



Resource Management (IS-703)

Student Manual

October 2006



FEMA

Resource Management

EMI Course Number: IS-703

Student Manual

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Course Background Information

Purpose This course provides training to help resource managers prepare before an incident and contribute effectively to the response to an incident.

Who Should Attend The target audience includes personnel associated with resource management, including:

- Professional first response personnel and emergency management personnel.
- Elected officials of local, State, and tribal governments.
- Appointed officials of local, State, and tribal governments.

Course Objectives The course objectives are as follows:

- Describe resource management concepts and principles.
- Explain how using hazard analysis information helps resource managers prepare.
- Relate how all resource management phases function during an incident.
- List issues accompanying an Incident of National Significance.
- Describe post-incident activities.

Training Content The training is comprised of the following lessons:

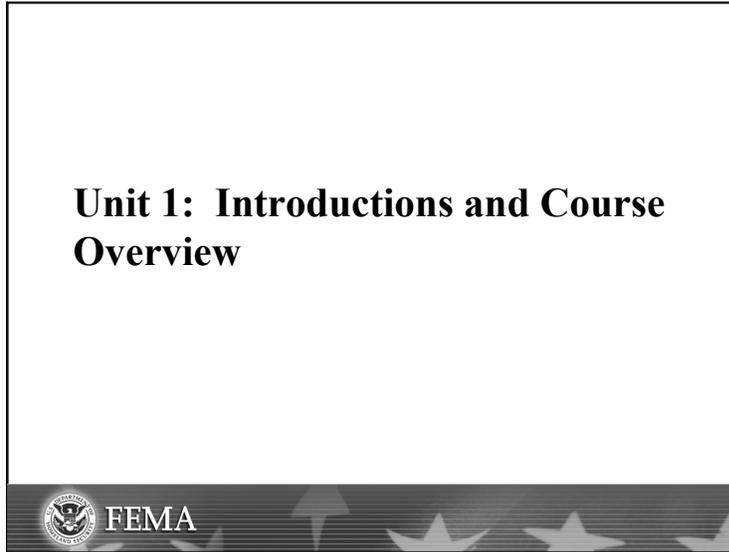
- Unit 1: Introductions and Course Overview
- Unit 2: Concepts and Principles of Resource Management
- Unit 3: Getting Ready
- Unit 4: Resource Management During the Incident
- Unit 5: The Complex Incident
- Unit 6: Reassessing Your Readiness: Post-Incident Activities
- Unit 6a: Tabletop Exercise
- Unit 7: Course Summary and Final Exam

Notes:

Unit 1: Introductions and Course Overview



Visual 1.1



Visual Description: Course Welcome

Key Points

This course will review the concepts and principles of resource management, preparedness measures, resource management during incidents (including Incidents of National Significance), and post-incident activities.



Visual 1.2

Administrative Information

- Hours
- Evacuation routes and fire exits
- Restroom locations
- Smoking policy
- Breaks and lunch
- Cell phones and pagers



Unit 1:
Introductions and Course Overview

Visual Description: Administrative Information

Key Points

Your instructor will discuss the following administrative information:

- The hours during which the class will convene
- The evacuation route and fire exits
- Restroom locations
- Smoking policy
- Breaks and lunch
- Cell phone and pager policy (should be placed on “vibrate” for the duration of the class)



Visual 1.3

Introductions

- **Instructors**
- **Students**
 - **Name and organization**
 - **Experience with emergency or incident response, including resource management**
 - **One special issue that you would like to be able to resolve**



Visual Description: Introductions

Key Points

Your instructors will introduce themselves by providing information about their experience with emergency or incident response, including resource management.

You will be asked to introduce yourself by providing the following information to the class:

- Your name and organization.
- A brief statement of your experience with emergency or incident response, including resource management.
- One special issue about resource management that you would like to be able to resolve by taking this course.



Visual 1.4

Unit 1 Objectives

- Describe the purpose of Homeland Security Presidential Directives (HSPDs) 5 and 8.
- Explain the purpose of the National Response Plan (NRP) and the National Incident Management System (NIMS).
- List the six major components of NIMS.
- Define resource management according to NIMS.
- List the four primary resource management tasks.



Unit 1:
Introductions and Course Overview

Visual Description: Unit 1 Objectives

Key Points

At the end of this unit, you should be able to:

- