

## Chapter 4—Command and Coordination Structure

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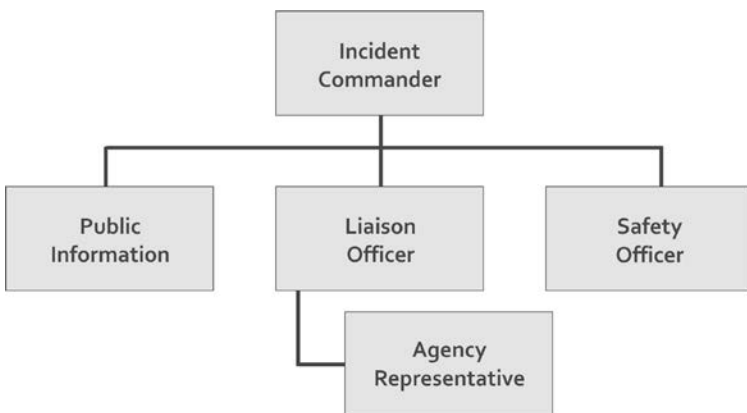
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## Chapter 4

### Command and Coordination Structure

#### ORGANIZATION CHART

Figure 2 – Organization Chart: Command & Coordination



#### **Position Checklists**

**Incident Commander:** The Incident Commander's responsibility is the overall management of the incident. On most incidents, a single Incident Commander carries out the command activity. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a deputy, who could be from the same agency, or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time. Duties include:

- a. Review Common Responsibilities (page 2-18).
- b. Assess the situation and/or obtain a briefing from the prior Incident Commander.
- c. Determine Incident Objectives and strategy.
- d. Establish the immediate priorities.

**Public Information Officer:** The Public Information Officer is responsible for the development and release of information about the incident to the media, incident personnel, and other appropriate agencies and organizations.

Only one Public Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants as necessary, and they may represent agencies or jurisdictions that have a role in the incident.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Public Information Officer, which are generally applicable to any incident:

- a. Review Common Responsibilities (page 2-18).
- b. Determine from the Incident Commander if there are any limits on information release.
- c. Develop material for use in media briefings and releases.
- d. Obtain Incident Commander's approval of media releases.

### ***Joint Information System (JIS) and Joint Information Center (JIC) Intent and Purpose***

The intent and purpose of organizing a JIC is to support impacted communities by providing public information to allow them to make

informed decisions and to avoid unnecessary risks. The guidelines provide an organizational process and structure to pre-identify trained and qualified PIOs from statewide jurisdictions and disciplines, when requested or directed, may be deployed to support local jurisdictions in their efforts to coordinate press and public information during an emergency. Florida Statute 943 indicates that the Florida Department of Law Enforcement has the lead responsibility for terrorism-based events. In all other events, the local EOC provides the Lead PIO.

### ***Definition of the Joint Information System (JIS) and Joint Information Center (JIC)***

The Public Information Joint Information System (JIS) is the organizational model and process for providing pre and post event emergency communications support for impacted communities. The system is designed to promote consolidated public information through inter-agency cooperation. Florida is governed by the Florida Comprehensive Emergency Plan (CEMP), which is comprised of local governments including the Emergency Operation Centers (EOC), the State EOC, representatives of federal agencies and the seven Regional Domestic Security Task Forces (RDSTF). The Joint Information Center (JIC) is the designated location from which public information is written and distributed. The JIC should be established at a location pre-determined by the local jurisdiction(s). Those in the JIC should work closely with the local EOC and liaison(s). The JIC functions best when all components are co-located in a single location. The designated site should be evaluated to ensure that it is large enough accommodate sufficient staff, telecommunications equipment and computer support. If circumstances prohibit co-location, the JIC components can operate

from different physical locations as long as the organizational integrity is maintained; operational support is available and the chain-of-command is adhered to.

The JIC is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The JIC develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external communication. The JIC may also perform a key public information-monitoring role.

Key elements include the following:

- Inter-agency coordination and integration
- Developing and delivering coordinated messages
- Support for decision-makers
- Flexibility, modularity, and adaptability

### ***JIC Organization Structure*** (Figures 3 & 4)

The JIC organizational structure set forth and defined below is the recommended footprint for use by local jurisdictions and RDSTF Public Information Officers to manage large-scale events or catastrophic incidents. The structure is scalable and flexible, which means that the functional components contained within the JIC can be established, as needed, and expanded or contracted to match the information needs of the event or incident.

