Background

On February 28, 2003, President Bush issued Homeland Security Presidential Directive-5. HSPD-5 directed the Secretary of Homeland Security to develop and administer a National Incident Management System. NIMS provides a constant nationwide template to enable all governmental, private-sector, and non-governmental organizations to work together during national incidents.

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

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

Governor Napolitano's Executive Order 2005-08, "Designation of the National Incident Management System (NIMS) as the Basis for all Incident Management in Arizona," established NIMS as the state standard for incident management thereby requiring state agencies having a role to prevent, prepare for, respond to, or recovery from emergencies and disasters to become NIMS compliant.

On August 15, 2005, Dr. Peter Likins, President of the University of Arizona, issued the "Designation of the National Incident Management System (NIMS) as the Basis for All Incident Management at the University of Arizona." President Robert Robbins has reaffirmed the designation as the current President of the University of Arizona.

NIMS Concepts and Principles

NIMS is based on an appropriate balance of flexibility and standardization.

1. **Flexibility** - *NIMS provides a consistent, flexible, and adjustable national framework within which government and private entities can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation.*
2. **Standardization** - *NIMS provides a set of standardized organizational structures such as the Incident Command System (ICS), multiagency coordination systems, and public information systems, as well as*

requirements for processes, procedures, and systems designated to improve interoperability.

NIMS Components

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

- **Command and Management –** standard incident command structures based on three key organization operating systems:
    - **The ICS** – defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident.
    - **Multiagency Coordination Systems** – define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged in the federal, state, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements.
    - **Public Information Systems** – refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.
- **Preparedness**
    - **Planning** – describes how personnel, equipment, and other resources are used to support incident management and emergency response activities.
    - **Training** – includes standard courses on multiagency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.
    - **Exercises** – organization and personnel must participate in realistic exercises – including multidisciplinary, multijurisdictional, and multisector interaction – to improve integration and interoperability.
    - **Personnel Qualification and Certification** – to identify and publish national-level standards and measure performance against these standards to ensure that incident management and emergency responder personnel are appropriately qualified and officially certified to perform NIMS-related functions.
    - **Equipment Acquisition and Certification** – a critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including capability to be interoperable with similar equipment used by other jurisdictions.

- o **Mutual Aid** – agreements are the means for one jurisdiction to provide resources, faculties, services, and other required support to another jurisdiction during an incident.
- o **Publication Management** – refers to forms and form standardization, developing publication materials, administering publications – including establishing naming and numbering conventions, managing the publication and promulgation of documents, and exercising control over sensitive documents, and revising documents as necessary.
- **Resource Management** – standardized mechanisms and established requirements for processes to describe, inventor, mobilize, dispatch, track, and recover resources over the life cycle of an incident.
- **Communications and Information Management** – a standardized framework for communications, information management (collection, analysis, and dissemination), and information sharing at all levels of incident management.
  - o **Incident Management Communications**– ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions.
  - o **Information Management** – processes, procedures, and systems help ensure that information, including communications and data, flows effectively through commonly accepted architecture supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents.
  - o **Supporting Technologies** – technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These include voice and data communications, information management systems and data display systems.
  - o **Ongoing Management and Maintenance** – this component established an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system band and its components over the long term.

Incident Command

Incident command is a standardized, on-scene, all hazard incident management concept. It allows users to adopt an integrated organization a structure, to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS Purpose

Using management best practices, ICS helps to ensure:

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

Modular Organization

ICS expands and contracts as necessary.

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

Management by Objectives

ICS is managed by objectives. These objectives are communicated throughout the entire ICS organization through the incident planning process.

Steps to Determine the Management by Objectives:

1. Understand agency policy and direction.
2. Assess incident situation.
3. Establish incident objectives.
4. Select appropriate strategy or strategies to achieve objectives.
5. Perform tactical direction.
6. Provide necessary follow-up.

Overall Priorities in an Incident

Incident objectives are established based on the following four priorities:
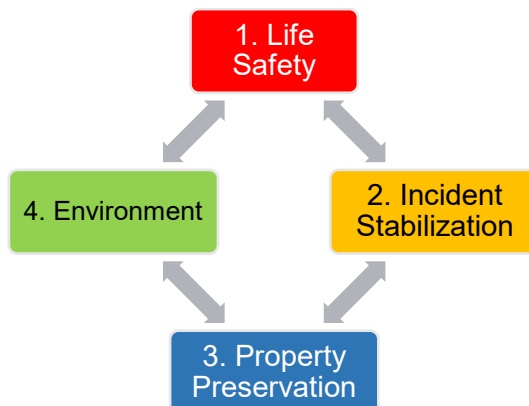
Incident Action Plans (IAP)

Every incident must have an Incident Action Plan. Incident Action Plans (IAPs) provide a coherent means to communicate the overall incident objectives in the context of other operation and support activities. IAPs:

- Specify the incident objectives.
- State the activities to be completed.
- Cover a specified time frame, called an operational period.
- May be oral or written, except for hazardous materials incidents, which require a written IAP.

Four elements to the IAP

- What do we do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?

ICS Organization

There is no correlation with the administrative structure of any other agency or organization. The ICS organization uniqueness helps to avoid confusion over different position titles and organizational structures. Someone who holds a title or rank on a daily basis may not hold that title when deployed under an ICS structure.

Chain of Command

The Chain of Command is an orderly line of authority within the ranks of the incident management organization.
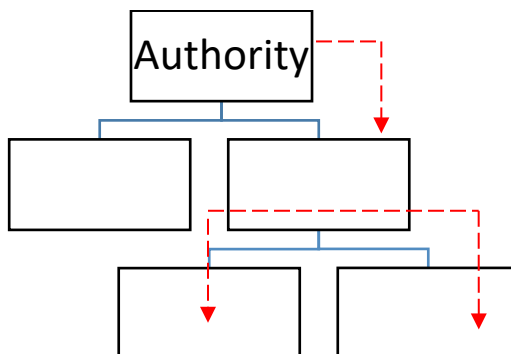
Unity of Command

Unity of command requires that personnel report only to one supervisor at a given time and receive work assignments from their supervisors.

Unified Command

Unified command enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. It allows Incident Commanders to make joint decisions by establishing a single command structure. Under unified command, the unit of command is maintained, and each employee reports to only one supervisor.

Span of Control

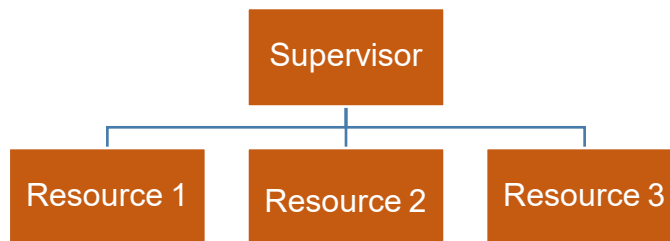Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident. This is the key to effective incident management.

Span of control considerations are influenced by the type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources.

The normal span of control is between three (3) and seven (7) subordinates. *Optimally it should not exceed five (5) subordinates to one (1) supervisor.*

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                    │  Supervisor  │
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    ┌──────┴─────┐  ┌──────┴─────┐  ┌──────┴─────┐
    │ Resource 1 │  │ Resource 2 │  │ Resource 3 │
    └────────────┘  └────────────┘  └────────────┘
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Predestinated Facilities

Under the ICS it is important to predetermine facilities to be used during an incident. The names for these areas are common in the ICS.

- **Incident Command Post (ICP)/Command Post (CP)** – the field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP/CP may be collocated with the incident base or other incident facilities and is normally identified by a rotating or flashing green light.
- **Base** – the location at which primary functions for an incident are coordinated and administered. There is only one Base per incident. The ICP/CP may be collocated with the Base.
- **Staging Area** – a location established where resources can be placed waiting an assignment.

- **Camp** – a geographical site within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to the incident personnel.

Resources: Tactical and Support

ICS resources include tactical and support resources. **Tactical resources** include personnel and major items of equipment used in the operations. **Support resources** are all other resources required to support the incident, such as food, communications equipment or supplies.

Transfer of Command

The transfer of command moves the responsibility for incident management from one Incident Commander (IC) to another. There must be a transfer of command briefing, which may be oral, written, or both, prior to the transfer taking place. 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. When there is a transfer of command

   o Notification shall be made to all personnel
   o Identifying who the new IC is
   o Time of command transfer

Accountability

Accountability of personnel is critical in the ICS. Check-in of personnel must be adhered to when ICS is implemented.

