
NIMS Overview for Senior Officials (FEMA G402 Course)



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Visual 1.1

Course Objective

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



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Course Overview

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



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Instructor Introductions

- **KC Williams, Yellowstone County**
- **David Stamey, Stillwater County**
- **Doug Dodge, Jefferson County**
- **Jeff Gates, State DES**



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Unit 2: What is NIMS?



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Visual 2.5

Unit Terminal Objective

Explain the National Incident Management System.



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Visual 2.6

Unit Enabling Objectives

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



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What is an Incident?

An incident is an occurrence, caused by either human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.



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Legal Basis for NIMS

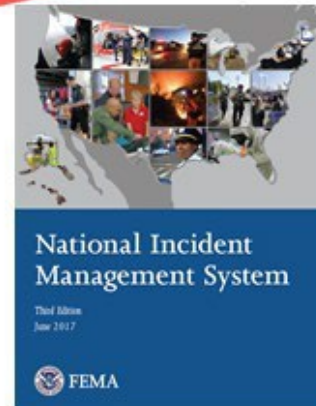
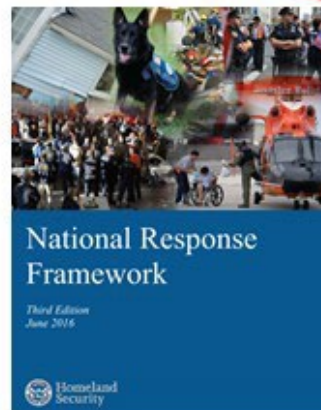
HSPD-5

Management of Domestic Incidents

PPD-8

National Preparedness

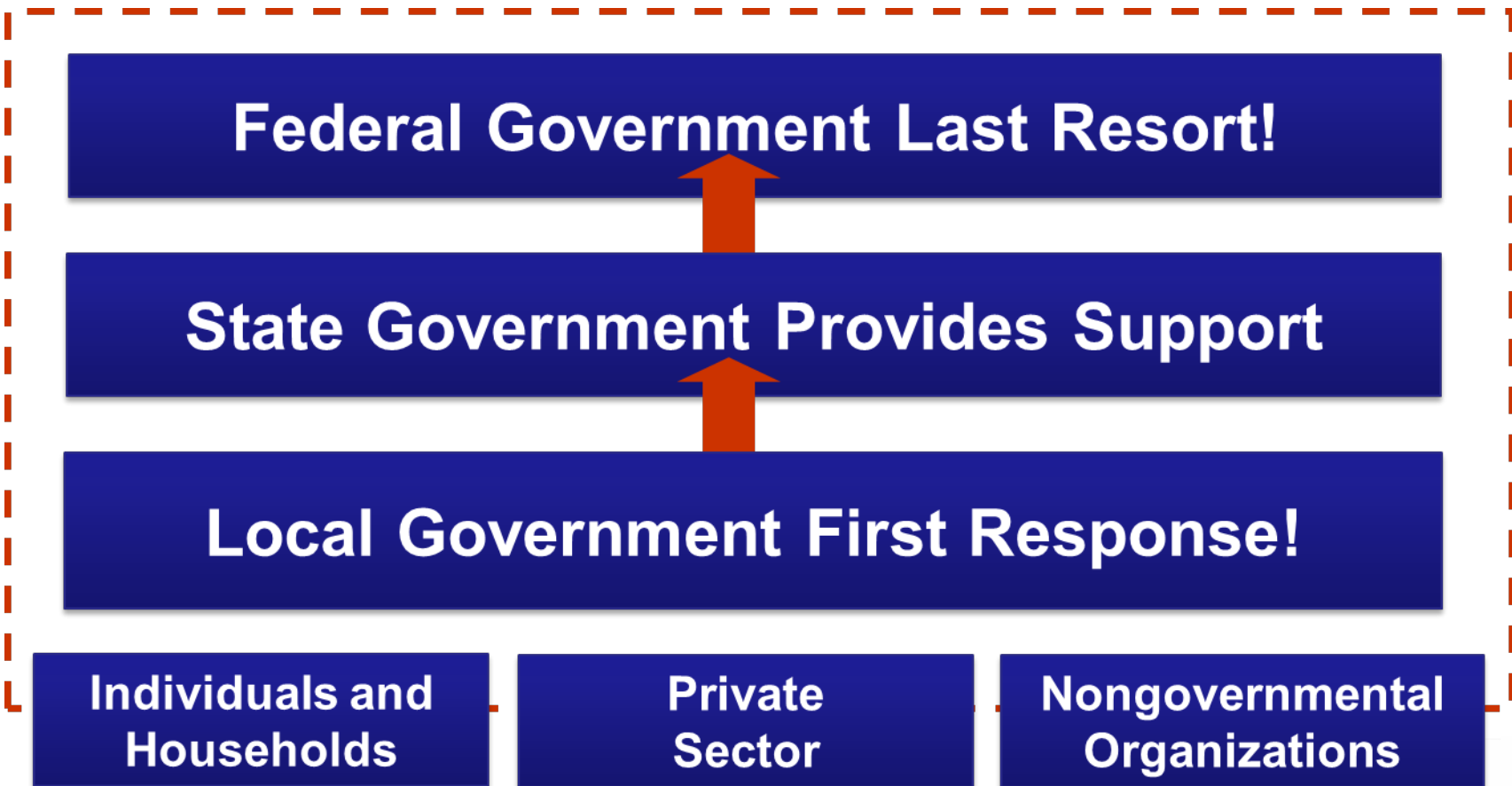
Mandates



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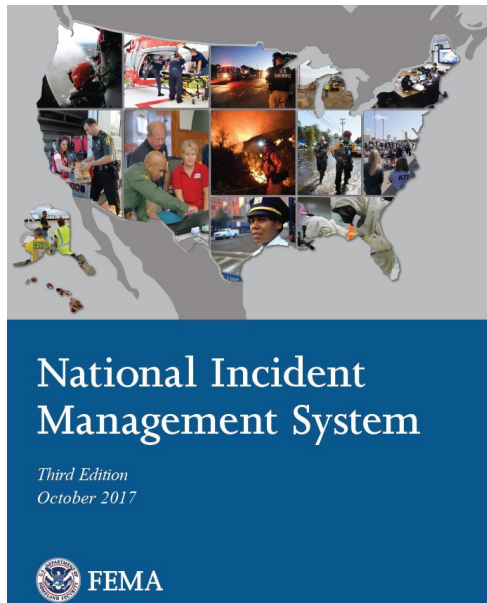
Visual 2.9

NRF Emphasizes Partnerships



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National Incident Management System



- **What? . . . NIMS provides a consistent nationwide template . . .**
- **Who? . . . to enable Federal, State, Territorial, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .**
- **How? . . . to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .**
- **Why? . . . to reduce the loss of life and property, and harm to the environment.**



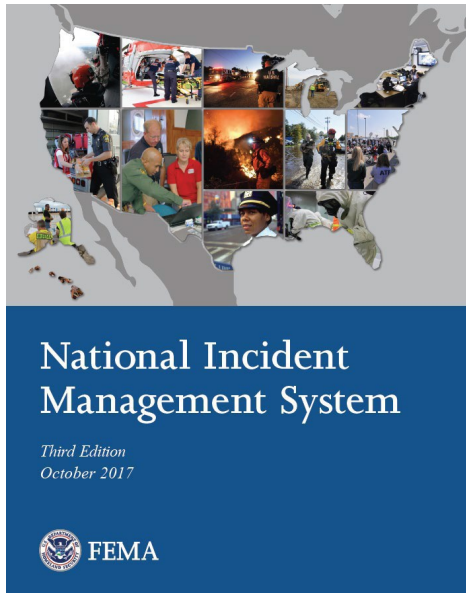
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NIMS: What It Is/What It's Not