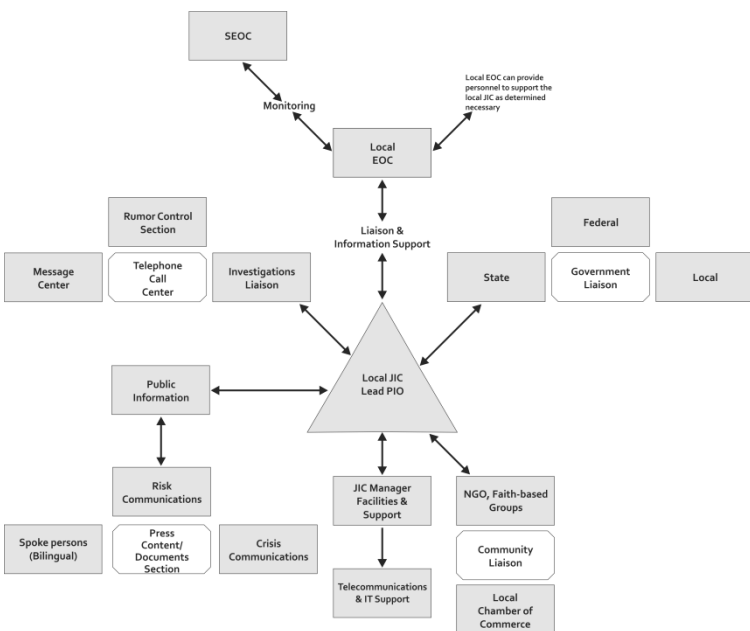
The JIC structure works equally well for a local a PIO, EOC, MAC, Area Command or any other coordination entity. Accordingly, the three organization charts depict JIC structures at various levels of operation within the Florida EOC activation system.

Local jurisdictions that do not possess sufficient number of trained personnel to staff a full function JIC may use resources from other local jurisdictions or request JIC staff support from the County EOC.

### Local JIC Organization

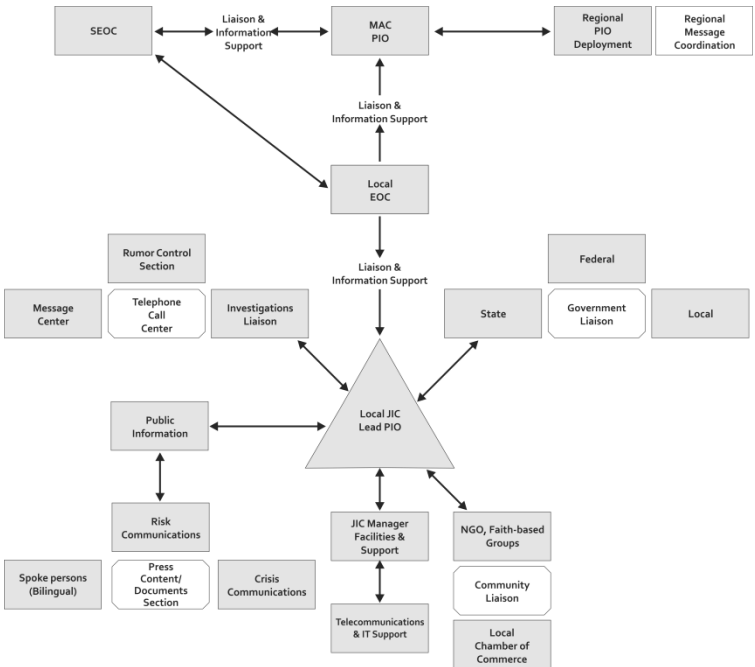
*Note: JIC can be established using only the components required to support the incident.*

Figure 3 – Local JIC Organization



## JIC Minimum Staffing

Figure 4 – JIC Minimum Staffing



Each JIC will consist of representatives of the primary agencies affected by the incident, members of the task force and additional support staff deemed necessary depending on the nature of the incident or event. Each JIC will have a designated JIC Manager to support the Lead PIO. Pre-designated individuals will be trained to fill key positions from local jurisdictions and each RDSTF.



The following positions are recommended:

- Public Information Officer (Local Jurisdiction-Lead PIO for the JIC)
- MAC Public Information Officer (RDSTF Liaison to the JIC)
- JIC Manager
- Telephone Manager
- Rumor Control Officer
- Community Liaison Officer
- Government Liaison Officers
- Content Experts Coordinator (Chemical, Biological, Public Health, Hazardous Devices, etc.)

### ***JIC Procedures***

Each organization covered by the JIC protocol should develop procedures and specific action-oriented checklists for use during incident management operations to accomplish its assigned tasks.

Procedures are documented and implemented with:

- Checklists, resource listings, maps, charts, and other pertinent data
- Mechanisms for notifying staff and processes for obtaining and using equipment, supplies, and vehicles
- Methods of obtaining mutual aid
- Mechanisms for reporting information to organizational work centers and EOCs
- Communications operating instructions, including connectivity with private-sector and non-governmental organizations
- Procedures for the mobilization, staffing, and operation of a Mobile JIC, if available within the region

**Liaison Officer:** Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

- a. Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants as necessary and they may represent agencies or jurisdictions that have a role in the incident. The Liaison Officer is the contact for all representatives assigned to the incident by supporting agencies, outside those involved in a Unified Command. Chief responsibilities of the Liaison officer include:
  - Identify stakeholders within the affected local government
  - Be a conduit of information between the team and the key stakeholders.
- b. Review Common Responsibilities (page 2-18)
- c. Be a contact point for Agency Representatives
- d. Maintain a list of assisting and cooperating agencies and Agency Representatives

**Agency Representatives:** In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer and have the following responsibilities:

- a. Review Common Responsibilities (page 2-18).
- b. Ensure that all agency resources are properly checked in at the incident.
- c. Obtain briefing from the Liaison Officer or Incident Commander.
- d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.

**Safety Officer:** The Safety Officer's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, who may represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc., and shall:

- a. Review Common Responsibilities (page 2-18).
- b. Participate in planning meetings.
- c. Identify hazardous situations associated with the incident.
- d. Review the Incident Plan for safety implications.
- e. Exercise emergency authority to stop and prevent unsafe acts.

### ***State Management Teams***

The State Management Team (SMT) is the most common Florida forward element and serves as the forward coordinating element for

the State Emergency Response Team (SERT) and the State Coordinating Officer (SCO). There are currently five SMT's within the State the SERT Chief can employ. In this role, they will provide situational awareness and operational planning to the SERT and the SCO by incorporating information collected from the State Emergency Operations Center (SEOC), County EOC's, local agencies, and SMT reconnaissance. The SMT will also supply all necessary logistical support to the SERT and SCO for forward deployment. Further, the SMT, in coordination with SERT Liaisons may be tasked with assisting the State Emergency Response Team (SERT) Chief with other missions as assigned by the SEOC.

### **Missions to Be Achieved By the State Management Team**

State Management Teams have six predefined missions they may be assigned.

- a. Support the SERT and the SCO in forward deployment.
- b. Provide direct coordination with, and support to assigned SERT liaisons.
- c. Support the Recovery process to include the initial coordination and staffing for the Joint Field Office (JFO).
- d. Support the State Logistics Resource Center (SLRC).
- e. Provide initial support for a larger forward Coordinating Element (Forward-SERT).
- f. Support for Natural, Technological, and Man-made events to include the nuclear power plants.

Details for each Mission type can be found in the "Florida SERT–State Management Team Standard Operating Guidelines"

### **Command & Coordination Responsibilities of the SMT**

- a. Think and act strategically in accordance with mission dictates.

- b. Provide clear, strong, and effective communication to the SMT and mission participants.
- c. Facilitate a collaborative atmosphere.
- d. Adapt actions and SMT activities to the assigned mission's needs.
- e. Be cognizant of both the current operational needs of the mission, as well as event's political context, local, state, and federal.
- f. Delegate authority as necessary in order to accomplish the mission.
- g. Contact SMT members for deployment.
- h. Implement the assigned SMT Mission, and complete the established mission priorities.
- i. Establish an appropriate SMT Command Post that will meet both the current mission needs as well as potential requirements.
- j. In accordance with the mission requirements, coordinate the activities of the SMT with appropriate key officials—local, state, and federal.
- k. Establish an SMT organizational structure as necessary to support the mission, and request additional staffing and assets if required.
- l. Ensure that the SMT is conducting comprehensive planning in support of the mission requirements. This includes:
  - Conducting reconnaissance in order to develop situational awareness
  - Liaise with other agencies
  - Holding SMT planning meetings, and
  - Develop and approve SMT Incident Action Plan (IAP).
- m. Review and approve all SMT procurements and requests for additional assistance.
- n. In accordance with the assigned tasking, keep the SEOC informed on both the SMT and mission status.

- o. Authorize the release of information to the media in support of mission tasking.
- p. Ensure that the SMT is implementing adequate safety measures.
- q. Direct the demobilization to the SMT when ordered or the mission has been completed.

### ***Regional Multi-Agency Coordination (MAC)***

The mission of Florida's Regional MAC Groups, though rarely used, is to function as a regional coordination entity to support the local Incident Command in coordination with the County Emergency Operations Centers (CEOCs) and the SEOC, by assisting with the identification and deployment prioritization of regional resources, in multi-county incidents.

MAC Groups are all-hazards, multi-discipline, multi-jurisdictional regional resource-coordinating elements generally comprised of regional representatives from un-impacted jurisdictions, or first responder disciplines whose resources are committed to the incident.

When activated, each MAC Group will be organized according to the Florida Emergency Support Function (ESF) structure and will coordinate with the CEOCs and the SEOC, to provide resource coordination and support within its designated region. MAC Groups will primarily coordinate the initial emergency services resource response for ESFs 4, 9, 8, 10 and 16, and other ESF assets as assigned.

#### **Missions to Be Achieved By Regional MAC**

- a. **ACTIVATE** and operate in support of the incident,

- b. **ASSESS** the situational impact and need for resources,
- c. **REPORT** situational awareness to the SEOC,
- d. **COORDINATE** the regional response deployment and demobilization, and
- e. **DEPLOY** regional State assets to augment local resources in coordination with CEOC

The MAC Group, in conjunction with local emergency managers, will evaluate available resources in the affected area and coordinate the request and deployment of in-region assets. If the event exceeds the resources available at the regional level, the MAC Group shall coordinate requests for additional out-of-region resources with the CEOC and the SEOC. Multi-agency coordination will not supersede the municipal, county, or state operations plans, nor will it direct local agency efforts. The MAC Group is NOT designed to replace tactical Incident Command or function as an Incident Management Team (IMT). A MAC may be absorbed by a SMT or FSERT.

Details for each Mission type can be found in the “Florida – Regional Multi-Agency Coordination Group–Standard Operating Guidelines”.

### ***Regional Asset Deployment Philosophy***

Regional assets will be deployed, as needed, to augment local response consistent with direction provided by the State’s Comprehensive Emergency Management Plan (CEMP). The MAC Group or Area Command, in conjunction with local EOCs, will monitor the deployment of local assets or those requested through Mutual Aid in accordance with existing plans.

## ***Forward SERT***

The Forward State Emergency Response Team (FSERT) serves as the forward coordination element of the State Emergency Response Team (SERT) under the command of the Deputy State Coordinating Officer (SCO). It operates as the State Emergency Operations Center (SEOC) under the coordination of the FSERT Chief within the predefined area of operation with fully delegated authority to manage all missions and resources on behalf of the SERT. The FSERT provides resources and technical assistance in support of local tactical operations.

### **Missions to Be Achieved By Forward SERT**

- a. Coordinate decision-making support to the impacted local leadership.
- b. Resources Management
- c. Technical Assistance and decision making coordination
- d. Situational Awareness
- e. Information Coordination.
- f. Support for Natural, Technological, and Man-made events to include the nuclear power plants.

The FSERT is the highest-level field coordination element that the State of Florida utilizes. Once assigned an area of operation, the FSERT operates in support of local response operations and does not take over command and control of any response operation. The FSERT will absorb all other coordinating elements operating within the area of operations. Details for each Mission type can be found in the "Florida SERT–Forward SERT Standard Operating Guidelines".



## ***Emergency Support Functions***

The State EOC structure is built around an Emergency Support Function (ESF) based system, with ESFs and Branches formed in the ICS structure.

The following table lists the name and branch of the Emergency Support Functions in the State Emergency Operations Center.

ESF <sub>1</sub> Transportation -O/I
ESF <sub>2</sub> Communications -O/I
ESF <sub>3</sub> Public Works & Engineering -O/I
ESF <sub>4</sub> Firefighting -O/ES
ESF <sub>5</sub> Plans -P
ESF <sub>6</sub> Mass Care -O/HS
ESF <sub>7</sub> Resource Management -L
ESF <sub>8</sub> Health & Medical Services -O/ES
ESF <sub>9</sub> Search & Rescue -O/ES
ESF <sub>10</sub> Environmental Protection -O/ES
ESF <sub>11</sub> Food & Water -O/HS
ESF <sub>12</sub> Energy -O/I
ESF <sub>13</sub> Military Support
ESF <sub>14</sub> External Affairs - Public Information
ESF <sub>15</sub> Volunteers & Donations -O/HS
ESF <sub>16</sub> Law Enforcement & SECURITY -O/ES
ESF <sub>17</sub> Animal & Agricultural Issues -O/HS
ESF <sub>18</sub> Business, Industry & Economic Stabilization -P

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