

Incident Management System Functional Annex

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I. PURPOSE

This annex provides information and directions on the management of emergency and non-emergency responses, managed by the National Incident Management System (NIMS). NIMS is mandated by the Federal Government for Federal, State, and Local Response Agencies per Homeland Presidential Directive/HSPD-5-Homeland Security Act of 2002, Public Law 107-296. Alexander County Government and the Town of Taylorsville have adopted by resolution the National Incident Management System as the system for management of emergency and non-emergency situations, major disaster, mitigation, and recovery phases in November 2005.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. The Incident Management System must follow the guidelines outlined in the National Incident Management System (NIMS) Guidelines of 2017.
2. The system will provide a consistent nationwide approach for Federal, State, and Local Governments to work effectively together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, and/or complexity.
3. To provide for interoperability and capability among Federal, State, and Local agencies.
4. The National Incident Management System (NIMS) will include a core set of concepts, principles, terminology, training, and identification of resources.
5. The Incident Management System can function utilizing the five (5) functions within the system:
 - a. Command
 - b. Operations
 - c. Planning
 - d. Logistics
 - e. Finance/Administration
6. The Incident Management System must follow the identification of resources and management of resources, including systems for classifying types of resources including manpower and equipment.
7. Resources must meet the qualification requirements as addressed in the FEMA's Resource Typing Library Tool (RTLTL).
8. Incident Management training should adhere to the National Incident Management System Training Program. This training program is broken down into the following areas:
 - a. Incident Command System (ICS)
 - b. Emergency Operations Center (EOC)
 - c. Joint Information System (JIS)/Public Information Officer (PIO)
 - d. Multi-Agency Coordination System (MACS)

III. CONCEPT OF OPERATIONS

- A. The Incident Command System (ICS) must be utilized in all response modes, both emergency and non-emergency situations.

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- B. The use of the Incident Command System functions will be determined by the following:
 - 1. As addressed in the Emergency Operations Plan
 - 2. Determined by the agency having jurisdictional authority
- C. An Incident Action Plan (IAP) should be utilized for any large-scale incident lasting more than one operational period, any hazardous materials incident, or any scheduled event deemed necessary by the Board of County Commissioners, County Manager, or Emergency Management Coordinator.
- D. Incident Command System functions:
 - 1. Command Staff is made up of the Incident Commander or Unified Command, Public Information Officer, Safety Officer, and Liaison Officer.
 - a. Incident Commander: Incident command is responsible for the overall management of the incident. A single Incident Commander or Unified Command conducts the command function on an incident. Command and General Staff support the incident command to meet the incident's needs.
 - b. Public Information Officer: The PIO interfaces with the public, media, and/or with other agencies with incident-related information needs. The PIO gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information on the incident for both internal and external audiences. The PIO also monitors the media and other sources of public information to collect relevant information and transmits this information to the appropriate components of the incident management organization. In incidents that involve PIOs from different agencies, the Incident Commander or Unified Command designates one as the lead PIO. All PIOs should work in a unified manner, speaking with one voice, and ensuring that all messaging is consistent. The Incident Commander or Unified Command approves the release of incident-related information. In large-scale incidents, the PIO participates in or leads the Joint Information Center (JIC).
 - c. Safety Officer: The Safety Officer monitors incident operations and advises the Incident Commander or Unified Command on matters relating to the health and safety of incident personnel. Ultimate responsibility for the safe conduct of incident management rests with the Incident Commander or Unified Command and supervisors at all levels. The Safety Officer is responsible to the Incident Commander or Unified Command for establishing the systems and procedures necessary to assess, communicate, and mitigate hazardous environments. This includes developing and maintaining the incident Safety Plan, coordinating multi-agency safety efforts, and implementing measures to promote the safety of incident personnel and incident sites. The Safety Officer stops and/or prevents unsafe acts during the incident. Agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their responsibilities or authority for their own programs, policies, and personnel. Rather, each contributes to the overall effort to protect all personnel involved in the incident.
 - d. Liaison Officer: The Liaison Officer is the incident command's point of contact for representatives of governmental agencies, jurisdictions, NGOs, and private sector organizations that are not included in the Unified Command. Through the Liaison Officer, these representatives provide input on their agency, organization, or jurisdiction's policies, resource availability, and other incident-related matters. Under

either a single Incident Commander or a Unified Command structure, representatives from assisting or cooperating jurisdictions and organizations coordinate through the Liaison Officer. The Liaison Officer may have assistants.

2. General Staff: The General Staff consists of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs. These individuals are responsible for the functional aspects of the incident command structure. The Incident Commander or Unified Command activates these section chiefs as needed. These functions default to the Incident Commander or Unified Command until a section chief is assigned. The section chiefs may have one or more deputies as necessary. The sections are discussed more fully below.
 - a. Operations Section: The Incident Commander or Unified Command selects the Operations Section Chief based on current incident priorities and should review that selection periodically as the incident evolves. Operations Section personnel plan and perform tactical activities to achieve the incident objectives established by the Incident Commander or Unified Command. Objectives typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, establishing situational control, and restoring normal operations. Incident operations can be organized and executed in many ways. The Operations Section Chief organizes the section based on the nature and scope of the incident, the jurisdictions and organizations involved, and the incident's priorities, objectives, and strategies. Key functions of Operations Section personnel include the following:
 - i. Directing the management of tactical activities on behalf of the Incident Commander or Unified Command
 - ii. Developing and implementing strategies and tactics to achieve incident objectives
 - iii. Organizing the Operations Section to best meet the incident's needs, maintain a manageable span of control, and optimize the use of resources
 - iv. Supporting IAP development for each operational period
 - b. Planning Section: Planning Section personnel collect, evaluate, and disseminate incident situation information to the Incident Commander or Unified Command and other incident personnel. The staff within this section prepare status reports, display situation information, maintain the status of assigned resources, facilitate the incident action planning process, and prepare the IAP based on input from other sections and Command Staff and guidance from the Incident Commander or Unified Command. Additional key functions of the planning section personnel include:
 - i. Facilitating incident planning meetings
 - ii. Recording the status of resources and anticipated resource needs
 - iii. Collecting, organizing, displaying, and disseminating incident status information and analyzing the situation as it changes
 - iv. Planning for the orderly, safe, and efficient demobilization of incident resources
 - v. Collecting, recording, and safeguarding all incident documents.
 - c. Logistics Section: Logistics Section personnel provide services and support for effective and efficient incident management, including ordering resources. Staff in this section provide facilities, security (of the incident command facilities and personnel), transportation, supplies, equipment maintenance and fuel, food services,

- communications and IT support, and medical services for incident personnel. Key functions of Logistics Section personnel include:
- i. Ordering, receiving, storing/housing, and processing incident-related resources
 - ii. Providing ground transportation during an incident, maintaining and supplying vehicles, keeping vehicle usage records, and developing incident traffic plans
 - iii. Setting up, maintaining, securing, and demobilizing incident facilities
 - iv. Determining food and water needs, including ordering food, providing cooking facilities, maintaining food service areas, and managing food security and safety (in cooperation with the Safety Officer)
 - v. Maintaining an incident Communications Plan and acquiring, setting up, issuing, maintaining, and accounting for communications and IT equipment
 - vi. Providing medical services to incident personnel
- d. Finance/Administration Section: The Incident Commander or Unified Command establishes a Finance/Administration Section when the incident management activities involve on-scene or incident-specific finance and administrative support services. Finance/Administration staff responsibilities include recording personnel time, negotiating leases and maintaining vendor contracts, administering claims, and tracking and analyzing incident costs. If the Incident Commander or Unified Command establishes this section, staff should closely coordinate with the Planning and Logistics Sections to reconcile operational records with financial documents. Finance/Administration Section staff support an essential function of ICS in large, complex incidents involving funding originating from multiple sources. In addition to monitoring multiple sources of funds, the section's staff track and report the accrued costs as the incident progresses. This allows the Incident Commander or Unified Command to forecast needs and request additional funds as needed. Key functions of Finance/Administration Section personnel include:
- i. Tracking costs, analyzing cost data, making estimates, and recommending cost savings measures
 - ii. Analyzing, reporting, and recording financial concerns resulting from property damage, responder injuries, or fatalities at the incident
 - iii. Managing financial matters concerning leases and vendor contracts
 - iv. Managing administrative databases and spreadsheets for analysis and decision-making
 - v. Recording time for incident personnel and leased equipment
- e. Intelligence/Investigation Function: The collection, analysis, and sharing of incident-related information are important activities for all incidents. Typically, staff in the Planning Section are responsible for gathering and analyzing operational information and sharing situational awareness, and staff in the Operations Section are responsible for executing tactical activities. However, some incidents involve intensive intelligence gathering and investigative activity, and for such incidents, the Incident Commander or Unified Command may opt to reconfigure intelligence and investigation responsibilities to meet the needs of the incident. This may occur when the incident involves a criminal or terrorist act and/or other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations. The purpose of the Intelligence/Investigations

function is to ensure that intelligence and investigative operations and activities are properly managed and coordinated to:

- i. Prevent and/or deter potential unlawful activity, incidents, and/or attacks
- ii. Collect, process, analyze, secure, and disseminate information, intelligence, and situational awareness
- iii. Identify, document, process, collect, create a chain of custody for, safeguard, examine and analyze, and store evidence or specimens
- iv. Conduct thorough investigations that lead to the perpetrators' identification and apprehension
- v. Conduct missing persons and mass fatality/death investigations
- vi. Inform and support life safety operations, including the safety and security of all response personnel, by helping to prevent future attacks or escalated impacts
- vii. Determine the source or cause of an ongoing incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) to control its impact and/or help prevent the occurrence of similar incidents

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. Organizational formats can follow many different configurations due to the complexity of the incident and as required by the authority having jurisdiction and/or the County Emergency Operations Plan.
- B. Organizational structures for the Emergency Operations Plan (EOP) may follow the following sample formats:
 1. Alexander County Emergency Operations Plan, Organizational Structure
 2. Multi-Agency Coordination System - MACS Organizational Structure
 3. Area Command Organizational Structure - Utilizing Single or Unified Command
 4. Simple Incident Management System Structure

Note: The organizational structure may be as simple as need be or it may grow to meet the needs or requirements of the Incident Action Plan (IAP).

V. DIRECTION AND CONTROL

- A. The overall direction and control of an emergency/non-emergency incident will be managed by the format set forth by the Emergency Operations Plan utilizing Alexander County's Incident Management System Plan as approved by the Board of the County Commissioners and/or the Town Council.

VI. CONTINUITY OF GOVERNMENT

- A. Lines of succession for agencies and officials involved in a disaster or emergency/non-emergency incident are per the County Emergency Operations Plan and agency SOGs and SOPs.

VII. ADMINISTRATION AND LOGISTICS

- A. All agencies involved or addressed in the Plan will utilize the National Incident Management System to manage all incidents in the County and Town. The Emergency Management Coordinator will provide operations and revisions as needed and disseminate them to the County and Town for approval.

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- B. Training programs for emergency responders and administration will be available through the NC Community College System, NC Division of Emergency Management, and agency in-service training.
- C. Exercise schedules will be maintained in the Integrated Preparedness Plan (i.e., tabletop exercises, functional exercises, and full-scale exercises).

VIII. PLAN REVIEW AND MAINTENANCE

The Emergency Management Coordinator will review and update the following annex on an annual basis or as needed after an event or exercise ensuring compliance with NIMS.

IX. AUTHORITIES AND REFERENCES

- A. Alexander County Emergency Management Ordinance
- B. Alexander County Emergency Operations Plan
- C. Homeland Security Presidential-5
- D. National Incident Management System Third Edition October 2017
- E. National Incident Management System Training Program Summer 2020