into account legal and policy considerations and direction.



 **FEMA**

Visual 2.22
G0191: ICS/EOC Interface Workshop

Key Points

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

The **operational period** is the period of time scheduled for completion of a given set of actions called for in the IAP. The length of the period is determined by the Incident Commander and may be as short as 1 hour or as long as 24 hours, or even multiple days.

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

On large incidents, preparation of a written IAP is accomplished within the Planning Section. The Incident Commander establishes the objectives and strategy, based on needs of the incident and policy and guidance from the Executive/Senior Official at the EOC.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.23

Discussion

How can an effective IAP and planning process facilitate the interface between the on-scene command and EOC?



 **FEMA**

Visual 2.23
G0191: ICS/EOC Interface Workshop

Key Points

Discussion Question: How can an effective IAP and planning process facilitate the interface between the on-scene command and EOC?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.24

ICS Expansion and Contraction



Although there are no hard-and-fast rules, remember that:

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.

 **FEMA** Visual 2.24
G0191: ICS/EOC Interface Workshop

Key Points

There are no hard-and-fast rules for incident expansion and contraction. However, it is important to remember that:

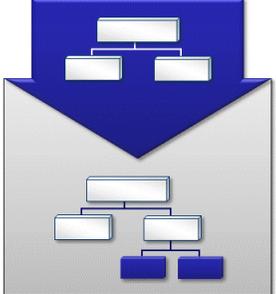
- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.
- The ICS organization is expanded and contracted to maintain an optimal span of control. With an ICS organization, span of control for any supervisor:
 - Is between 3 and 7 subordinates.
 - Optimally does not exceed 5 subordinates.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.25

Modular Organization

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



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Visual 2.25
G0191: ICS/EOC Interface Workshop

Key Points

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

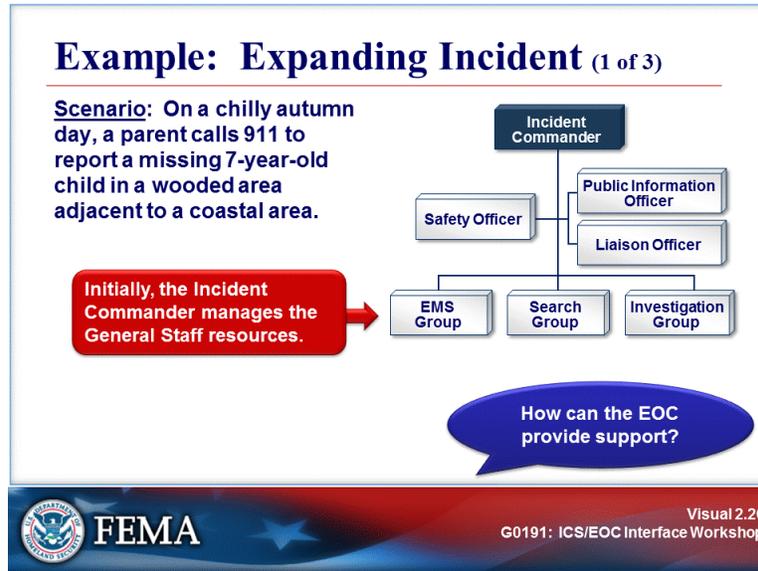
An ICS organization is a modular organization, which means that it:

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

Incident objectives (contained in the IAP) determine the organizational size.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.26



Key Points

Review the following scenario:

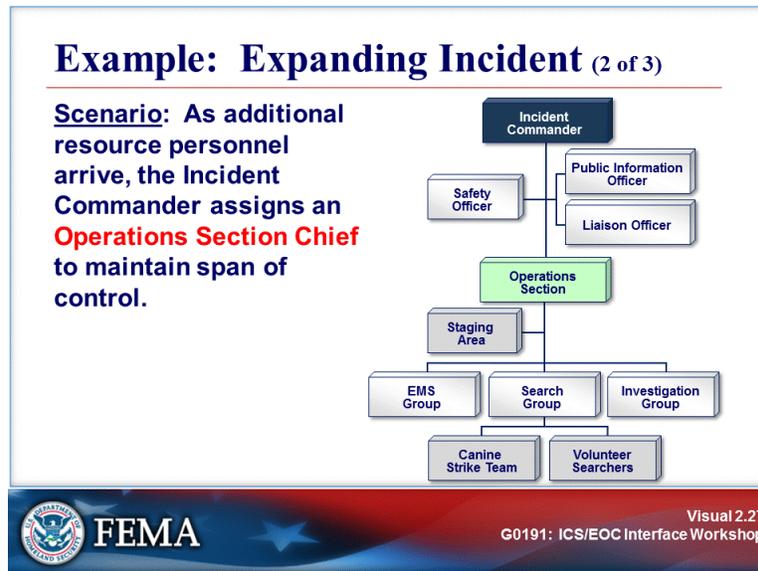
Scenario

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

Discussion Question: What can the EOC do to support the on-scene command?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.27



Key Points

Continuing Scenario:

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

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.28

Example: Expanding Incident (3 of 3)

Scenario: With hundreds of responders and volunteers arriving, there is a need for on-scene support of the planning and logistics functions.

The Incident Commander adds a **Planning Section Chief** and **Logistics Section Chief**.

```
graph TD; IC[Incident Commander] --- SO[Safety Officer]; IC --- PIO[Public Information Officer]; IC --- LO[Liaison Officer]; PIO --- OS[Operations Section]; PIO --- PS[Planning Section]; LO --- LS[Logistics Section];
```

Remember . . . Not all Sections need to be activated!

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Visual 2.28
G0191: ICS/EOC Interface Workshop

Key Points

Continuing Scenario:

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

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.29

Resource Management

Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

It also includes processes for reimbursement for resources, as appropriate.



How can the EOC help?



Visual 2.29
G0191: ICS/EOC Interface Workshop

Key Points

In ICS, resources are defined as personnel, teams, equipment, supplies, and facilities. ICS identifies resources as:

- **Tactical Resources:** Personnel and major items of equipment used in the operation.
- **Support Resources:** All other resources required to support the incident (e.g., food, communications equipment, supplies).

Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering (including reimbursement for) resources.

Resources are tracked as:

- **Assigned** - Currently working on an assignment under the direction of a supervisor.
- **Available** - Ready for immediate assignment; has been issued all required equipment.
- **Out-of-Service** - Not available or ready to be assigned (e.g., maintenance issues, rest periods).

Discussion Question: What roles can the EOC play in helping with resource management?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.30

Mobilization

At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment **should not be dispatched unless requested by the on-scene incident command.**



Why?



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Visual 2.30
G0191: ICS/EOC Interface Workshop

Key Points

Another key feature of ICS is the importance of managing resources to adjust to changing conditions. At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment should be dispatched when requested by the on-scene incident command.

Discussion Question: What's the issue with the EOC dispatching resources to an incident without being requested by incident command?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.31

Integrated Communications

Incident communications are facilitated through:

- Development and use of a common communications plan.
- Interoperability of communication equipment, procedures, and systems.



Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).

 **FEMA**

Visual 2.31
G0191: ICS/EOC Interface Workshop

Key Points

Another important feature of ICS is the use of integrated communications. Incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

Effective ICS communications include the following three elements:

- **Modes:** The “hardware” systems that transfer information.
- **Planning:** Planning for the use of all available communications resources.
- **Networks:** The procedures and processes for transferring information internally and externally.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.32

Discussion



Why are integrated communications important to the ICS/EOC interface?

 **FEMA**

Visual 2.32
G0191: ICS/EOC Interface Workshop

Key Points

Discussion Question: Why are integrated communications important to the ICS/EOC interface?

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.33

Interoperability Saves Lives (1 of 2)

Jan. 13, 1982 70 people lost their lives when Air Florida Flight 90 crashed in Washington, DC.

Police, fire, and EMS crews responded quickly but couldn't coordinate their efforts because they couldn't talk to each other by radio.



 **FEMA**

Visual 2.33
G0191: ICS/EOC Interface Workshop

Key Points

January 13, 1982: Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire, and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.

CONCEPTS, PRINCIPLES, AND STRUCTURE OF ICS

Visual 2.34

Interoperability Saves Lives (2 of 2)

Sept. 11, 2001 When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

Interoperability makes sense.
It's a cost saver, a resource saver, and a lifesaver.



FEMA

Visual 2.34
G0191: ICS/EOC Interface Workshop

Key Points

September 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy. Washington-area agencies had instituted a formal Incident Command System for large emergencies before the attack, so the chain of command was clear.

The Public Safety Wireless Network Program, a joint effort sponsored by the U.S. Departments of Justice and the Treasury, issued a report titled, “Answering the Call: Communications Lessons Learned from the Pentagon Attack.” The report noted that:

“During the initial response, the majority of local public safety responders experienced no difficulty in establishing interoperable communications on the scene. This was because of the high level of regional coordination and agreements previously established. However, as the number of State and Federal agencies (secondary responders) increased at the site, interoperability presented new challenges. No means of direct interoperability was immediately available to these secondary response agencies.”

INCIDENT MANAGEMENT TEAM

Visual 2.35

Incident Management Team (IMT)

A comprehensive resource to either:

- Augment ongoing operations through provision of infrastructure support, or
- When requested, transition to an incident management function to include all components/ functions of a Command and General Staff.



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Visual 2.35
G0191: ICS/EOC Interface Workshop

Key Points

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

- Augment ongoing operations through provision of infrastructure support, or
- When requested, transition to an incident management function to include all components/functions of a Command and General Staff.

NIMS provides the following **definition** of IMTs:

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

Key aspects of IMTs are that they:

- Include Command and General Staff members and support personnel.
- Have pre-designated roles and responsibilities.
- Are rostered and on-call (Types 1-4).
- Are identified and able to be contacted (Type 5).
- Are typed based on capability, the level of training and experience, and reasonably anticipated incident response requirements.
- Are delegated statutory authority and/or formal response requirements and responsibilities.
- Are available 24/7/365.

INCIDENT MANAGEMENT TEAM

Visual 2.36

IMT Purposes

- The vast majority of incidents can be handled at the local level with existing resources.
- Large-scale/complex incidents may overwhelm the incident management abilities of most emergency services organizations.
- Deployment of an IMT supports management by strengthening command, control, and coordination.



 Incident Management Teams

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Visual 2.36
G0191: ICS/EOC Interface Workshop

Key Points

Large-scale/complex incidents, disasters, and preplanned events may overwhelm the incident management abilities of most emergency services organizations. Deployment of an IMT supports the management of such incidents by strengthening command, control, and coordination.

Incident Management Teams

Basic IMT Functions	
Deployment	<ul style="list-style-type: none"> • Mobilization • Staff roster • Personnel accountability • Coordination with other units • Matching team to incident needs • Self-sufficiency for appropriate time period
Transfer of Command	<ul style="list-style-type: none"> • Jurisdiction established • Coordination with local agencies • Ongoing communication with local agencies • Delegation of authority
Coordination of On-Scene Operations	<ul style="list-style-type: none"> • Management and coordination of efforts • Procedures for assigned functional areas • Development and modification of an Incident Action Plan (IAP) • Oversight of planning process
Demobilization	<ul style="list-style-type: none"> • Demobilization requirements • Personnel accountability • Coordination with other units • Returning resources to service
Documentation	<ul style="list-style-type: none"> • Incident files • Financial claims • Workers compensation issues • Human resource, labor, and legal issues

IMT Types	
Type 1 IMT	<ul style="list-style-type: none"> • A self-contained, all-hazard team recognized at the national and State level, coordinated through the State, Geographic Area Coordination Center, or National Interagency Fire Center. • All personnel meet the National Wildfire Coordinating Group (NWCG) training regimen at the Type 1 level for their specific position. • Deployed as a team of 35 to 50 to manage incidents requiring a large number of local, regional, State, national, and Federal resources. This includes incidents where Operations Section personnel may exceed 500 per operational period and total incident personnel may exceed 1,000.
Type 2 IMT	<ul style="list-style-type: none"> • A self-contained, all-hazard or wildland team recognized at the national and State level, coordinated through the State, Geographic Area Coordination Center, or National Interagency Fire Center. • All personnel meet the NWCG training regimen at the Type 2 level for their specific position. • Deployed as a team of 20 to 35 to manage incidents of regional significance and other incidents requiring a large number of local, regional, State, and national resources. This includes incidents where Operations Section personnel approach 200 per operational period and total incident personnel approach 500.

Incident Management Teams (Continued)

IMT Types (Continued)	
Type 3 IMT	<ul style="list-style-type: none">• A multiagency/multijurisdiction team for extended incidents formed and managed at the State, regional, or metropolitan level.• Deployed as a team of 10 to 20 trained personnel to manage major and/or complex incidents requiring a significant number of local, regional, and State resources, and incidents that extend into multiple operational periods and require a written IAP.• May be utilized at incidents such as a tornado touchdown, earthquake, flood, or multiday hostage/standoff situation, or at planned mass-gathering events.• May initially manage larger, more complex incidents prior to arrival of and transition to a Type 2 or Type 1 IMT.
Type 4 IMT	<ul style="list-style-type: none">• A single and/or multiagency team for expanded incidents, typically formed and managed at the city or county level or by a predetermined regional entity.• Responds as a team of 7 to 10 trained personnel to incidents that are typically contained within one operational period in the control phase, usually within a few hours after resources arrive on scene.• May be dispatched to manage or help manage incidents requiring a significant number of local and mutual aid resources, such as a major structure fire, a multivehicle crash with multiple patients, an armed robbery, or a hazmat spill. May also be used at public events.• May initially manage larger, more complex incidents prior to arrival of a Type 3, Type 2, or Type 1 IMT.
Type 5 IMT	<ul style="list-style-type: none">• A Command and General Staff team, formed at a major or complex incident that requires local and mutual aid resources.• Typically formed from a “pool” of trained personnel from various departments and agencies.• May be established at a major structure fire, a multivehicle crash with multiple patients, an armed robbery, a hazmat spill, or any other incident requiring an expanded incident organization. This includes large, complex incidents prior to notification and arrival of Type 4, Type 3, Type 2, or Type 1 IMT.

Source: U.S. Fire Administration

INCIDENT MANAGEMENT TEAM

Visual 2.37

Discussion



What procedures should be used to ensure an effective interface between an IMT and the EOC?

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Visual 2.37
G0191: ICS/EOC Interface Workshop

Key Points

Discussion Question: What are some procedures that should be used to ensure an effective interface between an IMT and the EOC?

UNIT SUMMARY

Visual 2.38

Unit Summary

This unit presented:

- **ICS definition.**
- **Concepts and principles of ICS.**
- **Functional elements of ICS.**



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Visual 2.38
G0191: ICS/EOC Interface Workshop

Key Points

This unit presented the following topics:

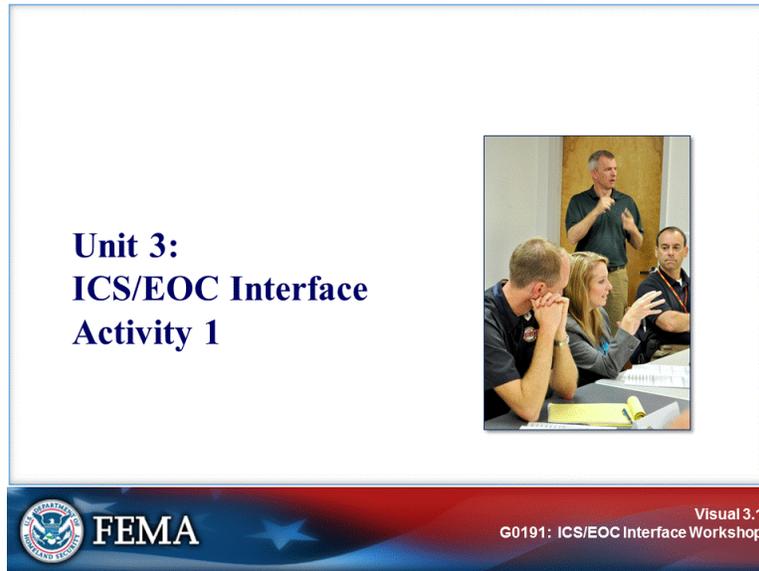
- ICS definition.
- Concepts and principles of ICS.
- Functional elements of ICS.

UNIT 3. ICS/EOC INTERFACE ACTIVITY 1

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INTRODUCTION

Visual 3.1



Key Points

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

INTRODUCTION

Visual 3.2

Unit 3 Objectives

- Identify potential ICS and EOC interface issues.
- Describe potential strategies for improving ICS/EOC interface.



 **FEMA** Visual 3.2
G0191: ICS/EOC Interface Workshop

Key Points

The unit objectives are listed on the visual.

ACTIVITY INSTRUCTIONS

Visual 3.3

Activity Instructions (1 of 2)



Instructions: Read the scenario assigned by the instructor. In your groups, discuss the scenario and answer the following questions:

- Goals:**
 - What are the primary goals/priorities of the on-scene Incident Command?
 - What are the primary goals of the EOC?
 - Are there any differences in these goals?
- Support:** What support might the on-scene Incident Command require from the EOC?

 Activity 1 Worksheet

 **FEMA**

Visual 3.3
G0191: ICS/EOC Interface Workshop

Key Points

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

Instructions: Read the scenario assigned by the instructor. In your groups, discuss the scenario and answer the questions provided in the Activity 1 Worksheet. Select a spokesperson and be prepared in 30 minutes to share your responses. If possible, share anecdotes to support points made in the discussion.

ACTIVITY INSTRUCTIONS

Visual 3.4

Activity Instructions (2 of 2)



3. Issues:

- What are the potential communication challenges between the on-scene Incident Command and the EOC?
- What additional issues could affect the interface between the EOC and on-scene operations?

4. Strategies: What steps can be taken to prevent or address these potential interface issues?

Be prepared to share your ideas in 30 minutes.

 **FEMA** Visual 3.4
G0191: ICS/EOC Interface Workshop

Key Points

The activity worksheet is provided on the next page.

Scenario 1 GYMNASIUM COLLAPSE

SITUATION:

A sudden, turbulent change in the weather during a thunderstorm caused a small tornado to set down outside of the Packard School. The wind collapsed a section of the gymnasium during a volleyball game involving 250 occupants. The local EOC has been activated.

CONDITIONS:

The weather is cold with rain and heavy fog. The local temperature is approximately 40 degrees. There is a strong wind from the west at 40 mph.

PROBLEM:

One hundred of the spectators are uninjured and flee into the parking lot. Of the remaining 150 people, 45 are critically injured and 80 are only slightly injured. Twenty-five people are missing and believed to be trapped under the wreckage.

POTENTIAL HAZARDS:

- Additional building collapse
- Potential gas explosion
- Fire from electrical or other sources
- Continuing hazardous weather



Scenario 2 SHIP FIRE**SITUATION:**

The S.S. Flounder, a registered commercial vessel, set sail at 5:30 a.m. for a fishing excursion with 45 passengers and a crew of 10 on board. About 50 yards from the pier, an explosion rocked the boat, causing it to develop an immediate list to starboard. The explosion was followed by an on-board fire that engulfed the aft section of the 75-foot vessel. Within 10 minutes of the initial explosion, the ship had sunk, leaving debris strewn across the surface along with large oil slicks. The local EOC has been activated.

CONDITIONS:

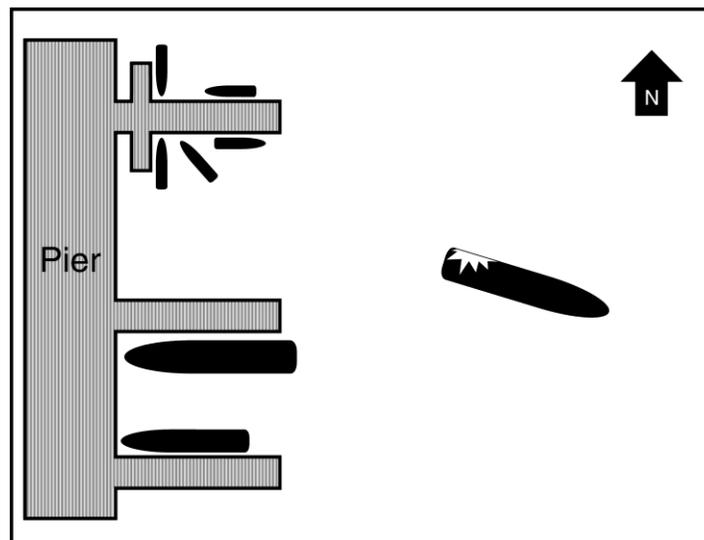
The weather is cool. The local temperature is approximately 62 degrees, with a water temperature of 50 degrees. There is a wind from the east at 15 knots. The accident occurred during low tide and within the enclosure of the harbor. Wave heights are minimal. There are no boats in the immediate vicinity of the Flounder. Several fishing boats, however, are located within 100 yards of the site.

PROBLEM:

Twenty of the original 55 people on board are missing. Of the 35 remaining, 15 sustained severe burns as well as traumatic injuries secondary to the explosion. These 15 victims were unable to swim to shore and are currently clinging to wreckage or otherwise attempting to stay afloat. Ten others have some degree of injury and are attempting to swim to shore along a 300-yard front. The remaining 10 people have no injuries and are making their way to shore.

POTENTIAL HAZARDS:

- Drowning
- Hypothermia
- Surface oil fire
- Inattentive marine traffic



Scenario 3 HOSPITAL FIRE

SITUATION:

Suburban General, a 120-bed rural community hospital, experiences a fire in the loading dock area. Several lower-level storage rooms are engulfed by flames, causing thick black smoke to billow up across patient floors. The hospital currently has 96 of its beds occupied, including 20 patients in the critical care unit.

CONDITIONS:

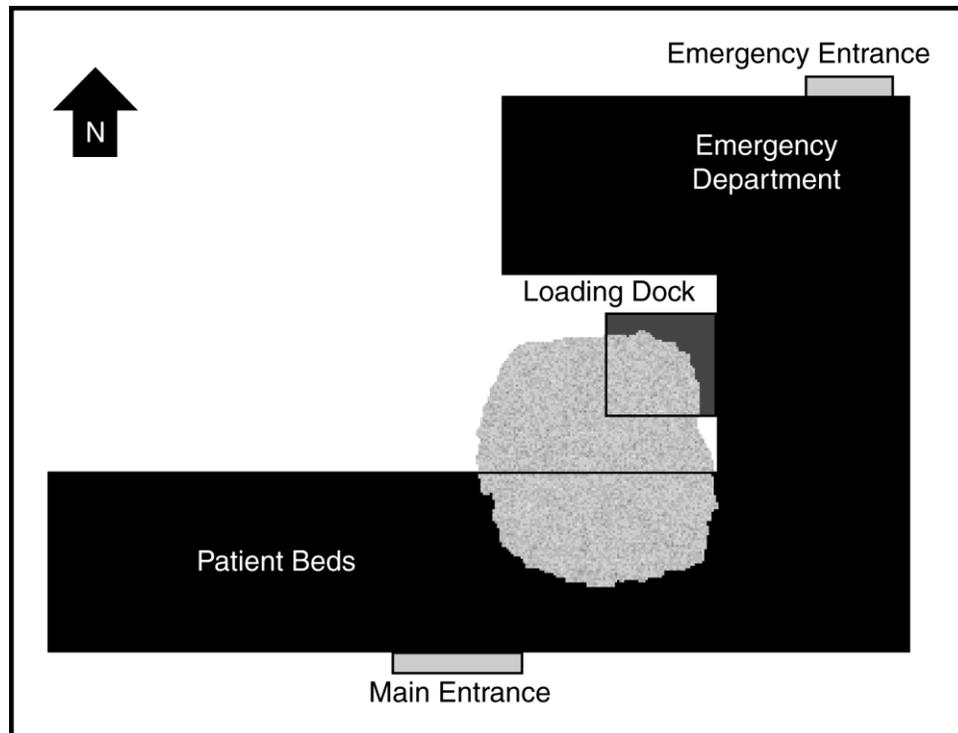
The weather is warm. The local temperature is approximately 73 degrees. There is a wind from the east at 15 mph.

PROBLEM:

Due to the wind direction, it is decided to evacuate the entire hospital as a precautionary measure. In addition to the patients, several firefighters are injured while controlling the blaze, which had spread to the hospital basement.

POTENTIAL HAZARDS:

- Explosion of oxygen tanks (which are located within 50 feet of the loading dock)
- Fire
- Hazardous materials



Scenario 4 HAZARDOUS MATERIALS LEAK

SCENARIO:

Acme Ammonia, an ammonia bottling company, is located on a 50-acre site outside of town. While schools were in session and businesses open, a fire alarm activated in the building adjacent to Acme's ammonia storage tanks. First arriving fire units reported seeing smoke and flames. During size-up, however, fire units reported that the storage tank closest to the building had been damaged by an explosion and that ammonia was leaking from the tank. The local EOC has been activated.

CONDITIONS:

Although the temperature is a relatively cool 65 degrees, the daytime high is forecast to be 92 degrees. There is a wind blowing from the northeast at 10 mph, gusting to 15 mph.

PROBLEM:

As the air temperature rises, the ammonia leaking from the tank vaporizes. Initial calculations forecast the vapor plume to travel in a southeast direction, with winds carrying it across approximately 4,000 residences; 20 businesses; 4 farms; and several critical facilities, including 1 nursing home, 1 hospital, 2 elementary schools, and 1 junior high school.

POTENTIAL HAZARDS:

- Toxic fumes
- Explosion

UNIT SUMMARY

Visual 3.5

Unit Summary

- **Goals:** ICS/EOC goal differences include . . .
- **Support:** The EOC supports the Incident Command by . . .
- **Issues:** Potential interface issues and challenges include . . .
- **Strategies:** Issues could be prevented or addressed by . . .



The slide features a blue and red footer with the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 3.5' and 'G0191: ICS/EOC Interface Workshop' on the right.

Key Points

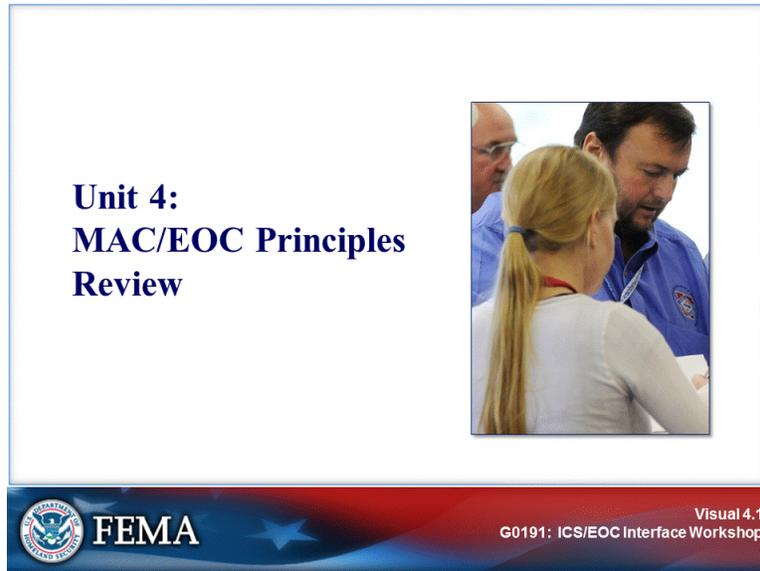
Do you have any questions or comments about the material covered in this unit?

UNIT 4. MAC/EOC PRINCIPLES REVIEW

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INTRODUCTION

Visual 4.1



Key Points

This unit reviews Multiagency Coordination (MAC) System/Emergency Operations Center (EOC) principles.

You can obtain additional information in the following Emergency Management Institute courses:

- IS-0701: NIMS Multiagency Coordination Systems
- IS-0702: NIMS Public Information Systems
- IS-0703: NIMS Resource Management
- IS-0775: EOC Management and Operations

INTRODUCTION

Visual 4.2

Unit 4 Objectives

- Describe the purpose of MAC Systems.
- State the purpose of an EOC.
- List the agencies/departments that may be represented within a MAC System/EOC.
- Give examples of how the MAC System/EOC supports the incident response.



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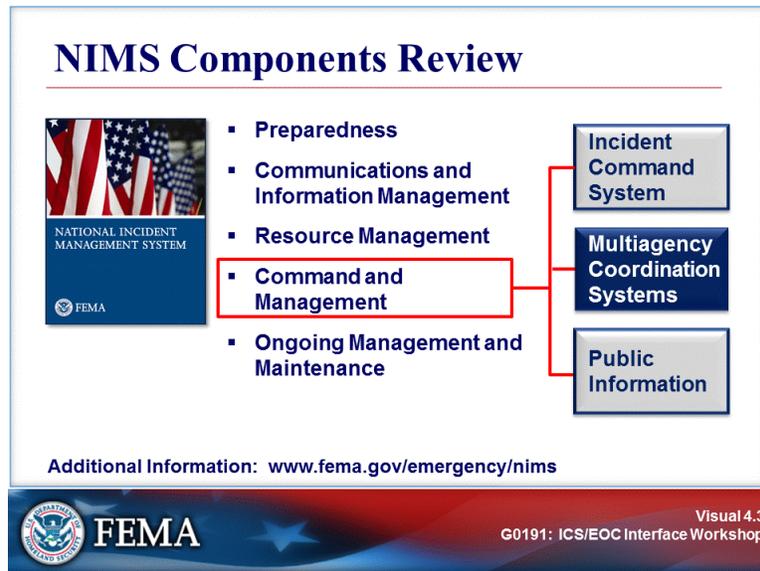
Visual 4.2
G0191: ICS/EOC Interface Workshop

Key Points

The unit objectives are listed on the visual.

MAC PRINCIPLES AND PURPOSE

Visual 4.3



Key Points

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

Multiagency Coordination Systems are one component within the NIMS Command and Management element.

MAC PRINCIPLES AND PURPOSE

Visual 4.4

Command



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

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



Visual 4.4
G0191: ICS/EOC Interface Workshop

Key Points

To understand Multiagency Coordination Systems, it is important to first review the difference between command and coordination.

NIMS defines **command** as:

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

Discussion Question: Who has the **explicit** authority for the management of all incident operations?

MAC PRINCIPLES AND PURPOSE

Visual 4.5

Delegation of Authority



- May be written (in advance) or verbal.
- May include:
 - Legal authorities and restrictions.
 - Financial authorities and restrictions.
 - Reporting requirements.
 - Demographic issues.
 - Political implications.
 - Agency or jurisdictional priorities.
 - Plan for public information management.
 - Process for communications.
 - Plan for ongoing incident evaluation.

 **FEMA** Visual 4.5
G0191: ICS/EOC Interface Workshop

Key Points

Delegation of Authority

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

MAC PRINCIPLES AND PURPOSE

Visual 4.6

Coordination

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

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



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Visual 4.6
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Key Points

NIMS defines the role of multiagency coordination as follows:

Multiagency coordination is process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. MAC Systems may be put in motion regardless of the location, personnel titles, organizational structure, or when activated.

MAC PRINCIPLES AND PURPOSE

Visual 4.7

What Is a Multiagency Coordination System?

MAC Systems provide the architecture to support coordination for:

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



 **FEMA** Visual 4.7
G0191: ICS/EOC Interface Workshop

Key Points

Multiagency Coordination (MAC) Systems provide the architecture to support coordination for:

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

The elements of MAC Systems include:

- Facilities.
- Equipment.
- Personnel.
- Procedures.
- Communications.

MAC PRINCIPLES AND PURPOSE

Visual 4.8

MAC Systems: Elements

MAC System elements include:

- **Multiagency Coordination Groups.**
- **Emergency Operations Centers (EOCs).**
- **On-Scene Command Structures.**
- **Resource Centers.**
- **Dispatch Centers.**



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Visual 4.8
G0191: ICS/EOC Interface Workshop

Key Points

MAC System elements include:

- **Multiagency Coordination Groups**—Agencies, such as emergency management agencies, are used to facilitate incident management and policy coordination. MAC Groups are typically used when incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios. Examples include Emergency Operations Centers (EOCs), Multiagency Coordination (MAC) Groups, Departmental Emergency Operations Centers (DEOCs), and Joint Field Offices (JFOs).
- **Emergency Operations Centers**—EOCs are the physical locations at which the coordination of information and resources to support incident management activities normally takes place.
- **On-Scene Command Structures** (e.g., Single and Unified Command, Area Command, and Unified Area Command)—Multiagency coordination takes place at the incident scene through the organizational options of Unified Command and Unified Area Command and the Liaison Officer positions.
- **Resource Centers**—Resource centers at the State and Federal levels reach out to multiple agencies for resources to support incidents.
- **Dispatch Centers**—Dispatch centers have the authority to request resources from immediate mutual-aid agencies to support the concepts of dispatching the closest forces and total mobility.

MAC PRINCIPLES AND PURPOSE

Visual 4.9



Key Points

Together, the following entities form a Multiagency Coordination System:

- On-Scene Command
- Resource Coordination Centers
- Emergency Operations Centers/Dispatch
- Coordination Groups

MAC PRINCIPLES AND PURPOSE

Visual 4.10

From Simple to Complex

A coordination system:



May be as simple as a teleconference, or



May require an assembled group and associated support systems.

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Visual 4.10
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Key Points

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

- May be as simple as a teleconference.
- May require an assembled group and associated support systems.

MAC PRINCIPLES AND PURPOSE

Visual 4.11

MAC System/EOC Functions

- **Situation Assessment**
- **Incident Priority Determination**
- **Critical Resource Acquisition and Allocation**
- **Support of Relevant Incident Management Policies and Interagency Activities**
- **Coordination With Other Ops Centers/MAC Systems**
- **Coordination With Elected and Appointed Officials**
- **Coordination of Summary Information**



Visual 4.11
G0191: ICS/EOC Interface Workshop



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Key Points

MAC Systems/EOCs may include the following functions:

- **Situation Assessment:** Collection, processing, and display of all information needed including consolidating agency/jurisdiction situation reports, obtaining supplemental information, and preparing maps and status boards.
- **Incident Priority Determination:** Establishing the priorities among ongoing incidents within the defined area of responsibility is another component of MAC system. Typically, a process or procedure is established to coordinate on-scene responders to prioritize the incident demands for critical resources.
- **Critical Resource Acquisition and Allocation:** Managing scarce resources, in line with incident priorities. Resource management includes identifying and acquiring needed resources in addition to allocating existing or known resources.
- **Support of Relevant Incident Management Policies and Interagency Activities:** Coordinating, supporting, and assisting with policy-level decisions and interagency activities relevant to incident management activities, policies, priorities, and strategies.
- **Coordination With Other Operations Centers/MAC Systems:** Establishing systems to communicate and coordinate with other MAC systems at the same level, the level above, and the level below.

MAC PRINCIPLES AND PURPOSE

Visual 4.11 (Continued)

- **Coordination With Elected and Appointed Officials:** Keeping elected and appointed officials at all levels of government informed. Maintaining the awareness and support of elected and appointed officials of jurisdictions within the affected area is extremely important, as scarce resources may need to move from one agency's or jurisdiction's incident(s) to another of higher priority.
- **Coordination of Summary Information:** By virtue of the situation assessment function, personnel implementing the multiagency coordination procedures may provide summary information on incidents within their area of responsibility, and provide agency/jurisdictional contacts for media and other interested agencies.