NIMS Is	NIMS Is Not
<ul style="list-style-type: none">• A comprehensive, nationwide, systematic approach to incident management, including the command and coordination of incidents, resource management, and information management	<ul style="list-style-type: none">• Only the ICS• Only applicable to certain emergency/incident response personnel• A static system
<ul style="list-style-type: none">• A set of concepts and principles for all threats, hazards, and events across all mission areas (Prevention, Protection, Mitigation, Response, Recovery)	<ul style="list-style-type: none">• A response plan
<ul style="list-style-type: none">• Scalable, flexible, and adaptable; used for all incidents, from day-to-day to large-scale	<ul style="list-style-type: none">• Used only during large-scale incidents
<ul style="list-style-type: none">• Standard resource management procedures that enable coordination among different jurisdictions or organizations	<ul style="list-style-type: none">• A resource-ordering system
<ul style="list-style-type: none">• Essential principles for communications and information management	<ul style="list-style-type: none">• A communications plan



NIMS Components



Resource Management

Command and Coordination

Communications and Information Management

Incident Command System

Emergency Operations Center

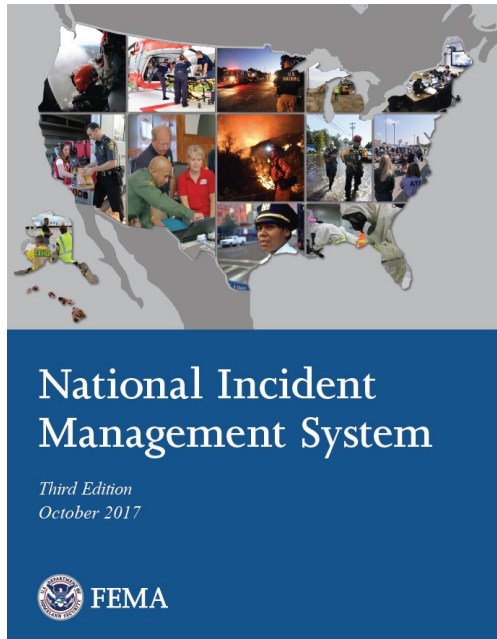
Multiagency Coordination Groups

Joint Information Systems

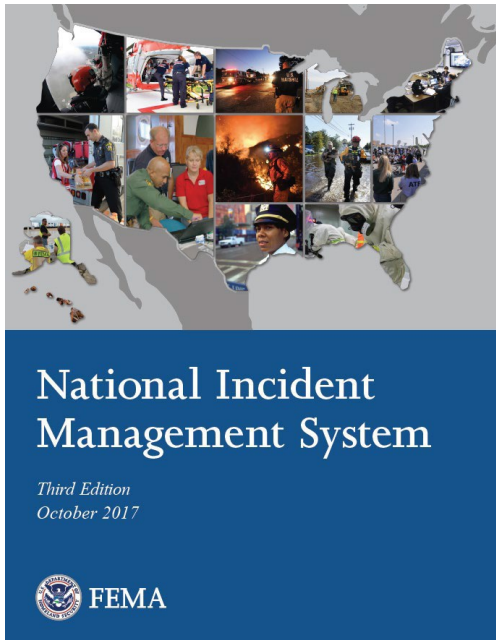
NIMS: Command

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?



NIMS: Coordination



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



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Multiagency Coordination Groups



During incidents, MAC Groups:

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



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Emergency Operations Centers

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



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Joint Information System

JIS activities include:

- **Coordinate interagency messaging.**
- **Develop public information plans and strategies.**
- **Advise the IC and EOC Director on public affairs issues.**
- **Control rumors and inaccurate information.**



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Incident Command System

- **Standardized approach to on-scene command, control, and coordination.**
- **Common structure where personnel from different organizations work together.**
- **Structure for incident management that integrates and coordinates procedures, personnel, equipment, facilities, and communications.**



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Interconnectivity of NIMS Command and Coordination

On-scene Multiagency Coordination

Incident Command / Unified Command

Liaison Officer

As the incident grows and transitions, additional coordination occurs off scene

Incident Command / Unified Command

Off-scene Multiagency Coordination for Incident Support

MAC Groups

Dispatch Centers

Jurisdictional EOCs

DOCs

JIS (JIC)

Requests and Information

Support and Coordination



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Overview of the Senior Officials' Role

In most jurisdictions the Senior Official is responsible for:

- Ensuring the safety of the citizens and protection of property
- Ensuring the continuity of government
- Activating specific legal authorities (disaster declarations, evacuations, state of emergency, or other protective actions)
- Delegating Authority for Incident Command to an IC/ UC
- Coordinating with the PIO to keep the media and public informed
- Requesting assistance from State agencies through the EOC
- Resolving any resource allocation conflicts
- Coordinating with other Sr. Officials & whole community partners
- Participating in a Multiagency Coordination Group (MAC)



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Objectives Review

1. What is NIMS?
2. What are the NIMS Command and Coordination Systems?



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Unit 3:

ICS Organization & Features



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Visual 3.23



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Visual 3.24

Stillwater DES on Montana train derailment

Jun 24, 2023 Updated Jun 24, 2023



Officials in Stillwater County provide an update on the train derailment near Reed Point Saturday.



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Unit Terminal Objective

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



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Visual 3.26

Unit Enabling Objectives

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



What is ICS?

The Incident Command System:

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



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ICS Purposes

Using management best practices, ICS helps to ensure:

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



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Examples of Incidents Managed Using ICS



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



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ICS Benefits



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

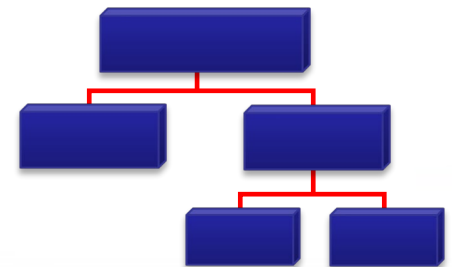


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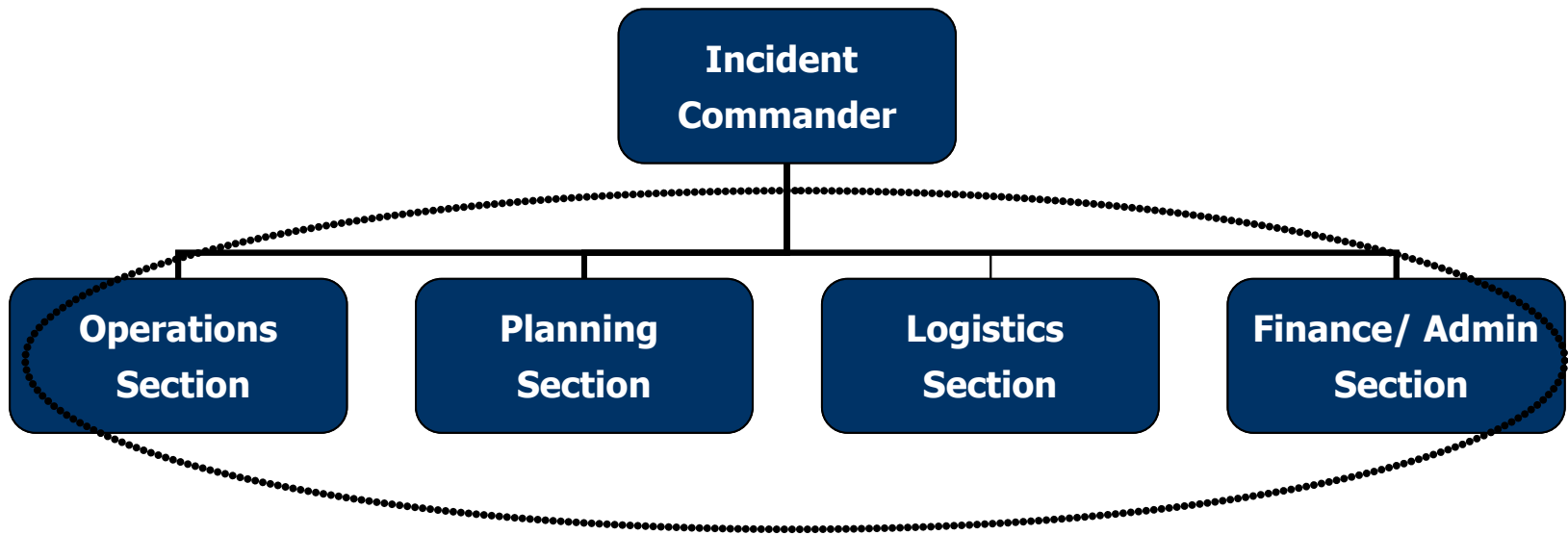
ICS Organization