- Check-in – all responders must report in to receive an assignment in accordance with the procedures established by the IC. This check-in process usually takes place at the staging area.
- Response operations are directed by the IAP.
- Unity of command is maintained as a result of this procedure.
- Span of control is maintained.
- Resource tracking is the recording of assignments and assignment of resources.
- Personnel and equipment should only respond when requested or when dispatched by an appropriate authority.
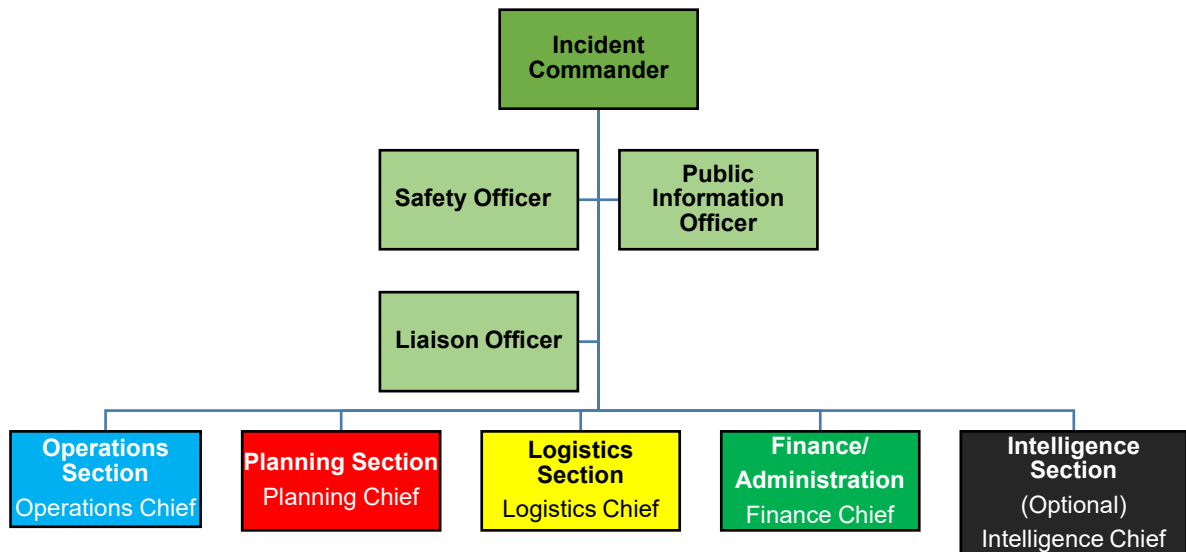
ICS Personnel and Functions

Incident Commander (IC) – The Incident Commander is normally the first person at the scene, with the most knowledge of the incident. The individual retains the incident command function until there is a transfer of command. The Incident Commander is not selected and does not command based on rank or position.

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 cases, a lower ranking but more qualified person may be designated as the Incident Commander.

The IC performs all major ICS command and staff responsibilities unless the ICS functions are delegated and assigned.

Basic ICS Structure

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                    ┌──────────────────┐
                    │     Incident     │
                    │    Commander     │
                    └──────────────────┘
              ┌──────────────┐  ┌──────────────┐
              │ Safety       │  │ Public       │
              │ Officer      │  │ Information  │
              │              │  │ Officer      │
              └──────────────┘  └──────────────┘
              ┌──────────────┐
              │ Liaison      │
              │ Officer      │
              └──────────────┘
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Operations Section	Planning Section	Logistics Section	Finance/ Administration	Intelligence Section
Operations Chief	Planning Chief	Logistics Chief	Finance Chief	(Optional) Intelligence Chief

Incident Commander Role/Responsibilities

- Provides overall leadership for incident response.
- Delegates authority to others.
- Takes general direction from agency administrator/official.
- Ensures incident safety.
- Provides information services to internal and external stakeholders.
- Establishes and maintains liaison with other agencies/departments participating in the incident.
- Responsible for all activities and functions until delegated and assigned to staff.
- Establishes incident objectives.
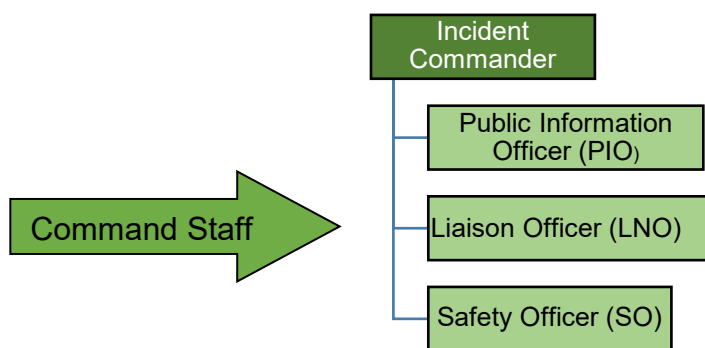- Directs staff to develop the IAP.

Deputy Incident Commander (DIC)

The Deputy Incident Commander may be delegated to perform:

- Specific tasks as required by the IC.
- The command functions in a relief capacity.
- Representation of an assisting agency that shares jurisdiction.

Command Staff

It may be necessary for the IC to designate a command staff, which provides information, liaison, and safety services for the entire organization. The members of the command staff report directly to the IC.

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                          ┌──────────────────┐
                          │     Incident     │
                          │    Commander     │
                          └─────────┬────────┘
                             ┌──────┴──────────────────┐
                             │  Public Information      │
                             │   Officer (PIO)          │
                             └──────────────────────────┘
  ┌──────────────────┐       ┌──────────────────────────┐
  │  Command Staff   ▷       │  Liaison Officer (LNO)    │
  └──────────────────┘       └──────────────────────────┘
                             ┌──────────────────────────┐
                             │  Safety Officer (SO)      │
                             └──────────────────────────┘
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The Incident Commander (IC), Public Information Officer, Liaison Officer, and Safety Officer are considered "command staff positions" and are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

Public Information Officer (PIO)
The PIO is responsible for interfacing with the public, media, and/or other agencies with incident-related information. The PIO develops accurate and complete information on the incident cause, size, and current situation, resources committed, and other matters of general interest for both internal and external consumption.

Safety Officer (SO)
Monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC or UC and supervisors at all levels of incident management. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. The SO, Operations Section Chief, and Planning Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues.

Liaison Officer (LNO)

Is the point of contact for representatives of other governmental agencies, non-governmental organizations, and/or private entities. In either a single or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for the parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership.

General Staff

The General Staff includes incident management personnel who represent the major functional elements of the ICS, including the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence Section Chief may also be added. Command Staff and General Staff must continually interact and share vital information and estimates of the current and future situation and develop recommended courses of action for consideration by the IC.
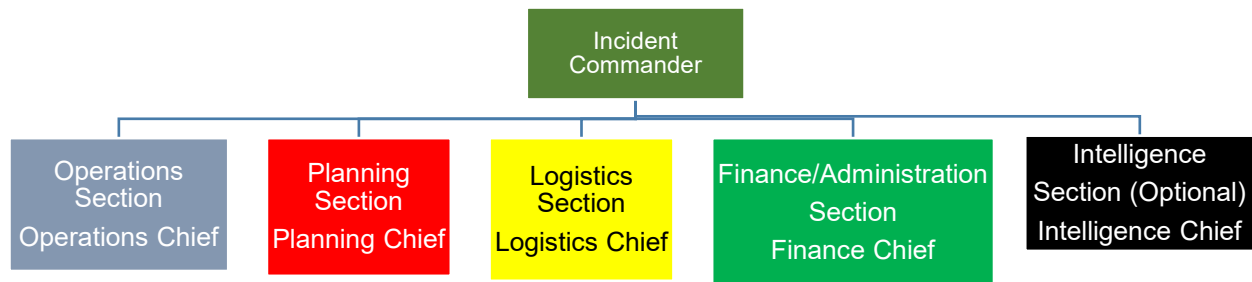
Use of Position Titles

The use of ICSC position titles provides a common standard for performance expectations. It helps to ensure that qualified individuals fill positions, standardizes communication, and describes the responsibilities of the position.

The table below describes the distinctive title assigned to each element of the ICS organization at each corresponding level, as well as the leadership title corresponding to each individual element.

Organizational Element	Leadership Position
Incident Command	Incident Commander (IC)
Command Staff	Officer
Section	Section Chief
Branch	Branch Director
Division and Groups*	Supervisors
Unit**	Unit Leader

*The hierarchical term *supervisor* is only used in the Operations Section.

** Unit Leader designations apply to the subunits of the Planning, Logistics, and Finance/Administration Sections.

ICS Supervisory Position Titles	Title	Support Position
Incident Commander	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Operations Section

This section is responsible for all activities focused on reduction of the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations.

- Directs and coordinates all incident tactical operations.
- One of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have staging areas and special operations.

Further expansions of this basic structure will vary according to numerous other considerations and operational factors.

Operations Section Chief – **Responsibilities**

The Operations Section Chief is responsible for:

- Developing and implementing strategies and tactics to carry out the incident objectives.
- Organizing, assigning, and supervising the tactical field resources.
- Supervising air operations and those resources in the staging area.