MAC PRINCIPLES AND PURPOSE

Visual 4.12

Operational Priorities

Operational priorities involve minimizing the impact of an incident. These priorities include:

- Life safety.
- Incident stabilization.
- Property/environmental conservation.



The top photograph shows a rescue operation in white water with a person in a red rescue gear. The bottom photograph shows a large fire at a building with firefighters and emergency vehicles.

 **FEMA**

Visual 4.12
G0191: ICS/EOC Interface Workshop

Key Points

The following operational priorities guide decisionmaking throughout the MAC System:

- Life safety
- Incident stabilization
- Property/environmental conservation

MAC/EOC organizations use these priorities at the policy level. Incident Commanders apply these priorities to the development of incident objectives.

EOC PRINCIPLES AND PURPOSE

Visual 4.13

EOC Purpose

To provide a central location where government at any level can provide interagency coordination and executive decisionmaking in support of the incident response.



```
graph TD; LocalEOC[Local EOC] --- StateEOC[State EOC]; LocalEOC --- IC1[Incident Command]; LocalEOC --- IC2[Incident Command]; LocalEOC --- IC3[Incident Command];
```

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Visual 4.13
G0191: ICS/EOC Interface Workshop

Key Points

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

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

EOC PRINCIPLES AND PURPOSE

Visual 4.14

EOC Benefits



- Helps establish a common operating picture.
- Simplifies information verification.
- Facilitates long-term operations.
- Increases continuity.
- Provides ready access to all available information.
- Aids resource identification and use.

 **FEMA** Visual 4.14
G0191: ICS/EOC Interface Workshop

Key Points

The advantages of a single EOC location include:

- Information management and development of a common operating picture.
- Easier verification of information. The EOC staff can compile the information reported from various sources and confirm that it is consistent and accurate. This helps ensure the common operating picture is correct.
- Simplified long-term operation.
- Increased continuity.
- Better access to all available information.
- Easier identification and deployment of available resources.

EOC PRINCIPLES AND PURPOSE

Visual 4.15

EOC Functions

An EOC should be able to perform the following functions:

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



 **FEMA**

Visual 4.15
G0191: ICS/EOC Interface Workshop

Key Points

EOC organization and staffing are flexible, but should be able to perform the following functions:

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

There are four main ways to organize an EOC:

- By **major management activities**. Includes separate groups for policy, coordination, operations, and resources.
- Using an **ICS structure**. Consists of sections for operations, planning, logistics, and finance/administration.
- Using an **ESF structure**. Assigns emergency support functions under the typical ICS staff positions.
- Using the “generic” **MAC Group structure**. Made up of organization, agency, or jurisdiction representatives who are authorized to commit agency resources and funds.

NIMS does not dictate a specific structure for Multiagency Coordination Entities such as EOCs.

MANAGING PUBLIC INFORMATION

Visual 4.16

Managing Public Information



The Public Information Officer (PIO):

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



The Joint Information Center (JIC) is a physical location used to coordinate:

- Critical emergency information.
- Crisis communications.
- Public affairs functions.

 **FEMA** Visual 4.16
G0191: ICS/EOC Interface Workshop

Key Points

- The **Public Information Officer (PIO)** is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information-monitoring role. Only one incident PIO should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information.
- The PIO coordinates through the **Joint Information Center (JIC)**. The JIC is a facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

(Source: NIMS)

MANAGING PUBLIC INFORMATION

Visual 4.18

Speaking With One Voice

The Joint Information System (JIS):

- Is the framework for organizing, integrating, and coordinating the delivery of understandable, timely, accurate, and consistent public information.
- Encompasses all public information operations (i.e., local, tribal, State, Federal, and private sector) related to an incident.



 **FEMA** Visual 4.18
G0191: ICS/EOC Interface Workshop

Key Points

A MAC System/EOC must coordinate and integrate messages with on-scene PIOs and other agencies.

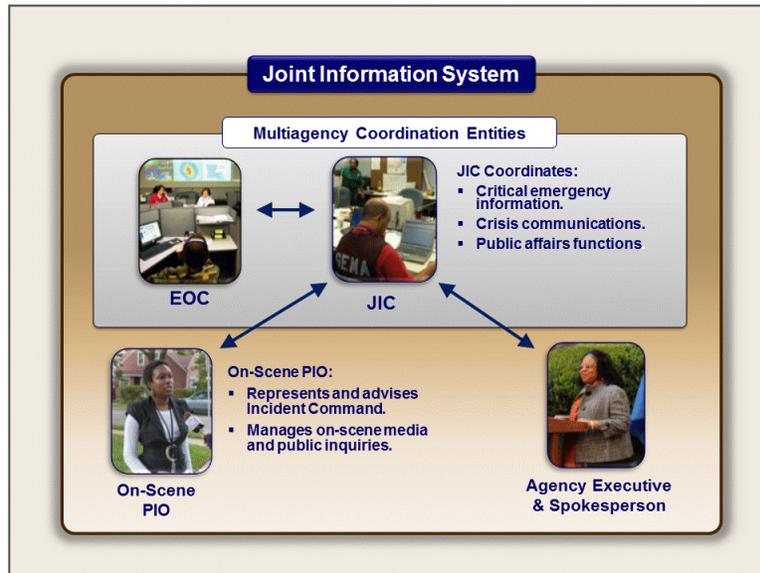
The Joint Information System (JIS):

- Is not a single physical location, but rather is a **coordination framework** that incorporates the on-scene Public Information Officer with other PIOs who may be located at the JIC, EOC, or another coordination center.
- Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations.
- Provides a structure and system for:
 - Developing and delivering coordinated interagency messages.
 - Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander.
 - Advising the Incident Commander concerning public affairs issues that could affect a response effort.
 - Controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

(Source: NIMS)

MANAGING PUBLIC INFORMATION

Visual 4.19



Key Points

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

- The EOC.
- The on-scene Public Information Officer.
- Agency executives and spokespersons.

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

DISCUSSION ACTIVITY

Visual 4.20

Coordination Among Agencies

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



What agencies may be part of the MAC System?

What activities are being coordinated?



Visual 4.20
G0191: ICS/EOC Interface Workshop

Key Points

Discussion Question: What agencies may be part of the MAC System?

Discussion Question: What activities are being coordinated?

UNIT SUMMARY

Visual 4.21

Unit Summary

- **A MAC System provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination.**
- **The EOC is the physical location where MAC System actions can be taken to:**
 - **Establish policies to protect people and property.**
 - **Support the on-scene Incident Command with information and resources.**
 - **Plan for the community's return to normalcy.**



Key Points

This unit covered the following key points:

- A MAC System provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination.
- The EOC is the physical location where MAC System actions can be taken to:
 - Establish policies to protect the population and property.
 - Support the on-scene Incident Command with information and resources.
 - Plan for the community's return to normalcy.

Do you have any questions or comments about the material covered in this unit?

UNIT 5. ICS/EOC RELATIONSHIPS

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INTRODUCTION

Visual 5.1



Key Points

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

INTRODUCTION

Visual 5.2

Unit 5 Objectives

- Differentiate between the authorities and responsibilities assumed by the Incident Command and by the EOC.
- Identify common and complementary interests of the Incident Command and the EOC.
- Identify Incident Command and EOC needs and assets.



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Visual 5.2
G0191: ICS/EOC Interface Workshop

Key Points

The unit objectives are listed on the visual.

ACTIVITY: ICS AND EOC RELATIONSHIPS

Visual 5.3

Activity Instructions

Instructions: Use the worksheet to list the following for your organization (either Incident Command or EOC):

1. Your **authorities and responsibilities**.
2. The **interests** of your organization that may impact how you relate to your counterpart organization.
3. What you **need** from your counterpart organization—e.g., equipment, personnel, information.
4. Your **assets**—what you bring to the table.

Be prepared to present your group's responses in 20 minutes.

 Relationships Activity Worksheet

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Visual 5.3
G0191: ICS/EOC Interface Workshop

Key Points

Instructions:

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

- Primary authorities and responsibilities.
- Interests that may impact your interaction.
- Needs.
- Assets.