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 an ICS structure.**



ICS Structure



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NIMS Management Characteristics

14 foundational characteristics of incident Command and Coordination under NIMS:

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

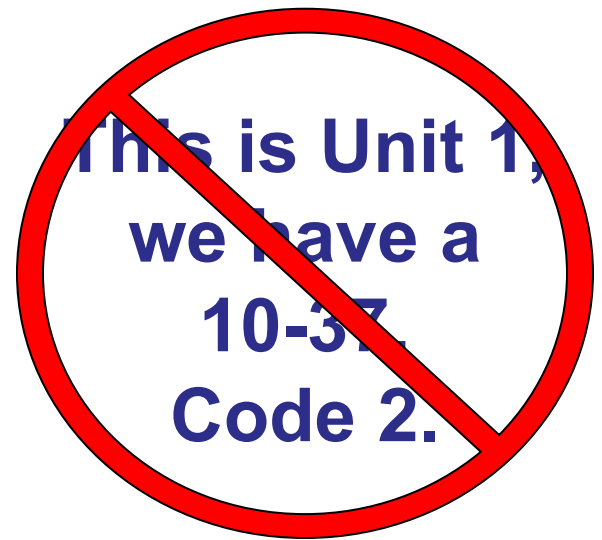


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Common Terminology

ICS requires the use of common terminology to define:

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



Use plain language and clear text, not codes.



Management by Objectives

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization.
- Available resources must support incident objectives.



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Incident Action Planning

IC creates an Incident Action Plan (IAP) 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.**



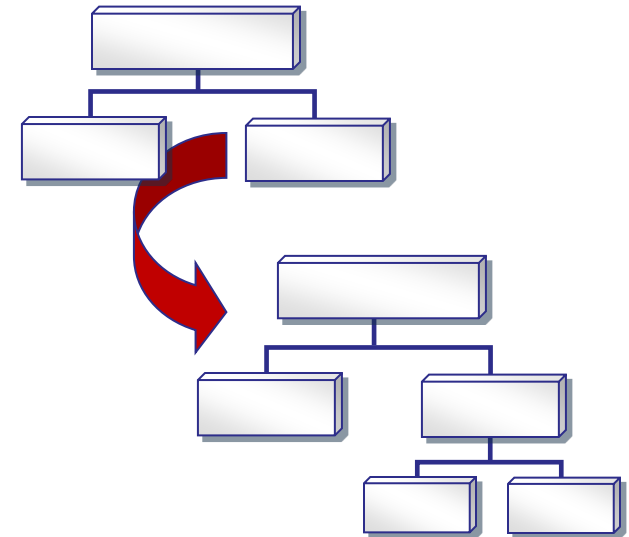
**Incident
Action Plan**



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Modular Organization

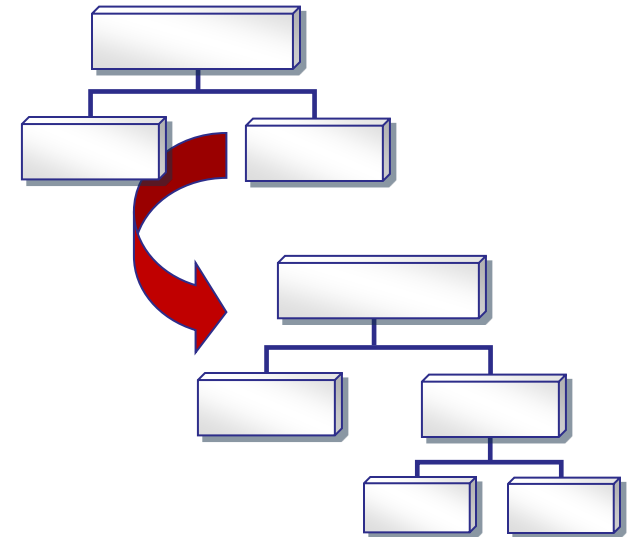
- **Develops in a top-down, modular fashion.**
- **Is based on the size and complexity of the incident.**
- **Is based on the hazard environment created by the incident.**



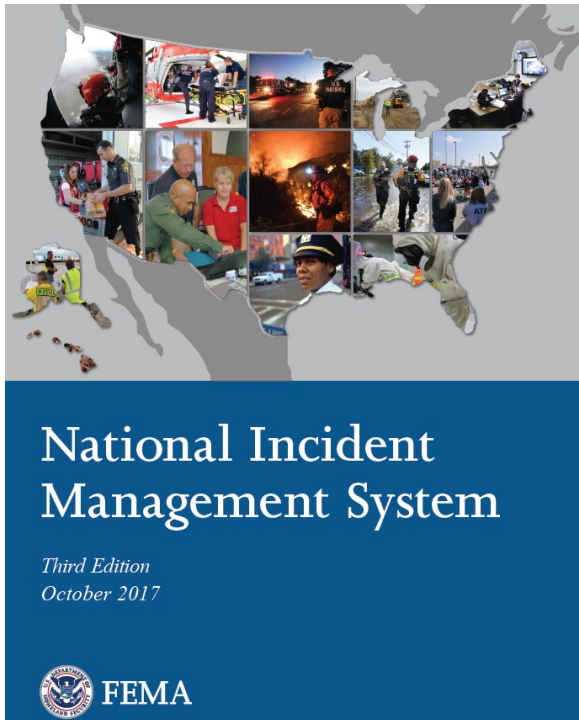
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Modular Organization (Cont.)

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.



Span of Control



- **Guideline is 1:5 but actual ratio varies**
- **Incident personnel use their best judgment to determine effective span of control**



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Comprehensive Resource Management

Resources include personnel, equipment, teams, supplies and facilities.

Resource management includes processes for:

- **Maintaining accurate, updated resource inventories.**
- **Resource activities to prepare for and respond to an incident.**
- **Reimbursement for resources used.**



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Visual 3.41

Integrated Communications

Incident communications are facilitated through:

- **Common communications plan.**
- **Interoperable communications processes and systems.**
- **Planning, to achieve integrated voice and data communications.**

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



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Establishment and Transfer of Command



The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command.

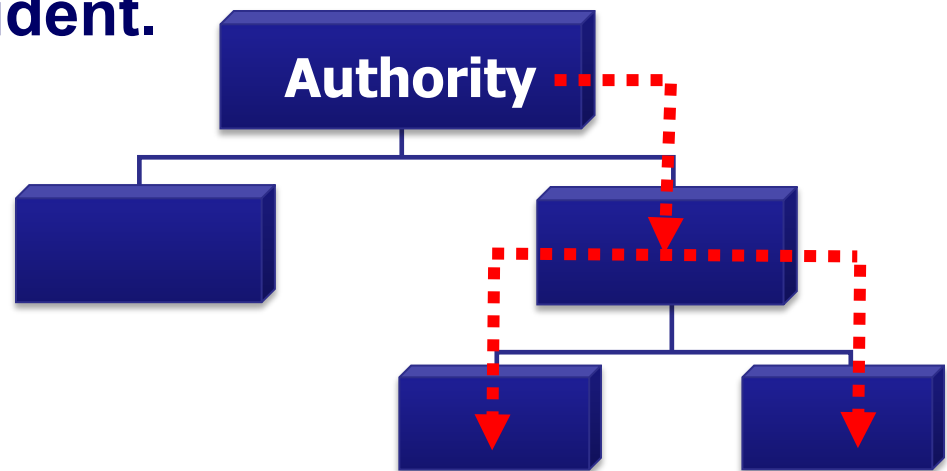


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Visual 3.43

Chain of Command & Unity of Command

- Chain of command is an 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.



Unified Command

- **Established when no one jurisdiction, agency, or organization has primary authority and/or the resources to manage an incident on its own.**
- **Manages the incident by jointly approved objectives.**



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Dispatch/Deployment & Accountability

At any incident, resources should:

- **Deploy only when appropriate authorities request.**
- **Dispatch through established resource mgmt. systems.**
- **NOT spontaneous deploy if not requested by authorities.**
- **Be accountable, check in and out, use tracking systems.**



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Visual 3.46

Incident Facilities and Locations

- Depending on the incident size and complexity, Command establishes support facilities for a variety of purposes and directs their identification and location based on the incident.
- Typical facilities include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.



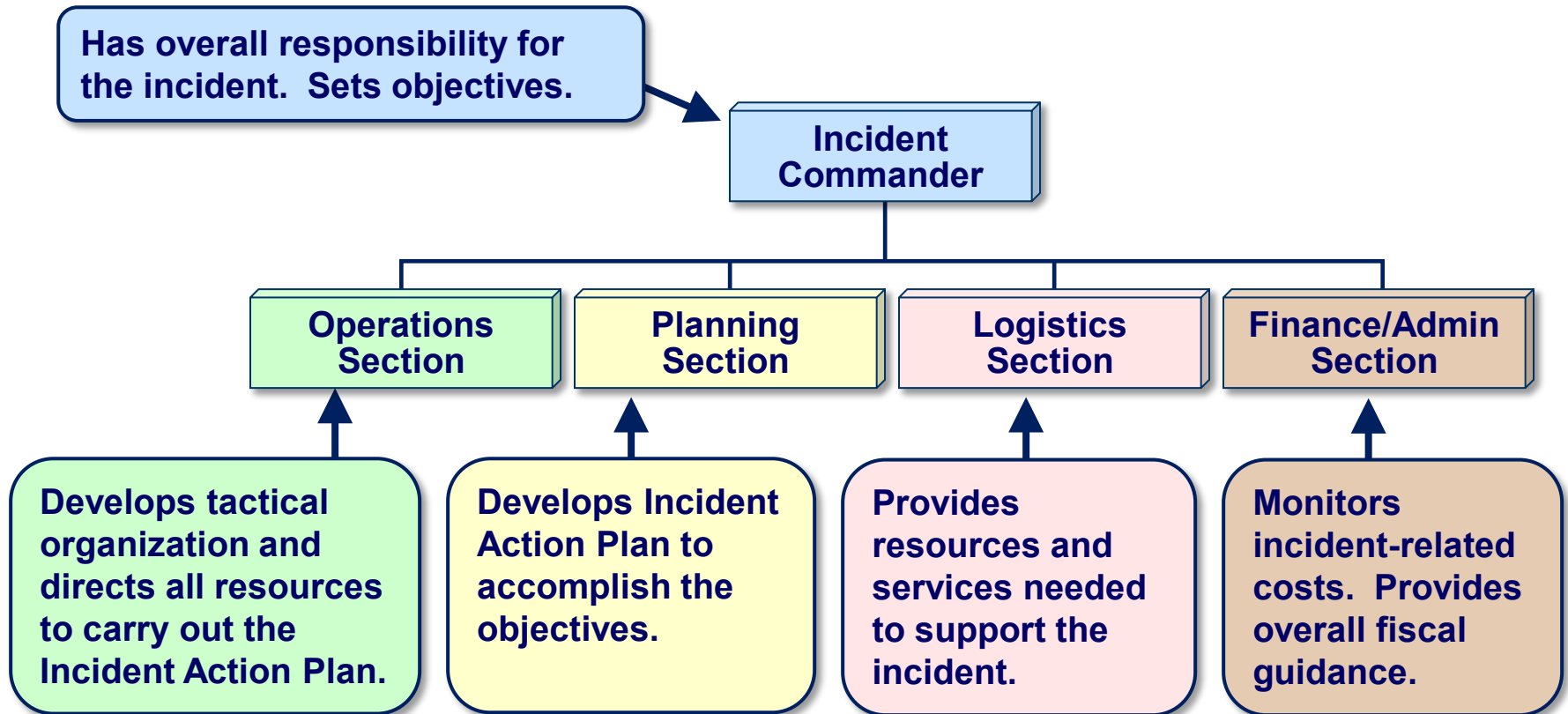
Information and Intelligence Management

- **The incident management organization establishes a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence.**
- **Process includes identifying EEI to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.**



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ICS - Who Does What?



Incident Commander's Role



- Overall leadership for incident response
- Receives policy direction from the Senior Official
- Establishes incident objectives
- Directs development of Incident Action Plan
- Ensures incident safety
- Delegates authority to others
- Ensures coordination with EOC and JIC
- Provides information to internal and external stakeholders
- Establishes and maintains liaison with other agencies participating in the incident



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Senior Official's Role in Incident Command

- Delegate authority for on-scene operations to IC/ UC
- Provide policy guidance on priorities and objectives
- Activate specific legal authorities
- Oversee resource coordination and support to the Incident Command through the EOC



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Delegation of Authority

Delegation of authority may be in writing (established in advance) or verbal, and 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.

Delegation
of
Authority



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Summary: Incident Management Roles

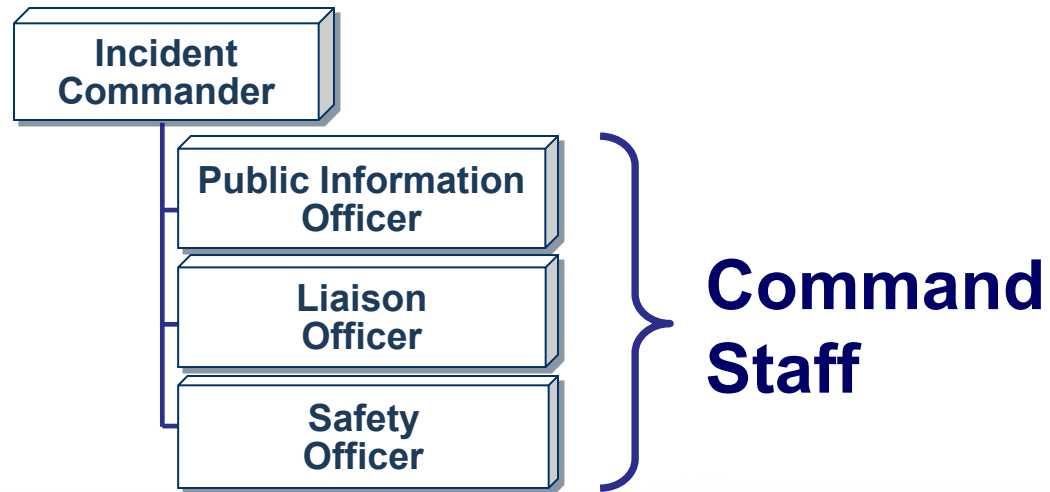
Incident Commander	EOC Director and Staff
<ul style="list-style-type: none">• Manage the incident at the scene• Keep the EOC/ MAC Group informed on all important matters pertaining to the incident	<p>Support the Incident Commander and the MAC Group:</p> <ul style="list-style-type: none">• Provide Resources• Plan for Resource Requirements• Facilitate Situational Awareness
Joint Information System	Senior Officials/ MAC Group
<ul style="list-style-type: none">• Enable communication between incident personnel• Provide Critical Information to the Public	<p>Provide the Incident Commander and the EOC staff:</p> <ul style="list-style-type: none">• Authority• Mission & Strategic direction• Policy