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                        │  Operations Section  │
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         ┌──────────────────┐      │
         │   Staging Area   ├──────┤
         └──────────────────┘      │
                        ┌──────────┴───────────┐
                        │     Branch(es)       │
                        └──────────┬───────────┘
                        ┌──────────┴───────────┐
                        │   Divisions/Groups   │
                        └──────────┬───────────┘
                        ┌──────────┴───────────┐
                        │     Resources        │
                        └──────────────────────┘
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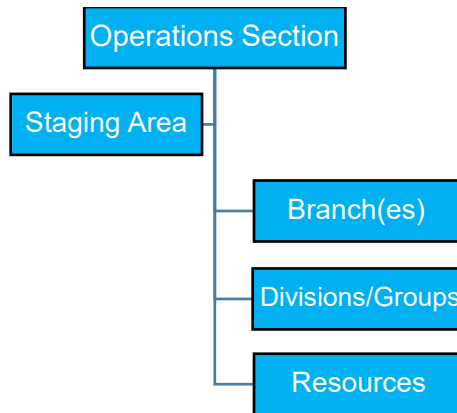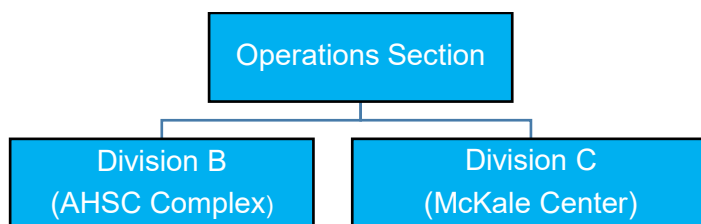
Divisions, Groups, and Branches
Division and groups are established when the number of resources exceeds the
Operational Section Chief's manageable span of control.

> **_Divisions_** demarcate physical or geographical areas of operation within the
> incident area.

The best way to create geographical division is to divide an area according to natural
separations in terrain or other prominent geographical features, such as UA Mall, AHSC
complex, etc. When geographical features are used for determining boundaries, the
size of the division should correspond to appropriate span-of-control guidelines.

Example:

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                    ┌──────────────────────┐
                    │  Operations Section  │
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      ┌───────┴────────┐                  ┌────────┴────────┐
      │   Division B   │                  │   Division C    │
      │ (AHSC Complex) │                  │ (McKale Center) │
      └────────────────┘                  └─────────────────┘
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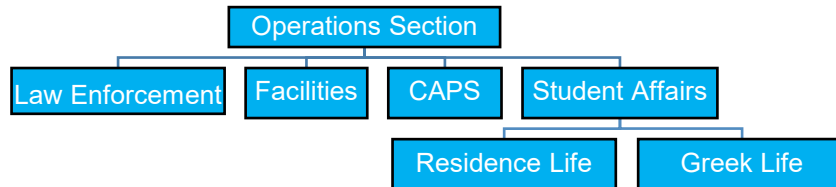As additional types of resources are added to the organization, resources should
be assigned to a divisional structure.

> **_Groups_** demarcate functional areas of operation for the incident. Groups are
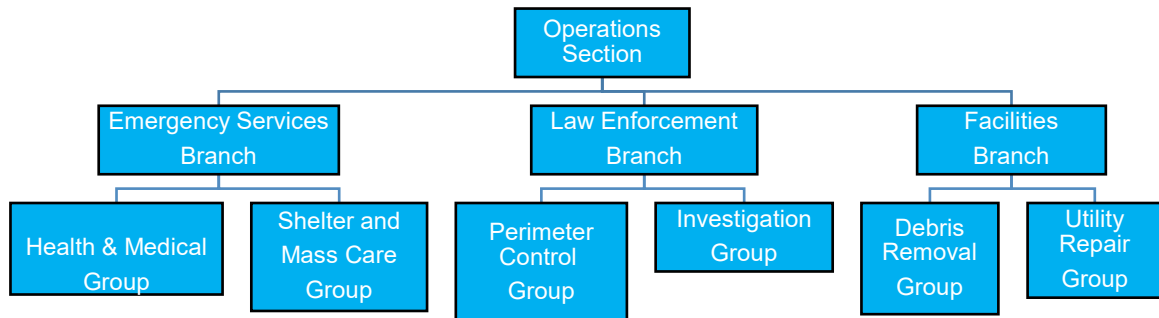> established based on the needs of an incident.

They are labeled according to the job they are assigned. They are managed by a
supervisor, work wherever their assigned task is needed, and are not limited
geographically.

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                        ┌─────────────┐
                        │ Operations  │
                        │  Section    │
                        └─────────────┘
        ┌───────────┬────────┴────────┬───────────┐
  ┌───────────┐ ┌───────────┐ ┌───────────┐ ┌───────────┐
  │    Law    │ │ Facilities│ │   CAPS    │ │  Student  │
  │Enforcement│ │           │ │           │ │  Affairs  │
  └───────────┘ └───────────┘ └───────────┘ └───────────┘
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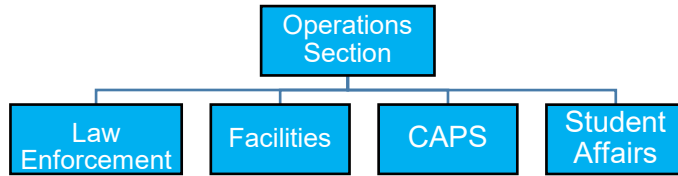
Divisions and Groups can be used together on an incident and are at an equal level in the organization. One does not supervise the other.

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                    │ Operations Section│
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  ┌──────────────┐ ┌──────────┐ ┌────────┐ ┌──────────────┐
  │Law Enforcement│ │Facilities│ │  CAPS  │ │Student Affairs│
  └──────────────┘ └──────────┘ └────────┘ └──────────────┘
                                      ┌──────────┴──────────┐
                              ┌──────────────┐      ┌────────────┐
                              │Residence Life│      │ Greek Life │
                              └──────────────┘      └────────────┘
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Branches are used when the number of division or groups exceeds the span of control. Can be either geographical or functional and are managed by a **Branch Director**.

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                              ┌─────────────┐
                              │ Operations  │
                              │  Section    │
                              └─────────────┘
        ┌─────────────────────────┼─────────────────────────┐
┌───────────────────┐   ┌───────────────────┐   ┌───────────────────┐
│Emergency Services │   │  Law Enforcement  │   │    Facilities     │
│      Branch       │   │      Branch       │   │      Branch       │
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    ┌──────┴──────┐        ┌──────┴──────┐          ┌──────┴──────┐
┌─────────┐ ┌─────────┐ ┌─────────┐ ┌──────────┐ ┌─────────┐ ┌─────────┐
│Health & │ │Shelter  │ │Perimeter│ │Investigat│ │ Debris  │ │ Utility │
│Medical  │ │and      │ │Control  │ │ion Group │ │ Removal │ │ Repair  │
│Group    │ │Mass Care│ │Group    │ │          │ │ Group   │ │ Group   │
│         │ │Group    │ │         │ │          │ │         │ │         │
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Task Force
A Task Force is a combination of mixed resources with common communications operating under the direct supervision of a task force leader.

Strike Teams
Strike Teams are a set number of resources of the same kind and type with communications operation under the direct supervision of a strike team leader.

*Single Resources* are individual personnel and equipment items and the operations associated with them.

Planning Section
The Planning Section is responsible for a number of items and is considered the "long-range planners" and "what if" section. The responsibilities include:

- Maintaining resources status.
- Maintaining and displaying situation status.
- Preparing the IAP.
- Developing alternative strategies.
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for Technical Specialists assigned to an incident.

Planning Section Chief **– Responsibilities**
- Gathering, analyzing, and disseminating information and intelligence.
- Managing the planning process.
- Complying with the IAP.
- Managing Technical Specialists.

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Planning Section
 ├─ Resource Unit
 ├─ Situation Unit
 ├─ Demobilization Unit
 ├─ Documentation Unit
 └─ Technical Specialists
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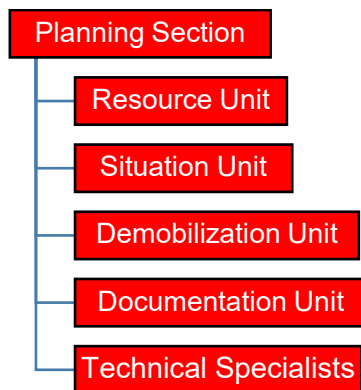
Resource Unit
The Resource Unit is responsible for all check-in activities and maintaining the status of all incident resources, and plays a significant role in preparing the IAP.

Situation Unit
Collects and analyzes information of the current situation. The unit prepares situation displays and develops maps and projections.

Documentation Unit
The Documentation Unit provides duplication services, including the written IAP, and maintains and archives all incident-related documentation.

Demobilization Unit
Assists in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.

Technical Specialists
Provide special expertise useful in incident management and response. This unit may be assigned to work in either the Planning Section or other sections.

Logistics Section
The Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required.
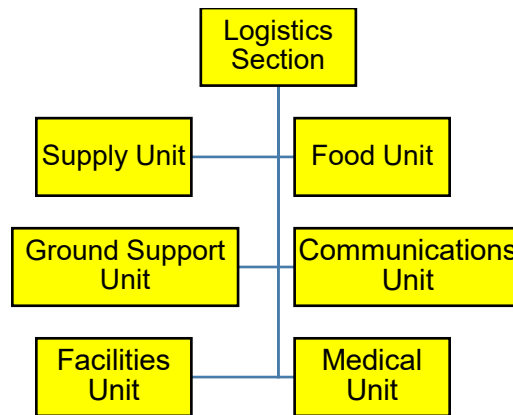
Logistics Section Chief - **Responsibilities**
The Logistics Section Chief is responsible for

- Providing resources and services required to support incident activities.
- Developing portions of the IAP and forwarding them to the Planning Section.
- Contracting for and purchasing goods and services needed at the incident.

