NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

An Awareness Level Course

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Public Health Emergency Planning
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What is NIMS?

- a comprehensive, national approach to incident management.

- applicable at all jurisdictional levels and across functional disciplines.

- provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work effectively together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.
Applicable to all Hazards
Why do we need to take this course?

- Homeland Security Presidential Directive (HSPD) 5 – requires federal, state and local agencies to make the adoption of NIMS as a condition for federal preparedness assistance/funding.
Why Do We Need a National Incident Management System?

- Responders need to be able to work together, communicate with each other and depend on each other.

- Until now, there have been no standards for domestic incident response that reach across all levels of government and all emergency response agencies.

- We need to all be speaking the same language during an incident response.
NIMS Concepts and Principles

• Provides a flexible framework that applies to all phases of incident management regardless of cause, size, location, or complexity.

• Provides a set of standardized organizational structures, as well as requirements for processes, procedures, and systems designed to improve interoperability.
NIMS Components

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

- NIMS standard incident management structures are based on three key organizational systems.
Key number 1

- *The Incident Command System (ICS)*

Defines the operating characteristics, management components, and structure of incident management organization throughout the life cycle of an incident.
Key number 2

- The Multiagency Coordination System

Defines the operating characteristics, management components, and organizational structure of supporting entities.
Key number 3

- *The Public Information System*

Includes the processes, procedures, and systems for communicating timely and accurate information to the public during emergency situations.
Preparedness

• These activities are conducted well in advance of any potential incident.

• Preparedness involves a combination of:

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

• NIMS will define standardized mechanisms and establish requirements for describing, inventorying, mobilizing, dispatching, tracking, and recovering resources over the life cycle of an incident.
Communication and Information Management

- Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist across all agencies and jurisdictions.

- Information management systems help ensure that information flows efficiently through a commonly accepted process.
Supporting Technologies

• *Examples include:*
  – Voice and data communication systems.
  – Information management systems, such as recordkeeping and resource tracking.
  – Data display systems.
Ongoing Management and Maintenance

• Department of Homeland Security established the NIMS Integration Center to provide strategic direction and oversight in support of routine review and continual refinement of both the system and its components over the long term.
Incident Command and Management

- NIMS employs two levels of incident management structures, depending on the nature of the incident.
1. INCIDENT COMMAND SYSTEM (ICS)

ICS is a standard, on-scene, all-hazard incident management system.

ICS allows users to adopt an integrated organizational structure to match the needs of single or multiple incidents.
2. MULTIAGENCY COORDINATION SYSTEMS

It is a mechanism for combining facilities, equipment, personnel, procedures, and communications into a common operating system with responsibility for coordinating and supporting domestic incident management.
INCIDENT COMMAND SYSTEM (ICS)

- NIMS requires that responses to all domestic incidents utilize a command management structure.

- The Incident Command System (ICS) is a standard, on-scene, all-hazards incident management concept.

- ICS is a proven system that is used widely for incident management by firefighters, rescuers, emergency medical teams, and hazardous materials teams.

- ICS has been tested for more than 30 years and used for planned events, fires, search and rescue, disease containment and acts of terrorism.

- ICS is based on organizational structures.
ICS Features

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

• Absolutely critical.
• Essential to ensuring efficient, clear communications.
• Communication without the use of agency-specific codes or jargon. In other words, use plain English.
Organizational Resources

- Resources are “typed” with respect to capability to help avoid confusion and enhance interoperability.
Manageable Span of Control

• Maintaining adequate span of control is critical.

• **Effective span of control may vary from three to seven.**

• Ratio of one supervisor to five reporting elements is recommended.
Organizational Facilities

• Common terminology is also used to define incident facilities, help clarify the activities to take place at the specific facility, and identify what members of the organization can be found there.

  – *For example, you will find the Incident Commander at the Incident Command Post.*
Use of Position Titles

• Only the Incident Commander is called Commander – and there is only one Incident Commander per incident.

• Only the heads of Sections are called Chiefs.

*Learning to use standard terminology helps reduce confusion between the day-to-day position occupied by an individual and his or her position at the incident.*
Incident Action Plans (IAPs)

• Overall incident objectives and strategies.

• Developed by the planning section.

• Developed for one operational periods (12-24 hours long).

• Provides for continuous incorporation of lessons learned.
IAPs continue

• **IAPs depend on management of objectives to accomplish response tactics.**

• **Objectives are communicated throughout the organization and are used to:**
  
  – Develop and issue assignments, plans, procedures, and protocols.
  – Direct efforts to attain the objectives in support of defined strategic objective.

*Results are always documented and fed back into planning for the next 12 hours operational period.*
Integrated Communications

• The “hardware” systems that transfer information.

• Planning for the use of all available communications frequencies and resources.

• The procedures and processes for transferring information internally and externally.
Accountability: An essential component

• An orderly chain of command during an incident is essential.

• Check-in and check-out of all responders, regardless of agency affiliation is essential.

• Each individual involved in an incident operation is assigned only one supervisor (also called “unity of command”)
Incident Commander

- Responsibility for the overall management of the incident.
Operations Section

• Responsible for the direct management of all incident tactical activities, tactical priorities, and welfare of the personnel working in the operations section.

• Directs all resources to carry out the Incident Action Plan.
Planning Sections

• Responsible for gathering, assimilating, analyzing, and processing information needed for effective decision making.

• Develops the Incident Action Plan.
Logistics Section

• Is the support mechanism for the organization. Logistics provides services and support systems to all the organization components involved in the incident. Provides resources for emergency responders.
Administration/Finance Section

- Is established on incidents when the agency(ies) who are involved have a specific need for financial services.

- Keeps track of all cost.

- Documentation during an incident is extremely important.
Safety Officer

• Responsible for making sure that the environment is safe for emergency responders.
Liaison Officer

• Responsible for the communications between involved agencies.
Public Information Officer (PIO)

• Responsible for ensuring that the information the public receives is accurate, coordinated, timely and easy to understand.
ARE YOU STILL WITH ME?

Hang in there, you’re half way through!!
Unified Command is an application of ICS used when:

- The incident is within a single jurisdiction with multiple agencies, or...
- The incident is multijurisdictional, or...
- Individuals representing different agencies or jurisdictions share command responsibility.
Examples of a Unified Command

• A hazardous materials spill that contaminates a nearby reservoir. In this incident, the fire department, the water authority, and the local environmental authority may each participate in a **Unified Command.**
How does a Unified Command work?

• Agencies work together to analyze intelligence information.

• Establish a common set of objectives and strategies for a single Incident Action Plan.

• All agencies participate in the decision making process.
UNIFIED COMMAND

Unified Command

(Representatives from jurisdictions and agencies involved)

Operations  Planning  Logistics  Administration/Finance
What is an Area Command?

- Oversees the management of multiple incidents.
- Oversee the management of large incidents that cross jurisdictional boundaries.
Area Command

- **Area Commands are particularly relevant to public health emergencies** because these incidents are typically:

  - Nonsite specific.
  - Not immediately identifiable.
  - Geographically dispersed and evolve over time.
An Area Command does not include an Operations Section because operations are conducted on-scene.
What does an Area Command Do?

• The Area Command has the responsibility for:
  – Setting overall strategy and priorities.
  – Allocating critical resources according to the priorities.
  – Ensuring that incidents are properly managed.
  – Ensuring that objectives are met.
  – Ensuring that strategies are followed.
Multiagency Coordination Systems

This type of system may be required on large or wide-scale emergencies that require higher-level resource management or information management.
What are Multiagency Coordination Systems?

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

• These resources may include:

→ Facilities.
→ Equipment.
→ Personnel.
→ Procedures.
→ Communications.
What do Multiagency Coordination Systems Do?

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

Include Emergency Operations Centers (EOC) and, in certain multijurisdictional or complex incidents, Multiagency Coordination Entities.
What are Multiagency Coordination Entities?

- They typically consist of principals from organizations with direct incident management responsibilities or with significant incident management support or resource responsibilities.

- These entities may be used to facilitate incident management and policy coordination.
What is an Emergency Operations Center (EOC)?

• EOCs are the locations from which the coordination of information and resources to support incident activities takes place.

• EOCs are typically established by the emergency management agency at the local or State levels.
Emergency Operations Center (EOC)

- May support multiagency coordination and joint information activities.