Command Staff

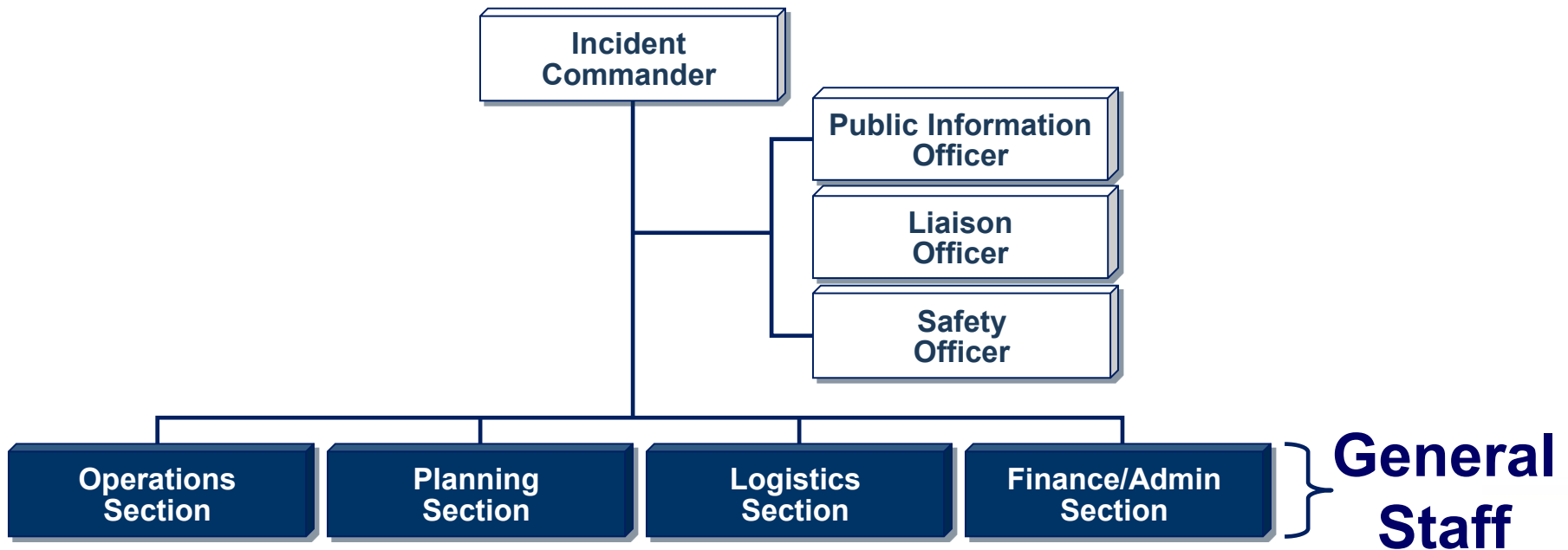
The incident may designate **Command Staff** members who will:

- Provide information, liaison, and safety services for the Incident Command.
- Report directly to the Incident Commander.



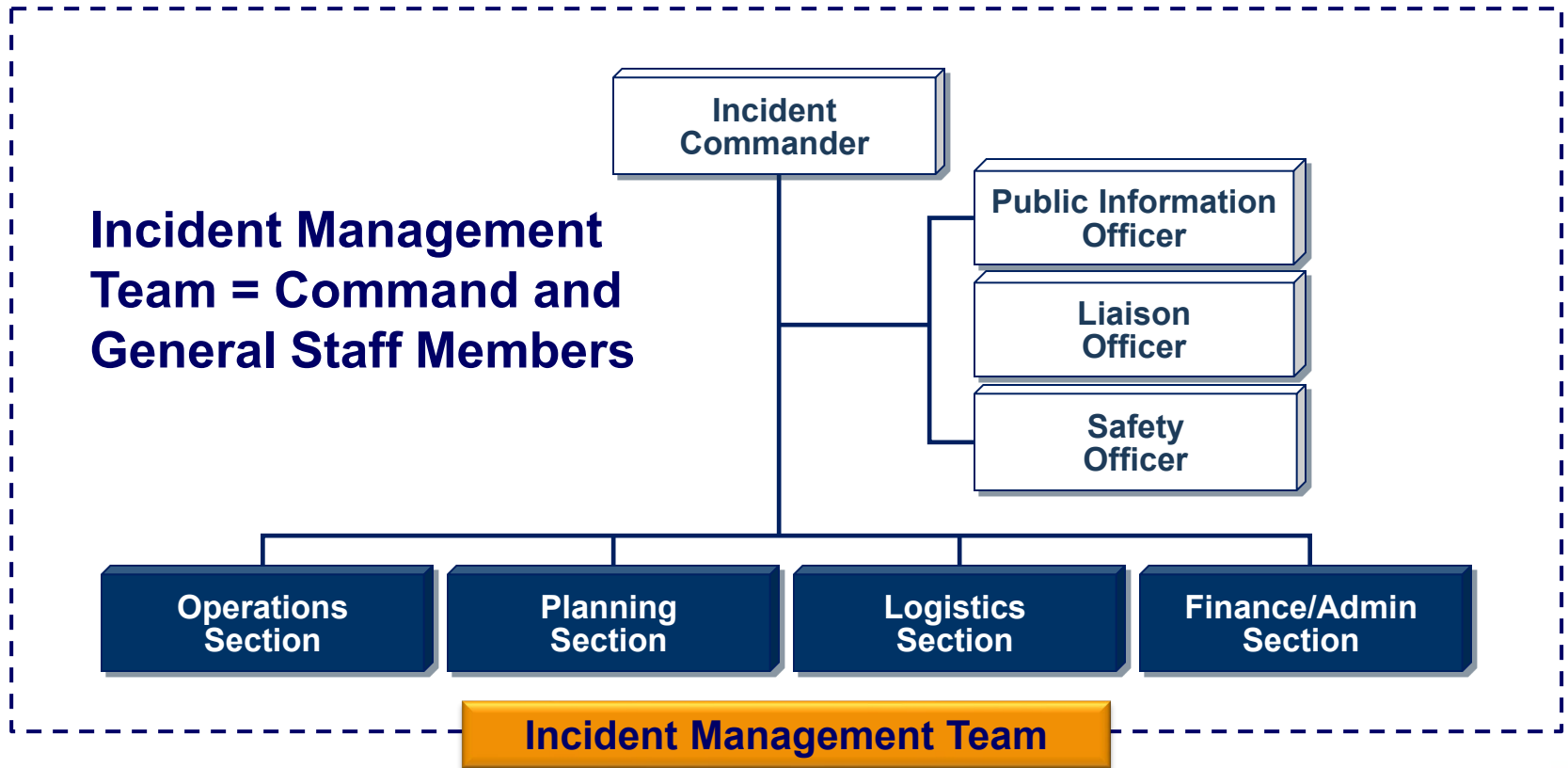
General Staff

As the incident expands in complexity, the Incident Commander may add General Staff Sections to maintain span of control.



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Incident Management Team (IMT)



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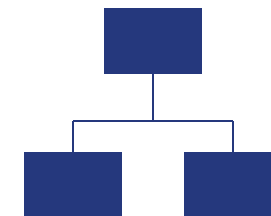
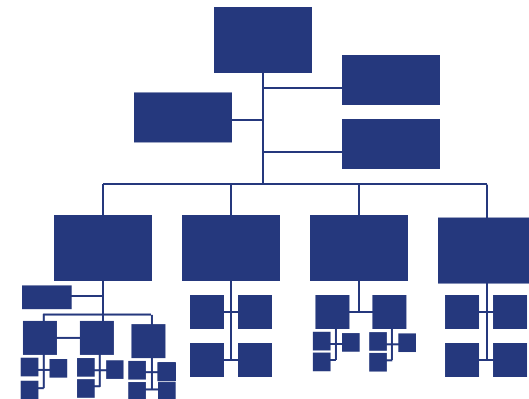
Incident Complexity and Resource Needs

Incident Complexity

Resource Needs

ICS Structure

Complexity ↑



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Unified Command

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

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



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Unified Command (Cont.)

UC establishes:

- Common set of objectives.
- Single IAP.
- Single command structure.
- Single, unified staff under the UC.

Maintains unity of command.
Each employee only reports to one supervisor.

There is no one “commander.”



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Definition of Area Command

Area Command is used to oversee the management of:

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



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Unit 4: NIMS Coordination: Emergency Operations Centers



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Visual 4.68

Unit Terminal Objective

Explain the attributes and purpose of Emergency Operations Centers.



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Visual 4.69

Unit Enabling Objectives

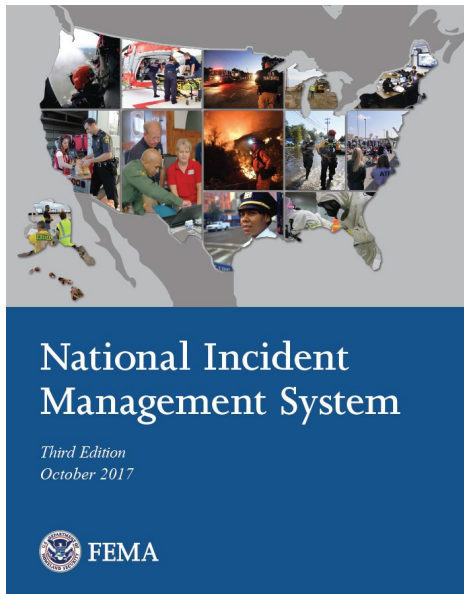
- **Explain the functions and structure of the Emergency Operations Center**
- **Explain the direction provided by the Senior Official / MAC Group to the EOC**



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Visual 4.70

NIMS Components



Resource Management

Command and Coordination

Communications and Information Management

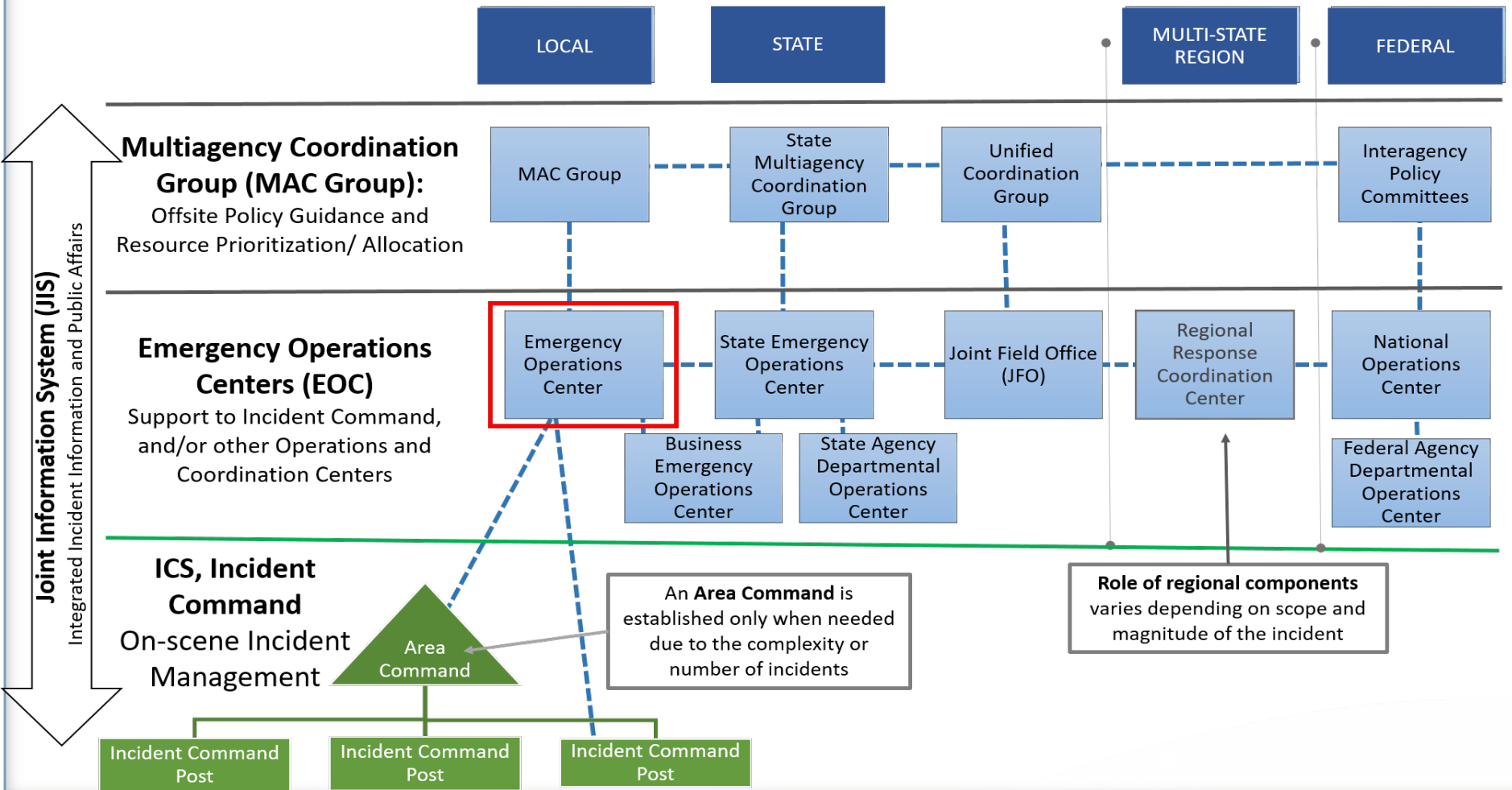
Incident Command System

Emergency Operations Center

Multiagency Coordination Groups

Joint Information Systems

Emergency Operations Centers



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EOC Functions

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



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EOC Organizational Structure

- **While EOCs have common functions, their structure will vary between jurisdictions.**
- **Three common EOC organizational models:**
 - **ICS or ICS-Like**
 - **Incident Support Model**
 - **Departmental.**
- **Jurisdictions or organizations may choose to use one of these structures, a combination of elements from different structures, or an entirely different structure.**



EOC Benefits

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



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Visual 4.75

EOC and the SR Official/ MAC Group

- **Local statutes or delegations of authority may limit an EOC's functions or actions.**
 - **Example: Monetary spending thresholds**
- **A SR Official/ MAC Group may:**
 - **Authorize additional fiscal resources.**
 - **Provide operational guidance.**
 - **Oversee complex incidents.**
 - **Provide operational or policy guidance.**



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SR Official/ MAC Group guides the EOC

The Senior Official or MAC Group guides the EOC by:

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



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Objectives Review

- **What are the functions and structure of the Emergency Operations Center?**
- **What direction is provided by the Senior Official / MAC Group to the EOC?**



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Unit 5:

NIMS Coordination: MAC

Groups and the Joint

Information System



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Visual 5.79

Unit Terminal Objective

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



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Visual 5.80

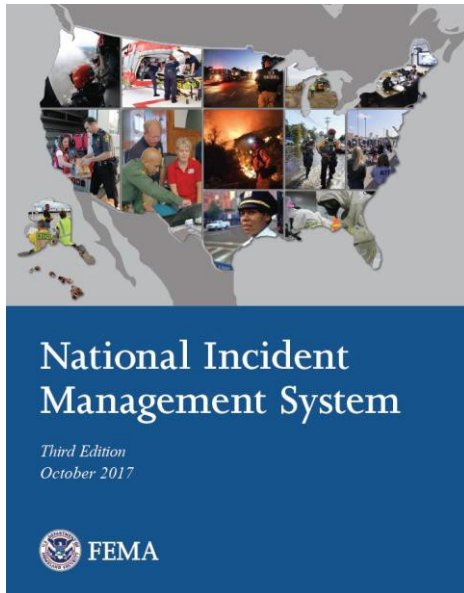
Unit Enabling Objectives

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



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NIMS Components



Resource Management

Command and Coordination

Communications and Information Management

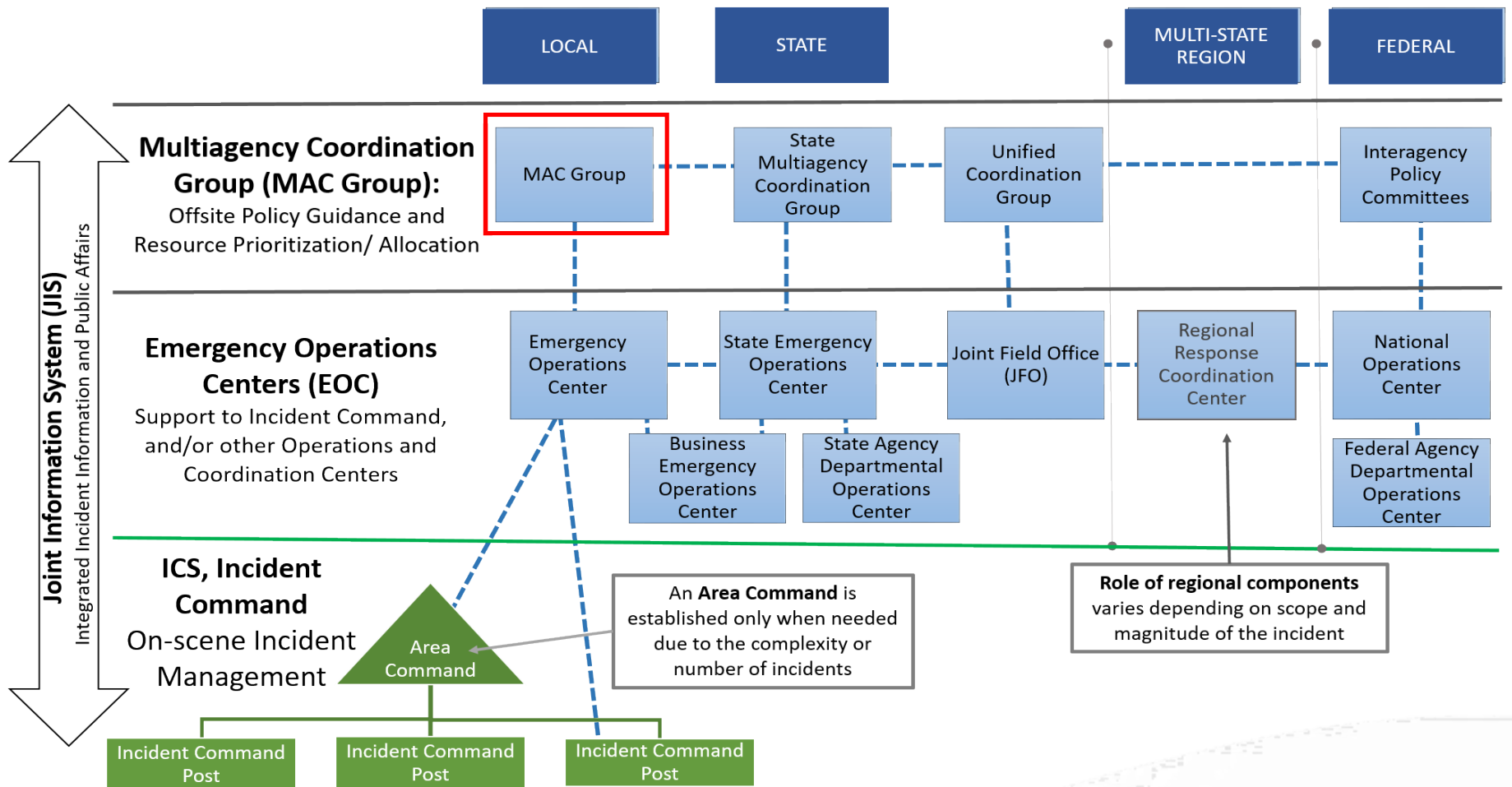
Incident Command System

Emergency Operations Center

Multiagency Coordination Groups

Joint Information Systems

Multiagency Coordination Group



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The MAC Group

- **Provides policy guidance**
- **Supports resource prioritization and allocation**
- **Enables decision-making among elected and appointed officials and senior executives**
- **Is often comprised of:**
 - **Elected officials**
 - **Senior decision-makers**
 - **Senior public safety officials**
 - **High-level, subject-matter experts**



The SR Official/ MAC Group Role

- Define the mission and strategic direction
- Identify operational priorities
- Provide policy guidance to EOC, IC and JIC/PIO
- Resolve scarce resource allocation issues
- Delegate command authority to the IC/ UC
- Delegate appropriate authority to the EOC and JIS
- Determine the MAC Group decision-making process
- Determine who will be included in the MAC Group
- Issue Initial Policy Statement to guide the EOC
- Determine reporting requirements



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Operational Priorities

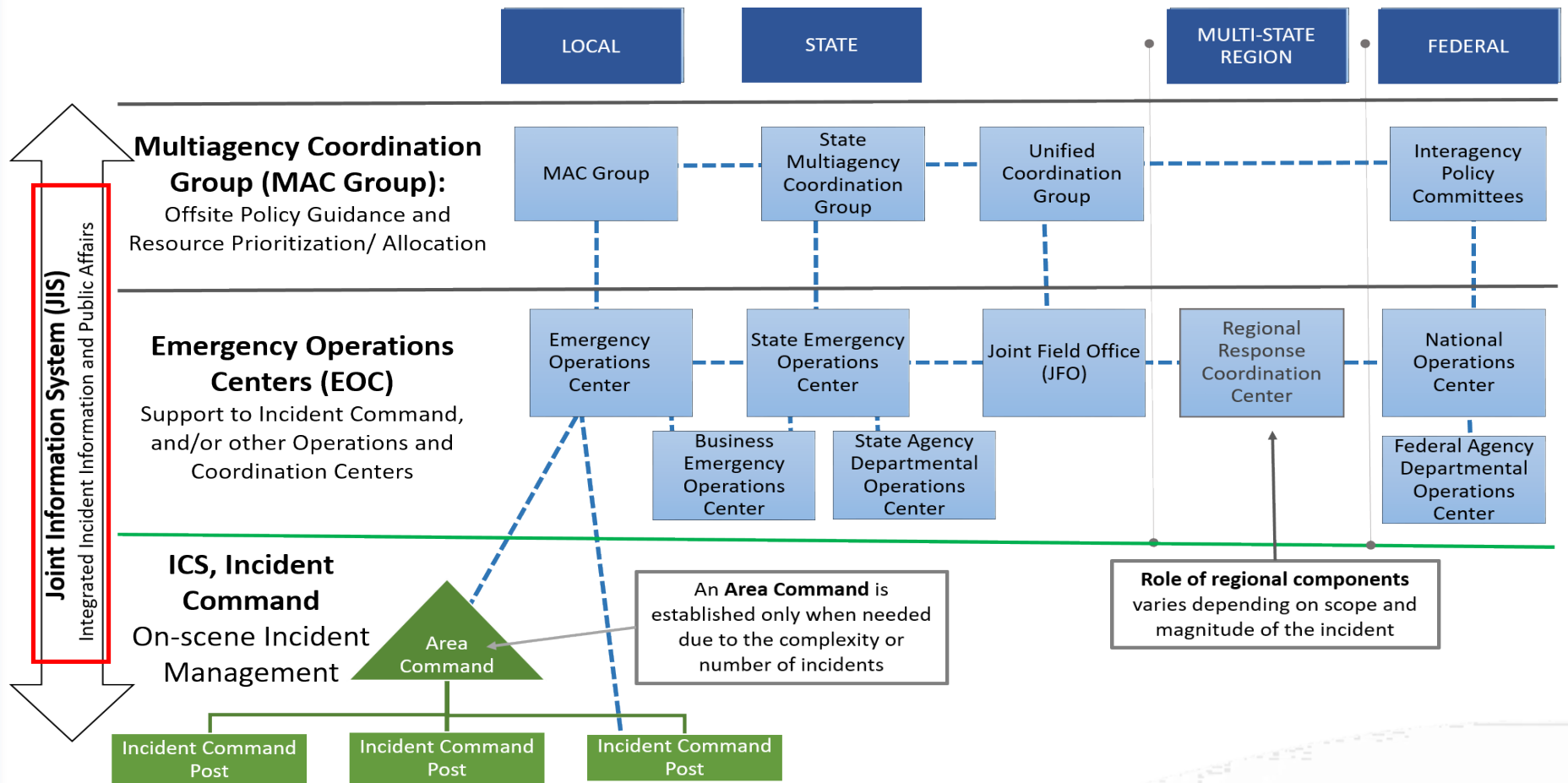
MAC Groups apply priorities at policy level:

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



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Joint Information System



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Joint Information System (JIS)

Multiagency Coordination Entities



EOC



JIC

JIC Coordinates:

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



PIO

PIO:

- Represents and advises Incident Command.
- Manages media and public inquiries.