Communications Unit
Prepares and supports the Incident Communications Plan (ICS Form 205), distributes and maintains communications equipment, supervises the Incident Communications Center, and ensures adequate communications over the incident.

Medical Unit
Is responsible for developing the Medical Plan, (ICS Form 206), providing first aid and light medical treatment, and preparing procedures for a major medical emergency.

Food Unit
Is responsible for supplying food and potable water and obtaining equipment and supplies to operate food service facilities.

Support Branch
Supply Unit
Assists in determining the type and amount of supplies needed to support the incident. Orders, receives, and distributes supplies. The unit services nonexpendable equipment, places all resource orders, and maintains inventory of supplies and equipment.

Facilities Unit
Sets up and maintains facilities and provides facility security and maintenance services (sanitation, lighting, clean up.)

Ground Support
Prepares the Transportation Plan and arranges for, activates, and documents the fueling and maintenance of ground resources. The unit also arranges for transportation of personnel, supplies, food, and equipment.

Finance/Administration Section
A Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services. The section is responsible for contract negotiation, time keeping, cost analysis, and compensation for injury or damage to property. Not all incidents will require a separate Finance/Administration Section. In cases that require one specific function (e.g., cost analysis), this service may be provided by a Technical Specialist in the Planning Section.
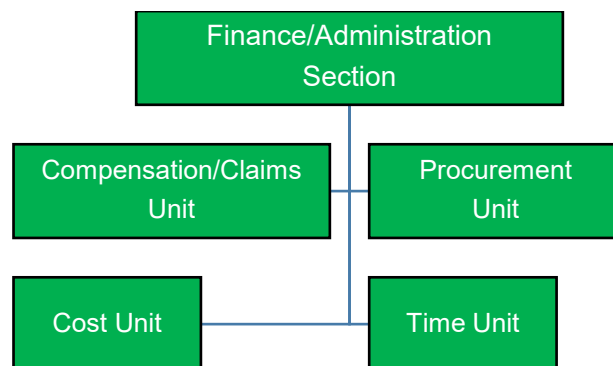
Finance/Admin Section Chief- **Responsibilities**
The Finance/Admin Section Chief is responsible for:
- Financial and cost analysis.

- Overseeing contract negotiations.
- Tracking personnel and equipment time.
- Processing claims for accidents and injuries.
- Working with Logistics to ensure resources are procured.

Procurement Unit – is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
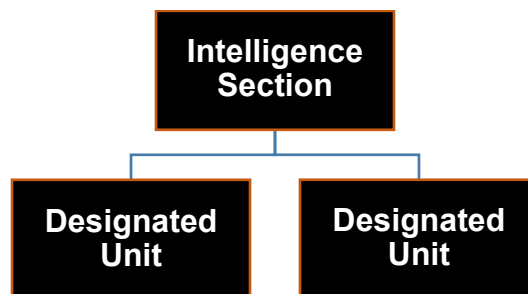
Comp/Claims Unit – is responsible for management and direction of administrative matters pertaining to compensation for injury and claims-related activities kept for the incident.

Cost Unit – is responsible for collecting all cost data, performing cost effective analysis, providing cost estimates, and making cost saving recommendations.

Information and Intelligence Section or Function
The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security and other types of classified information but also other operational information, such as risk assessments, medical intelligence, weather information, structural design, toxic containment levels, and utilities and public works data from a variety of different sources. In the university, community intelligence may come from Student Affairs, the Provost, clubs/organizations, etc.

Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may elect to assign this as its own Section.

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                    ┌──────────────┐
                    │ Intelligence │
                    │   Section    │
                    └──────────────┘
                ┌───────────┴───────────┐
        ┌───────────────┐       ┌───────────────┐
        │  Designated   │       │  Designated   │
        │     Unit      │       │     Unit      │
        └───────────────┘       └───────────────┘
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Area Command
Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control considerations.

> An area command is established either to oversee the management of multiple incidents that are being handled by separate ICS organizations or to oversee the management of a very large incident that involves multiple ICS organizations.

It is important to note that Area Command *does not* have operational responsibilities. For incidents under its authority, the Area Command:

- Sets overall agency incident-related priorities.
- Allocates critical resources according to established priorities.
  - Ensures that incidents are managed properly.
  - Ensures effective communications.
  - Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
  - Identifies critical resource needs and reports them to the Emergency Operations Center(s).
  - Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
  - Provides for personnel accountability and a safe operating environment.