- May be staffed by personnel representing multiple jurisdictions and functional disciplines.

- The size, staffing, and equipment at an EOC will depend on the size of the jurisdiction, the resources available, and the anticipated incident needs.
Coordination of Public Information

- Part of the Public Information Officer’s (PIOs) job is ensuring that the information that the public receives is accurate, coordinated, timely and easy to understand.

- The PIO operates within the parameters on a Joint Information System (JIS) which establishes policies, procedures, and protocols for gathering and disseminating information.

- One way to ensure that coordination of public information is by establishing a Joint Information Center (JIC).
Joint Information Center (JIC)

- Is a central location where information can be coordinated and integrated across jurisdictions and agencies.

- Provides the organizational structure for coordinating and disseminating critical information.

- Each entity contributes to the overall unified message.
Public Information

• During domestic incidents, under the ICS, the PIO is a member of the command staff.

• The PIO advises the IC on all public information matters, including media, and public inquires, warnings, rumor and media monitoring and control.

• All information must first be cleared with the IC.
Multiple Joint Information Centers (JICs)

- *All JICs must communicate and coordinate with each other on an ongoing basis using established Joint Information System (JIS) protocols.*
What is Preparedness?

• Is critical to emergency management.

• Involves all of the actions required to establish and sustain the level of capability necessary to execute a wide range of response activities.
Preparedness

• *Is implemented through a continual cycle of:*

→ planning
→ training
→ equipping
→ exercising
→ evaluating
→ taking action to correct
→ mitigate
Responsibilities of Preparedness Organizations following NIMS Standards.

- Establish and coordinate emergency plans and protocols.
- Integrate and coordinate the activities and jurisdictions within their control.
- Establish guidelines and protocols to promote interoperability among jurisdictions and agencies.
- **Establish guidelines and protocols for resource management.**
- Establish priorities for resources and other response requirements.
- Establish and maintain multi-agency coordination mechanisms.
Preparedness Planning includes:

• Setting priorities.

• Integrating multiply entities and functions.

• Establishing collaborative relationships.

• Ensuring that communications and other systems support the complete spectrum of incident management activities.
Types of Plans

• *Jurisdictions must develop several types of plans, including:*

  1. Emergency Operations Plans (EOPs)
  2. Procedures
  3. Preparedness Plans
  4. Corrective Action and Mitigation Plans
  5. Recovery Plans
Emergency Operations Plans (EOPs)

Describes how the jurisdiction will respond to emergencies.
Procedures

Include overviews, standard operating procedures (SOPs), field operations guides, job aids, or other critical information needed for a response.
Preparedness Plans

Describes how training needs will be identified and met, how resources will be obtained and what equipment is required.
Corrective Action and Mitigation Plans

Include activities required to implement procedures based on lessons learned from actual incidents or training and exercises.
Recovery Plans

Describes the actions to be taken to facilitate long-term recovery.
Training and Exercises

Organizations and personnel at all governmental levels and in the private sector must be trained to improve all-hazards incident management capability.

These organizations and personnel must also participate in realistic exercises to improve integration and interoperability.
NIMS Integration Center will:

Maintain and manage National-level preparedness standards related to the National Incident Management System.
One area of focus for the NIMS Integration Center is to:

Facilitate the definition of general training requirements and approved course.
NIMS Integration Center will:

Review and approve lists of equipment meeting national standards to help ensure that equipment performs to certain standards and is interoperable with equipment used by other jurisdictions.
Mutual Aid Agreements and Emergency Management Assistance Compacts

Provide the means for one jurisdiction to provide resources or other support to another jurisdiction in facilitating timely delivery of assistance during an incident.
What is Resource Management?

*This is an area of special attention under NIMS.*

*Involves four primary tasks:*

1. Establishing systems for describing, inventorying, requesting, and tracking resources.
2. Activating those systems prior to, during, and after an incident.
3. Dispatching resources prior to, during, and after an incident.
4. Deactivating or recalling resources during or after an incident.
Resource Management Concepts

*Resource management under NIMS is based on:*

1. Providing a uniform method of identifying, acquiring, allocating, and tracking resources.

2. Classifying kinds and types of resources required to support incident management.

3. Using a credentialing system tied to uniform training and certification standards.

4. Incorporating resources contributed by private sector and nongovernmental organizations.
Resource “typing”

Involves categorizing resources by capability based on measurable standards of capability and performance.
Certification and Credentialing standards for key personnel

• NIMS ensures that all personnel possess a minimum level of training, experience, fitness capability for the position they are tasked to fill.

• NIMS also ensures that training material is current.
Request for items:

• Because resource requirements and availability will change as the incident evolves, all entities must coordinate closely beginning at the earliest possible point in the incident.

• Request for items that the Incident Commander cannot obtain locally must be submitted through the EOC or Multiagency Coordination Entity using standardized resource-ordering procedures.
Resource Managers

- Use established procedures to track resources continuously from mobilization through demobilization.

- Managers should plan for demobilization at the same time they begin the mobilization process.

- Early planning for demobilization facilitates accountability and makes transportation of resources as efficient as possible.
Communication and Information Management Principles

• A common operating picture that is accessible across jurisdictions and agencies is necessary. A common operating picture helps to ensure consistency at all levels, among all who respond to or manage incident response.

• Common communication and data standards are fundamental. Effective communications, both within and outside the incident response structure, are enhanced by adherence to standards.
Additional Resources

• Federal Emergency Management Agency (FEMA)  www.fema.gov/nims/

• Department of Homeland Security (DHS)  www.dhs.gov

• NIMS Online.com  www.nimsonline.com/
Questions
POST-TEST
Question:

1. One of the chief benefits of NIMS is that it is:
   a. Accompanied by Federal funding.
   b. Applicable across jurisdictions and functions.
   c. Based on an entirely new concept of responses.
Answer:

1. **One of the chief benefits of NIMS is that it is:**
   
a. Accompanied by Federal funding.
   
b. *Applicable across jurisdictions and functions.* (Slide # 2)
   
c. Based on an entirely new concept of responses.
2. NIMS provides a ______ framework that applies to all phases of incident management regardless of cause, size, location, or complexity.

a. Rigid
b. Complicated
c. Straightforward
d. Flexible
Answer:

2. NIMS provides a ______ framework that applies to all phases of incident management regardless of cause, size, location, or complexity.
   a. Rigid
   b. Complicated
   c. Straightforward
   d. Flexible (Slide # 6)
3. The Incident Command System (ICS) is a proven incident management system that is based on organizational:
   a. Best practices.
   b. Strengths.
   c. Structures.
Answer:

3. The Incident Command System (ICS) is a proven incident management system that is based on organizational:
   a. Best practices.
   b. Strengths.
   c. **Structures.** *(Slides # 20)*
Question:

4. *Span of control may vary from _____.*

a. Two to eight.
b. Four to nine.
c. Three to seven.
d. Five to ten.
Answer:

4. *Span of control may vary from _____.*
   
   a. Two to eight.
   
   b. Four to nine.
   
   c. *Three to seven. (Slide # 25)*
   
   d. Five to ten.
Question:

5. The use of common terminology for ICS position titles helps to reduce confusion between a person’s position on an incident and his/her:

a. Day-to-day position.
b. Level of authority.
c. Chain of command.
d. On-scene responsibilities.
Answer:

5. The use of common terminology for ICS position titles helps to reduce confusion between a person’s position on an incident and his/her:
   a. Day-to-day position.  (Slide # 27)
   b. Level of authority.
   c. Chain of command.
   d. On-scene responsibilities.
Question:

6. *Incident Action Plans (IAPs) depend on __________ to accomplish response tactics.*
   
a. Integrated communications.
b. Organizational resources.
c. Management by objectives.
d. Common terminology.
Answer:


a. Integrated communications.
b. Organizational resources.
c. *Management by objectives.*
   *(Slide # 29)*
d. Common terminology.
Question:

7. A hazardous material spill in which more than one agency has responsibility for the response is a good use for a:

a. Emergency Operations Center (EOC).
b. Area Command.
c. Multiagency Coordination System.
d. Unified Command.
7. A hazardous material spill in which more than one agency has responsibility for the response is a good use for a:

a. Emergency Operations Center (EOC).
b. Area Command.
c. Multiagency Coordination System.
d. **Unified Command.** (Slide # 43)
Question:

8. Public health emergencies that are not site specific are a good use for a:
   a. Emergency Operations Center (EOC).
   b. Area Command.
   c. Multiagency Coordination System.
   b. Unified Command.
8. Public health emergencies that are not site specific are a good use for a:
   a. Emergency Operations Center (EOC).
   b. Area Command. (Slide # 47)
   c. Multiagency Coordination System.
   b. Unified Command.
Question:

9. An Area Command organization does not include an Operations Section because:

a. Operations are conducted on-scene.
b. Area Commands are not really commands.
c. Its authority is limited to obtaining resources.
d. The Planning Section handles operations in an Area Command.
Answer:

9. An Area Command organization does not include an Operations Section because:
   a. Operations are conducted on-scene.  
   (Slide # 48)
   b. Area Commands are not really commands.
   c. Its authority is limited to obtaining resources.
   d. The Planning Section handles operations in an Area Command.
Question:

10. One key responsibility of Multiagency Coordination Systems is to:

a. Direct tactical operations for the incident.

b. Make resource allocation decisions based on incident priorities.

c. Control large-scale incidents from a common location.

d. Facilitate operations at incidents where there is no incident site.
Answer:

10. **One key responsibility of Multiagency Coordination Systems is to:**

a. Direct tactical operations for the incident.

b. **Make resource allocation decisions based on incident priorities.** *(Slide # 53)*

c. Control large-scale incidents from a common location.

d. Facilitate operations at incidents where there is no incident site.
Question:

11. ______ may support multiagency coordination and joint information activities.

a. Incident Command structures.
b. Area Commands.
c. Unified Commands.
d. Emergency Operations Centers.
Answer:

11. ______ may support multiagency coordination and joint information activities.

a. Incident Command structures.
b. Area Commands.
c. Unified Commands.
d. Emergency Operations Centers.
(Slide # 57)
12. Public Information Officers operate within the parameters of a __________ which establishes policies, procedures, and protocols for gathering and disseminating information.

a. Multiagency Coordination System.
b. Incident Command structure.
c. Joint Information System.
b. Emergency Operations Center.
12. Public Information Officers operate within the parameters on a ________ which establishes policies, procedures, and protocols for gathering and disseminating information.

a. Multiagency Coordination System.
b. Incident Command structure.
c. Joint Information System. (Slide # 58)
b. Emergency Operations Center.
13. When a Joint Information Center is established as part of a Unified Command, agencies or organizations contributing to joint information management:

a. Work independently.
b. Clear all information with the Incident Commander.
c. Retain their organizational Independence.
d. Report to the chief elected official.
13. When a Joint Information Center is established as part of a Unified Command, agencies or organizations contributing to joint information management:

a. Work independently.

b. **Clear all information with the Incident Commander.** (Slide # 60)

c. Retain their organizational Independence.

d. Report to the chief elected official.
Question:

14. When multiple JICs are established, all JICs must communicate and coordinate with each other on an ongoing basis using:

a. Joint Information System protocols.
b. Agency protocols.
c. Area Command protocols.
d. Multiagency Coordination System protocols.
Answer:

14. When multiple JICs are established, all JICs must communicate and coordinate with each other on an ongoing basis using:

a. Joint Information System protocols. (Slide # 61)

b. Agency protocols.

c. Area Command protocols.

d. Multiagency Coordination System protocols.
15. National-level preparedness standards related to NIMS will be maintained and managed through the NIMS:

a. Integration Center.
b. Policy document.
Answer:

15. National-level preparedness standards related to NIMS will be maintained and managed through the NIMS:

a. Integration Center. (Slide # 73)

b. Policy document.


Question:

16. One responsibility of preparedness organizations at all levels is to:
   a. Specify response requirements for every type of incident.
   b. Determine the role and responsibilities of Incident Commanders.
   c. Delegate preparedness to responsible agencies.
   d. Establish guidelines and protocols for resource management.
Answers:

16. One responsibility of preparedness organizations at all levels is to:

a. Specify response requirements for every type of incident.

b. Determine the role and responsibilities of Incident Commanders.

c. Delegate preparedness to responsible agencies.

d. Establish guidelines and protocols for resource management. (Slide # 64)
Question:

17. A plan based on lessons learned from actual incidents is a:

c. Procedure.
Answer:

17. A plan based on lessons learned from actual incidents is a:


b. **Corrective Action Plan.** (Slide # 70)

c. Procedure.

18. **One area of focus for the NIMS Integrated Center is to:**

a. Track all resources on a regional basis.
b. Ensure compliance with all NIMS requirements.
c. Facilitate the definition of general training requirements and approved courses.
d. Maintain a database of personnel meeting credentialing requirements.
Answer:

18. **One area of focus for the NIMS Integrated Center is to:**

a. Track all resources on a regional basis.

b. Ensure compliance with all NIMS requirements.

c. **Facilitate the definition of general training requirements and approved courses.** (Slide # 74)

d. Maintain a database of personnel meeting credentialing requirements.
19. **To help ensure that equipment performs to certain standards and is interoperable with equipment used by other jurisdictions, the NIMS Integration Center will:**

a. Review and approve lists of equipment meeting national standards.

b. Require jurisdictions to purchase equipment only if it meets established specifications.

c. Work directly with equipment suppliers to ensure interoperability.

d. Prescribe that all response equipment be interoperable.
19. To help ensure that equipment performs to certain standards and is interoperable with equipment used by other jurisdictions, the NIMS Integration Center will:

a. Review and approve lists of equipment meeting national standards. (Slide # 75)

b. Require jurisdictions to purchase equipment only if it meets established specifications.

c. Work directly with equipment suppliers to ensure interoperability.

d. Prescribe that all response equipment by interoperable.
20. Mutual aid agreements and Emergency Management Assistance Compacts help to:

a. Spread the costs of emergency response.
b. Facilitate the timely delivery of assistance during incidents.
c. Coordinate full documentation of incidents.
d. Establish the command structure for incidents.
20. Mutual aid agreements and Emergency Management Assistance Compacts help to:

a. Spread the costs of emergency response.

b. Facilitate the timely delivery of assistance during incidents. (Slide # 76)

c. Coordinate full documentation of incidents.

d. Establish the command structure for incidents.
21. Resource “typing” involves the categorizing of resources based on:

a. Availability.
b. Cost.
c. Performance.
d. Kind.
Answer:

21. Resource “typing” involves the categorizing of resources based on:
   a. Availability.
   b. Cost.
   c. Performance. (Slide # 79)
   d. Kind.
Question:

22. NIMS ensures that all personnel possess a minimum level of training, experience, fitness, capability, and currency by:

a. Maintaining a database of personnel who have been trained for specific positions.

b. Providing training to personnel who will be assigned to Command Staff positions.

c. Overseeing a national training and exercise program.

d. Establishing certification and credentialing standards for key personnel.
Answer:

22. **NIMS ensures that all personnel possess a minimum level of training, experience, fitness, capability, and currency by:**
   a. Maintaining a database of personnel who have been trained for specific positions.
   b. Providing training to personnel who will be assigned to Command Staff positions.
   c. Overseeing a national training and exercise program.
   d. *Establishing certification and credentialing standards for key personnel.* (Slide # 80)
Question:

23. Requests for items that the Incident Commander cannot obtain locally must be submitted through the:

a. Multiagency Coordination Entity.
b. Area Commander.
c. NIMS Integration Center.
23. Requests for items that the Incident Commander cannot obtain locally must be submitted through the:

a. Multiagency Coordination Entity.  
(Slide # 81)

b. Area Commander.

c. NIMS Integration Center.

24. Resource managers use established procedures to track resources continuously from ______ through demobilization.

   a. Mobilization.
   b. Recovery.
   c. Typing.
   d. Purchase.
24. Resource managers use established procedures to track resources continuously from ______ through demobilization.

a. Mobilization. (Slide # 82)
b. Recovery.
c. Typing.
d. Purchase.
25. **NIMS standards for communications and information management are based on the principle that a common operating picture is required to:**

a. Avoid duplication of effort.
b. Document the response fully.
c. Maintain the command structure.
d. Ensure consistency among all who respond.
Answer:

25. NIMS standards for communications and information management are based on the principle that a common operating picture is required to:

a. Avoid duplication of effort.
b. Document the response fully.
c. Maintain the command structure.
d. Ensure consistency among all who respond. (Slide # 83)