**Senior Official
& Spokesperson**



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Managing Public Information



The Public Information Officer (PIO):

- Manages media and public inquiries.
- May be separate PIOs for:
 - Incident Command
 - EOC
 - Senior Official / MAC Group

PIOs coordinate and disseminate incident information through the JIC:

- Critical emergency information
- Crisis communications
- Public affairs functions



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NIMS Describes Systems . . . Not a Facility



Dispatch



**On-Scene
Command**



**Coordination
Resource Centers**

NIMS Command and Coordination

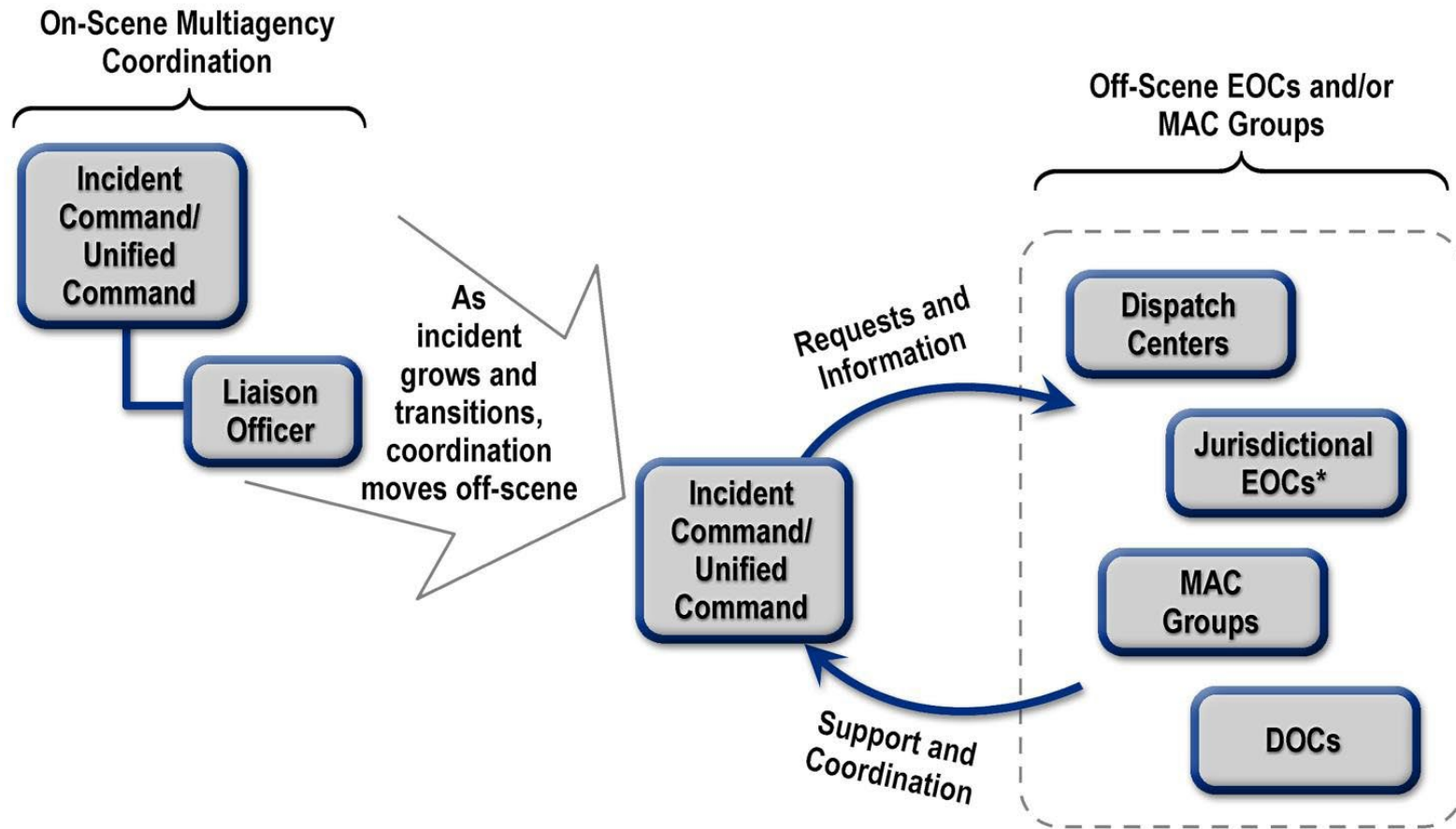


**Coordination
Entities/
Groups**



**Emergency
Operations
Centers**

Interconnectivity of NIMS Command and Coordination



Review of the Senior Official's Role

In most jurisdictions the Senior Official is responsible for:

- Ensuring the safety of the citizens and protection of property
- Ensuring the continuity of government
- Activating specific legal authorities (disaster declarations, evacuations, state of emergency, or other protective actions)
- Delegating Authority for Incident Command to an IC/ UC
- Coordinating with the PIO to keep the media and public informed
- Requesting assistance from State agencies through the EOC
- Resolving any resource allocation conflicts
- Coordinating with other Sr. Officials & whole community partners
- Participating in a Multiagency Coordination Group (MAC)



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Objectives Review

- **What is the purpose of a Multiagency Coordination Group?**
- **What is the purpose of a Joint Information System?**
- **How are the NIMS Command and Coordination systems interconnected?**



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Unit 6: Preparedness



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Visual 6.94

Unit Terminal Objective

Explain the Senior Official's role in preparedness.



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Visual 6.95

Unit Enabling Objectives

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



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Preparedness



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Check Plans, Policies, and Laws

Do your agency's/jurisdiction's preparedness plans, policies, and laws:

- **Align with NIMS terminology and systems?**
- **Cover all hazards?**
- **Include delegations of authority (as appropriate)?**
- **Include up-to-date information?**

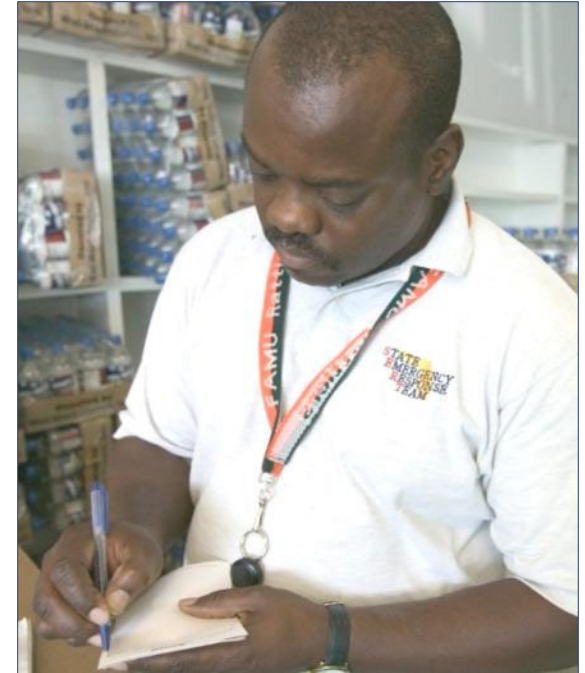


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Visual 6.98

Establish Resource Management Systems

- Do you have established systems for:
 - Describing, inventorying, requesting, and tracking resources?
 - Activating and dispatching resources?
 - Managing volunteers?
 - Demobilizing or recalling resources?
 - Financial tracking, reimbursement, and reporting?
- Do you have mutual aid and assistance agreements for obtaining resources, facilities, services, and other required support during an incident?



Establish Communications and Information Systems

- **Are protocols and procedures in place?**
- **Can responders from different agencies or mutual aid and assistance partners communicate with one another?**
- **Do you have a plan/budget for maintaining and replacing your emergency communication systems?**



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Training, Credentialing, and Exercising



- Do you have sufficient qualified personnel to fill ICS, EOC and JIS positions?
- Can you verify that personnel meet established professional standards for:
 - Training?
 - Experience?
 - Performance?
- When was the last tabletop, functional, or full-scale exercise that practiced command and coordination functions? Did you participate in that exercise?



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Continuous Improvement

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



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Additional Resources

- **NIMS Doctrine and Supporting Guides and Tools - <https://www.fema.gov/nims-doctrine-supporting-guides-tools>**
- **ICS Resource Center - <https://training.fema.gov/emiweb/is/icsresource/index.htm>**
- **Additional NIMS Training - <https://training.fema.gov/>**



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Objectives Review

- 1. What are the Senior Official's responsibilities when preparing for an incident?**
- 2. What websites provide resources for FEMA doctrine, guidelines, and additional training?**



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Course Summary

Any additional questions?

Certificate sign-in sheet



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