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

Relationships Activity Worksheet

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

ICS and EOC Characteristics	
Group <input type="checkbox"/> Incident Command <input type="checkbox"/> EOC (Check one)	
Responsibilities/Authorities	
Interests	
Needs	Assets

ACTIVITY: ICS AND EOC RELATIONSHIPS

Visual 5.3 (Continued)

Instructor Note: Possible Answers:

Responsibilities/Authorities:

Incident Command:

- On-scene management/command of incident
- Safety of responders and public

EOC:

- Broad policy support/direction
- Public safety
- Resource allocation support equipment/supplies
- Coordination of public information/messaging

Interests:

Incident Command:

- Safety
- Efficient resource management
- Effectiveness of response and recovery
- Well-informed public
- Accountability

EOC:

- Safety
- Efficient resource management
- Effectiveness of response and recovery
- Well-informed public
- Accountability

Needs:

Incident Command:

- Common operating picture
- Policy
- Communication support/messaging
- Resources (people, equipment/supplies)
- Information analysis
- Strategic, longer term planning

EOC:

- Common operating picture
- First-hand information
- Tactical, operations implementation

Assets:

Incident Command:

- First-hand information; situation awareness
- Tactical, operations expertise
- Focus on safety

EOC:

- Policy
- Communication support/messaging
- Resources
 - People
 - Equipment/supplies
 - Money
- “Big picture” view
 - GIS mapping
 - Computer analysis
 - Strategic, longer term planning

UNIT SUMMARY

Visual 5.4

Unit Summary

Incident Command and EOC similarities and differences:

- **Authorities**
- **Responsibilities**
- **Interests**
- **Needs**
- **Assets**



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Visual 5.4
G0191: ICS/EOC Interface Workshop

Key Points

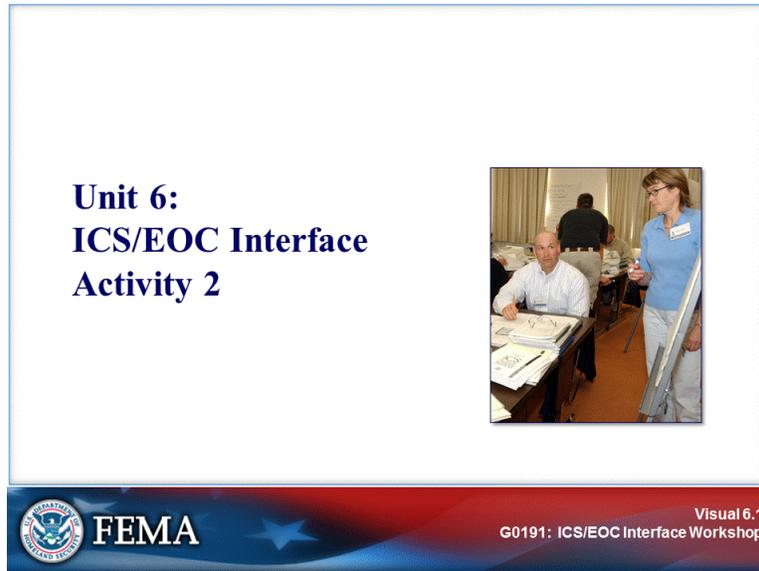
Do you have any questions or comments about the material covered in this unit?

UNIT 6. ICS/EOC INTERFACE ACTIVITY 2

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INTRODUCTION

Visual 6.1



Key Points

This unit provides an opportunity to apply ICS/EOC interface concepts to a series of scenarios and identify strategies for strengthening the interface between the on-scene ICS organization and the EOC.

INTRODUCTION

Visual 6.2

Unit 6 Objectives

- Identify Incident Command and EOC roles and responsibilities during all phases of an incident.
- Develop strategies for strengthening the interface between the Incident Command and EOC related to the following NIMS elements:
 - Command and Management.
 - Resource Management.
 - Communications and Information Management.



Visual 6.2
G0191: ICS/EOC Interface Workshop



FEMA

Key Points

The unit objectives are listed on the visual.

ACTIVITY INSTRUCTIONS

Visual 6.3

Activity Instructions

Instructions:

1. Read the scenario assigned by the instructor.
2. Complete the worksheet, including:
 - NIMS Element: Command and Management
 - NIMS Element: Resource Management
 - NIMS Element: Communications and Information Management
 - ICS/EOC Interface

Be ready to report in 45 minutes.

 Activity 2 Worksheet and scenarios

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Visual 6.3
G0191: ICS/EOC Interface Workshop

Key Points

Instructions: Working in groups, read the assigned scenario and complete the activity worksheet located on the following page. Select a spokesperson and be ready to report out in 45 minutes.

Activity 2 Worksheet (Continued)

NIMS Element: Command and Management (Continued)

6. How will the Incident Command and EOC functions expand during the initial phase-up operations? How will this expansion be accomplished?

7. During the phase-down of incident operations, how will the roles and responsibilities of the Incident Command and EOC organizations change?

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

NIMS Element: Resource Management

9. What are the potential resource needs and issues?

10. How should the EOC make decisions about resource allocation?

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

Activity 2 Worksheet (Continued)

NIMS Element: Communications and Information Management

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

13. What steps can the Incident Command and EOC take to ensure that there is a common operating picture?

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

ICS/EOC Interface

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

Scenario 1 HURRICANE

SITUATION:

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

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

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

ASSUMED CONDITIONS:

[NOTE: This activity is designed without regard for the size of the community.]

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

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

Scenario 2 SLOW-BUILDING RIVER FLOOD

SITUATION:

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

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

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

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

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

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

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

ASSUMED CONDITIONS:

[NOTE: This activity is designed without regard for the size of the community.]

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

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

Scenario 3 AIR CRASH**SITUATION:**

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

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

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

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

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

CONDITIONS:

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

PROBLEM:

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

POTENTIAL HAZARDS:

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

ASSUMED CONDITIONS:

[NOTE: This activity is designed without regard for size of community.]

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

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

Scenario 4A TRAIN DERAILMENT

SITUATION:

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

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

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

ASSUMED CONDITIONS:

[NOTE: This activity is designed without regard for size of community.]

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

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

Unit 6. ICS/EOC Interface Activity 2

Scenario 4A TRAIN DERAILMENT (Continued)

ID No.	Guide No.	Name of Material	ID No.	Guide No.	Name of Material
1035	115	Ethane	1049	115	Hydrogen
1035	115	Ethane, compressed	1049	115	Hydrogen, compressed
1036	118	Ethylamine	1050	125	Hydrogen chloride, anhydrous
1037	115	Ethyl chloride	1051	117	AC
1038	115	Ethylene, refrigerated liquid(cryogenic liquid)	1051	117	Hydrocyanic acid, aqueous solutions, with more than 20% Hydrogen cyanide
1039	115	Ethyl methyl ether	1051	117	Hydrogen cyanide, anhydrous, stabilized
1039	115	Methyl ethyl ether	1051	117	Hydrogen cyanide, stabilized
1040	119P	Ethylene oxide	1052	125	Hydrogen fluoride, anhydrous
1040	119P	Ethylene oxide with Nitrogen	1053	117	Hydrogen sulfide
1041	115	Carbon dioxide and Ethylene oxide mixture, with more than 9% but not more than 87% Ethylene oxide	1053	117	Hydrogen sulphide
1040	119P	Ethylene oxide with Nitrogen	1055	115	Isobutylene
1041	115	Carbon dioxide and Ethylene oxide mixture, with more than 9% but not more than 87% Ethylene oxide	1056	121	Krypton
1041	115	Carbon dioxide and Ethylene oxide mixtures, with more than 6% Ethylene oxide	1056	121	Krypton, compressed
1041	115	Ethylene oxide and Carbon dioxide mixture, with more than 9% but not more than 87% Ethylene oxide	1057	115	Lighter refills (cigarettes) (flammable gas)
1041	115	Ethylene oxide and Carbon dioxide mixtures, with more than 6% Ethylene oxide	1057	115	Lighters (cigarettes) (flammable gas)
1043	125	Fertilizer, ammoniating solution, with free Ammonia	1058	120	Liquefied gases, nonflammable, charged with Nitrogen, Carbon dioxide or Air
1044	126	Fire extinguishers with compressed gas	1060	116P	Methylacetylene and Propadiene mixture, stabilized
1044	126	Fire extinguishers with liquefied gas	1060	116P	Propadiene and Methylacetylene mixture, stabilized
1045	124	Fluorine	1061	118	Methylamine, anhydrous
1045	124	Fluorine, compressed	1062	123	Methyl bromide
1046	121	Helium	1063	115	Methyl chloride
1046	121	Helium, compressed	1063	115	Refrigerant gas R-40
1048	125	Hydrogen bromide, anhydrous	1064	117	Methyl mercaptan
			1065	121	Neon
			1065	121	Neon, compressed
			1066	121	Nitrogen

POTENTIAL HAZARDS

HEALTH

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

FIRE OR EXPLOSION

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

PUBLIC SAFETY

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

PROTECTIVE CLOTHING

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

EVACUATION

Spill

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

Fire

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

EMERGENCY RESPONSE

FIRE

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

Small Fires

- Dry chemical, CO₂, water spray or regular foam.

Large Fires

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

Fire Involving Tanks

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

SPILL OR LEAK

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

FIRST AID

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

Scenario 4B SCHOOL BUS ACCIDENT

SITUATION:

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

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

ASSUMED CONDITIONS:

- Preliminary reports indicate the driver and two children are dead.
- Five to nine children are trapped.
- Fifteen to 20 children are injured.
- A number of resources have already been dispatched to a train derailment incident; however, since there are no known injuries, medical resources should be readily available.