Multiagency Coordination Systems (MACS) are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common framework for coordinating and supporting incident command. The primary functions of MACS are to:

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

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

Emergency Operations Center (EOC)
The EOC represents the physical location at which the coordination of information and resources to support the incident management activities normally takes place. The Incident Command Post (ICP or CP) located at or in the immediate vicinity of an incident site, although primarily focused on the tactical on-scene response, may perform an EOC-like function in smaller scale incidents or during the initial phase of the response to larger, more complex events.
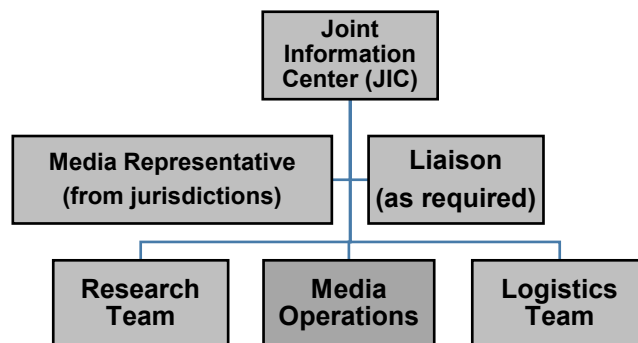
Public Information Systems
Systems and protocols for communicating timely and accurate information to the public are critical during crisis or emergency situations.

The Public Information Officer (PIO) supports the Incident Commander. Under ICS, the PIO is a key staff member supporting the incident command structure. The PIO

represents and advises the Incident Command on all public information matters relating to the management of the incident. The PIO handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, particularly regarding information on public health and safety and protection. The PIO is also responsible for coordinating public information at or near the incident site and serving as the on-scene link to the Joint Information System (JIS). In a large-scale operation, the on-scene PIO serves as a field PIO with links to the Joint Information Center (JIC), which is typically collocated with the federal, regional, state, local, or tribal EOC tasked with primary incident coordination responsibilities. The JIS provides the mechanism for integrating public information activities among JICs, across jurisdictions, and with private-sector and non-governmental organizations.

Joint Information Center (JIC)

A JIC is a physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public-affairs functions. The JIC must have the most current and accurate information regarding incident management.

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                    ┌──────────────────┐
                    │      Joint       │
                    │   Information    │
                    │   Center (JIC)   │
                    └──────────────────┘
           ┌────────────────┐   ┌────────────────┐
           │     Media      │   │    Liaison     │
           │ Representative │   │  (as required) │
           │(from jurisdictions)│ └────────────────┘
           └────────────────┘
     ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
     │   Research   │ │    Media     │ │  Logistics   │
     │     Team     │ │  Operations  │ │     Team     │
     └──────────────┘ └──────────────┘ └──────────────┘
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Joint Information System (JIS)

The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis. It includes the plans, protocols, and structures used to provide information to the public during incident operations and encompass all public information operations related to an incident, including all federal, state, local, tribal, and private organization PIOs, staff, and JICs established to support an incident.

NIMS Document

The complete National Incident Management System document can be found at: https://www.fema.gov/media-library/assets/documents/148019

ICS Forms and Use

Standard Form Title	Description
ICS 200 Incident Action Plan Cover Page	Indicates the incident name, plan operational period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information).
ICS 201 Incident Briefing	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
ICS 202 Incident Objectives	Describes the basic strategy and objectives for use during each operational period.
ICS 203 Organization Assignment List	Provides information on the response organization and personnel staffing.
ICS204 Field Assignment	Used to information personnel of assignment. After Incident Command/Unified Command approves the objectives, staff members receive the assignment information contained in this form.
ICS 205 Incident Communications Plan	Provides, in one location, information on the assignments for all communication equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS 204).
ICS 206 Medical Plan	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
ICS 209 Incident Status Summary	Summarizes incident information from staff members and external parties and provides information to the PIO for preparation of media releases.
ICS 211 Check-In/Out List	Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.
ICS 213 General Message (Used by)	• Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. • EOC and other incident personnel to transmit messages via radio or telephone to the addressee. • Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.
ICS 215 Operational Planning Worksheet	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics

	Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.
ICS 220 Air Operations Summary	Provides information on air operations, including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
ICS 226 General Plan	Addresses long-term objectives approved by the Incident Command/Unified Command. These objectives are often expressed as milestones (i.e., time frames for the completion of all and/or portions of incident response operations). A General Plan should identify the major tasks to be carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish this task within the specified duration.
Resource Request Form	This form is an internal document used to order personnel and equipment and to track the resource process. This form will be used by the Logistics Section to order the resources and by the Planning Section to track the resources.