Scenario 5 BOMBING

SITUATION:

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

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

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

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

ASSUMED CONDITIONS:

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

UNIT SUMMARY

Visual 6.4

Unit Summary

- **What strategies have you identified for improving the Incident Command and EOC interface related to:**
 - **Command and Management?**
 - **Resource Management?**
 - **Communications and Information Management?**
- **How can you work together to improve your incident preparedness?**



The bottom of the slide features a red and blue banner with the FEMA logo on the left, the text "FEMA" in the center, and "Visual 6.4" and "G0191: ICS/EOC Interface Workshop" on the right.

Key Points

Do you have any questions or comments about the material covered in this unit?

Your Notes:

UNIT 7. ICS/EOC ACTION PLANNING

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INTRODUCTION

Visual 7.1

**Unit 7:
ICS/EOC Action
Planning**



 **FEMA**

Visual 7.1
G0191: ICS/EOC Interface Workshop

Key Points

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

INTRODUCTION

Visual 7.2

Unit 7 Objectives

- Identify areas for improvement.
- Develop a strategy for improving ICS/EOC interface preparedness.



 **FEMA** Visual 7.2
G0191: ICS/EOC Interface Workshop

Key Points

The unit objectives are listed on the visual.

ACTIVITY: DEVELOPING ICS/EOC INTERFACE ACTION PLANS

Visual 7.3

Activity Instructions

Instructions: Working in teams:

- Complete the ICS/EOC Readiness Assessment Checklist to identify areas for improvement.
- Complete the ICS/EOC Interface Preparedness Plan to identify strategies for strengthening preparedness, including:
 - What actions need to be done.
 - Who needs to be involved.
 - When the actions can be completed.

 • ICS/EOC Readiness Assessment Checklist
• ICS/EOC Interface Preparedness Plan

 **FEMA** 

Visual 7.3
G0191: ICS/EOC Interface Workshop

Key Points

Instructions: Working in teams, complete the assessment checklist and interface preparedness plan provided in the Student Manual. Be prepared in 30 minutes to discuss your findings.

ICS/EOC Readiness Assessment Checklist

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

NIMS and ICS Compliance

- Has the jurisdiction adopted the NIMS and ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system?
- Is ICS integrated into functional and system-wide emergency operations policies, plans, and procedures?
- Is ICS training provided to all responders, supervisors, and command-level officers?
- Do periodic exercises require the application of ICS management features along with interfacing with the EOC?

Emergency Operations Plans

- Are Emergency Operations Plans based on a current threat/hazard analysis and risks?
- Are Incident Command and EOC roles and delegations of authority clear?
- Is the contact information up to date?
- Are plans updated based on lessons learned from exercises and incidents?

Legal and Financial

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

Command and Management

- Are procedures in place for:
 - Ensuring each agency involved in incident management activities is providing appropriate situational awareness and resource status information?
 - Establishing priorities between incidents and/or Area Commands?
 - Acquiring and allocating resources required by incident management personnel in concert with the priorities established by the Incident Command?
 - Anticipating and identifying future resource requirements?
 - Coordinating and resolving policy issues arising from the incident(s)?
 - Providing strategic coordination as required?
 - Ensuring improvements in plans, procedures, communications, staffing, and other capabilities are acted on following the incident(s)?

ICS/EOC Readiness Assessment Checklist (Continued)**Command and Management (Continued)**

- Has a Public Information System been established that allows for:
 - The on-scene Public Information Officer to represent and advise the Incident Command on all public information matters relating to the management of the incident?
 - The dissemination of accurate and timely information including handling media and public inquires, emergency public information and warnings, rumor response, and media monitoring?
 - Coordination of public information at or near the incident site?
 - The establishment of a Joint Information Center that includes representatives of each agency, private sector organization, and nongovernmental organization involved in incident management activities?
 - Protection and safeguarding of sensitive information?

Resource Management Systems

- Have potential resources across agencies/department, other levels of government, and the private sector been identified?
- Are there procedures and systems for:
 - Describing, inventorying, requesting, and tracking resources?
 - Activating and dispatching resources?
 - Managing volunteers?
 - Demobilization or recalling resources?
 - Financial tracking, reimbursement, and reporting?

Communications and Information Management

- Do protocols and procedures exist for:
 - Formulating and disseminating indications and warnings?
 - Formulating, executing, and communicating operational decisions?
 - Preparing for potential requirements and requests supporting incident management activities?
 - Developing and maintaining situation awareness/common operating picture?
- Can responders from different agencies (e.g., fire, police, public works) or mutual aid partners communicate with one another?
- Do you have a plan/budget for maintaining and replacing your emergency communications systems?

Training, Credentialing, and Exercising

- Have sufficient qualified personnel been identified and trained to assume positions with the ICS Command and General Staff and at the EOC?
- Have you pre-designated qualified incident management teams to staff the Incident Command and EOC based on incident complexity?

ICS/EOC Readiness Assessment Checklist (Continued)

Additional Comments on Areas for Improvement:

ICS/EOC Interface Preparedness Plan

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

Action/Strategy	Key Players	Completion

UNIT SUMMARY

Visual 7.4

The slide is titled "Unit Summary" and features two blue speech bubbles. The top bubble asks, "What actions will be relatively easy to undertake?" and the bottom bubble asks, "What will be most challenging?". A photograph in the upper right shows a group of people in a meeting room looking at documents on a table. The slide includes the FEMA logo and the text "Visual 7.4 G0191: ICS/EOC Interface Workshop" at the bottom.

Key Points

Discussion Questions:

- **What actions will be relatively easy to undertake?**

- **What will be the most challenging? How can you address these challenges?**

Do you have any questions or comments about the material covered in this unit?

UNIT 8. COURSE SUMMARY

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INTRODUCTION

Visual 8.1



Key Points

The purpose of this final unit is to summarize what has been achieved during this course.

COURSE REVIEW AND DISCUSSION

Visual 8.2

Unit 8 Course Objectives Review

- Describe ICS principles.
- Using scenarios, analyze the ICS and EOC systems and identify potential ICS/EOC interface issues.
- Describe Multiagency Coordination/EOC principles.
- Identify the authorities, responsibilities, interests, needs, and assets of ICS and EOC during emergency operations.
- Apply ICS/EOC interface concepts in a classroom activity situation.
- Begin developing an ICS/EOC interface action plan for your community.



Visual 8.2
G0191: ICS/EOC Interface Workshop



FEMA

Key Points

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

COURSE EVALUATION AND WRAP-UP

Visual 8.3

Feedback



- Any other comments or questions?
- Please complete the course evaluation form.
- Your comments are important!
- Thank you for your participation.

 **FEMA** Visual 8.3
G0191: ICS/EOC Interface Workshop

Key Points

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

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

Your Notes:

GLOSSARY

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GLOSSARY

Action Plan: See **Incident Action Plan**.

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally NGOs may be included to provide support. (See **Assisting Agency**, **Cooperating Agency**, **Jurisdictional Agency**, and **Multijurisdictional Incident**.)

Agency Administrator/Executive: Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Allocated Resources: Resources dispatched to an incident.

All-Threats/Hazards: Any incident—natural, technological, or human-caused—that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate ICS organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan (IAP).

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

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

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

Glossary

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

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

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander (IC).

Chief: The ICS title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Clear Text: The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing clear text.

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

Command Post: See **Incident Command Post**.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Communication Unit: An organizational Unit in the Logistics Section responsible for providing communication services at an incident. A Communication Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

Compact: A formal working agreement among agencies to obtain mutual aid.

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

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

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

Coordination Center: A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Core Capabilities: Distinct critical elements necessary to meet the National Preparedness Goal.

Cost Unit: Functional Unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

Crew: See **Single Resource**.

Cybersecurity: Encompasses the cyberspace global domain of operations consisting of the interdependent network of information technology infrastructures, and includes the Internet, telecommunications networks, computer systems, and embedded processors and controllers in critical industries. The cybersecurity core capability is the means for protecting cyberspace from damage, unauthorized use, or exploitation of electronic information and communications systems and the information contained therein to ensure confidentiality, integrity, and availability.

Damage Assessment: The process of determining the extent of damage and the amount of loss to individuals, businesses, the public sector, and the community resulting from a disaster or emergency event.

Declaration: The formal action by the President to make a State eligible for major disaster or emergency assistance under the Stafford Act.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command of larger incidents. Same as the Letter of Expectation.

Demobilization Unit: Functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

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

Director: The ICS title for individuals responsible for supervision of a Branch.

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

Dispatch Center: A facility from which resources are ordered, mobilized, and assigned to an incident.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the ICS organization between the Branch and resources in the Operations Section.

Documentation Unit: Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

Emergency: Any incident(s), whether natural, technological, or human-caused that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Coordinator/Director: The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

Emergency Operations Plan (EOP): The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Support Function (ESF): The functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and maintain public safety. ESFs represent those types of Federal assistance that the State will most likely need because of the overwhelming impact of a catastrophic or significant disaster on its own resources and response capabilities or because of the specialized or unique nature of the assistance required. ESF missions are designed to supplement State and local response efforts. ESFs may be selectively activated for Stafford Act emergency and major disaster declarations, and for non-Stafford Act incidents when Federal departments or agencies request DHS assistance as defined in HSPD-5.

Event: See **Planned Event**.

Facilities Unit: Functional Unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

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

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Finance/Administration Section Chief: Part of the General Staff under ICS who serves as head of the Finance/Administration Section, responsible for managing all financial aspects related to Federal resources at an incident.

Food Unit: Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

Function: Refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Ground Support Unit: Functional Unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section. See **Division**.

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

Hierarchy of Command: See **Chain of Command**.

Homeland Security Presidential Directive 5 (HSPD-5): Identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS).

Homeland Security Presidential Directive 8 (HSPD-8): Described the way Federal departments and agencies prepare. HSPD-8 (except for paragraph 44 of HSPD-8 Annex I) was superseded by **Presidential Policy Directive 8**.

Imminent Threat: Intelligence or operational information that warns of a credible, specific, and impending terrorist threat or ongoing attack against the United States and its territories that is sufficiently specific and credible to recommend implementation of protective measures to thwart or mitigate against an attack.

Incident: An occurrence or event—natural, technological, or human-caused—that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base: Location at the incident where the primary Logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location at which the primary functions are performed. The ICP may be collocated with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Communications Center: The location of the Communications Unit and the Message Center.

Incident Complex: See **Complex**.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Incident Types: Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Incident Support Organization: Includes any off-incident support provided to an incident. Examples would be agency Dispatch Centers, airports, Mobilization Centers, etc.

Initial Actions: The actions taken by resources that are the first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The officer responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement-sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Glossary

Kinds of Resources: Describe what the resource is (e.g., medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).

Leader: The ICS title for an individual responsible for a Task Force, Strike Team, or functional Unit.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

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

Logistics: Providing resources and other services to support incident management.

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

Logistics Section Chief: Part of the General Staff under ICS who serves as head of the Logistics Section, responsible for providing all incident and JFO support needs (with the exception of logistics support to air operations).

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within ICS organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Medical Unit: Functional Unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

Message Center: Part of the Incident Communications Center and collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

Mission Areas: Groups of capabilities required for achieving the function at any time (before, during, or after an incident) and across all threats and hazards. The five mission areas are Prevention, Protection, Mitigation, Response, and Recovery.

Mission Assignment: The mechanism used to support Federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable State or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters. Mitigation capabilities include, but are not limited to, community-wide risk reduction projects; efforts to improve the resilience of critical infrastructure and key resource lifelines; risk reduction for specific vulnerabilities from natural hazards or acts of terrorism; and initiatives to reduce future risks after a disaster has occurred.

Mobilization: The process and procedures used by all organizations—Federal, State, tribal, and local—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: An offsite temporary facility at which response personnel and equipment are received from the Point of Arrival and are pre-positioned for deployment to an incident logistics base, to a local Staging Area, or directly to an incident site, as required. A mobilization center also provides temporary support services, such as food and billeting, for response personnel prior to their assignment, release, or reassignment and serves as a place to out-process following demobilization while awaiting transportation.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decisionmaking and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination (MAC) Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOCs and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

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

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

National Operations Center (NOC): The principal operations center for DHS consisting of a NOC Watch, Intelligence Watch and Warning, FEMA National Watch Center and National Response Coordination Center, and the National Infrastructure Coordinating Center.

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

National Processing Services Center (NPSC): The center responsible for processing registrations for assistance that have been filed by individuals affected by a disaster. This processing includes:

- Gathering and reviewing information in order to consider the eligibility of applicants who have been referred to the Disaster Housing Assistance program.
- Responding to the questions, concerns, and issues of those who have been referred to the Disaster Housing Assistance program.
- Maintaining records for individuals who have been referred to the SBA.
- Maintaining records for applicants who have been referred to the Individual and Households Program along with various other Federal, State, local, and voluntary agencies engaged in providing assistance to those individuals affected by a disaster.

National Response Coordination Center (NRCC): FEMA's primary operations center, responsible for national incident response and recovery as well as national resource coordination.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12–24 hours.

Operations Section: The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, it normally includes subordinate Branches, Divisions, and/or Groups.

Operations Section Chief: Part of the General Staff under ICS who serves as the head of the Operations Section, responsible for coordinating Federal resources that support tactical operations at an incident, using the Incident Action Plan as guidance.

Out-of-Service Resources: Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Planning Section Chief: Part of the General Staff under ICS who serves as the head of the Planning Section, responsible for providing planning services for Federal resources that support the incident.

Preliminary Damage Assessment (PDA): The damage assessment performed by Federal, State, and local representatives in disaster situations clearly beyond the recovery capabilities of State and local governments. PDAs are used to determine the extent of damage caused by the incident. Generally, PDAs are performed following an event but before a declaration. In the case of catastrophic events, however, the PDAs may be completed after the declaration.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Presidential Disaster Declaration: When a disaster occurs that is beyond the capabilities of local, tribal, and State governments, the Governor of the affected State or the Chief Executive of the affected Indian tribal government may request a Presidential disaster declaration. If the President issues a disaster declaration, a number of programs may be made available to meet immediate needs and to help people and communities begin to recover.

Presidential Policy Directive 8: Describes how the National prepares for emergencies. PPD-8 establishes an all-of-Nation perspective on emergency preparedness roles, stating that national preparedness is the shared responsibility of all levels of government, the private and nonprofit sectors, and individual citizens. The directive focuses on:

- Strengthening the security and resilience of the United States.
- Systematic preparation based on core capabilities.
- All threats and hazards, including acts of terrorism, cyber attacks, pandemics, and catastrophic natural disasters.

Prevention: Those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism—specifically imminent threats. Prevention capabilities include, but are not limited to, information sharing and warning; domestic counterterrorism; and preventing the acquisition or use of weapons of mass destruction (WMD).

Procurement Unit: Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

Protection: Those capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters. Protection capabilities include, but are not limited to, defense against WMD threats; defense of agriculture and food; critical infrastructure protection; protection of key leadership and events; border security; maritime security; transportation security; immigration security; and cybersecurity.

Recorders: Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

Recovery: Those capabilities necessary to assist communities affected by an incident to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

Regional Response Coordination Center (RRCC): An interagency facility located in one of FEMA's 10 regional offices. It is activated by the DHS/FEMA Regional Director to coordinate regional response efforts, establish Federal priorities, and implement local Federal program support until a JFO is established.

Reporting Location: Location or facility where incoming resources can check in at an incident. See **Check-In**.

Resilience: The ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

Resource Management: Efficient incident management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual-aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

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

Resources Unit: Functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

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

Robert T. Stafford Disaster Relief and Emergency Assistance Act: See **Stafford Act**.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Security: Refers to the protection of the Nation and its people, vital interests, and way of life.

Segment: A geographical area in which a Task Force/Strike Team Leader or Supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A Segment may be a portion of a Division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

Service Branch: A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communication, Medical, and Food Units.

Single Resource: Individual personnel, supplies and equipment items, and the operators associated with them.

Situation Report: Often contain confirmed or verified information regarding the specific details relating to the incident.

Situation Unit: Functional Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 100-707, signed into law November 23, 1988, which amended the Disaster Relief Act of 1974, Public Law 93-288. A Federal statute designed to supplement the efforts of the affected States and local governments in expediting the rendering of assistance, emergency services, and the reconstruction and rehabilitation of devastated areas. The Stafford Act was amended by the Disaster Mitigation Act of 2000, and by the Pets Evacuation and Transportation Standards Act in 2006.

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

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

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The ICS title for an individual responsible for a Division or Group.

Supply Unit: Functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

Support Agency: An agency assigned to an ESF based on resources and capabilities in a given functional area, to assist the primary agency.

Support Branch: A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

Supporting Materials: Refers to the several attachments that may be included with an Incident Action Plan (e.g., communications plan, map, safety plan, traffic plan, and medical plan).

Support Resources: Nontactical resources under the supervision of the Logistics, Planning, or Finance/Administration Sections, or the Command Staff.

Tactical Direction: Direction given by the Operations Section Chief that includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics, directions for tactics implementation, and performance monitoring for each operational period.

Glossary

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Team: See **Single Resource**.

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

Threat: An indication of possible violence, harm, or danger.

Type: An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

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

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) (43 U.S.C.A. and 1601 et seq.), that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See **Area Command**.

Unified Command (UC): An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Whole Community: A focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of Federal, State, and local governmental partners in order to foster better coordination and working relationships. Used interchangeably with "all-of-Nation."

Additional Information: FEMA Acronyms Abbreviations and Terms (FAAT) List is a handy reference for the acronyms and abbreviations used within the Federal Government emergency management and the first response community. The Guide includes more than 6,200 acronyms and abbreviations. The Guide can be downloaded at: http://www.fema.gov/pdf/plan/prepare/faatlist07_09.pdf

Your Notes: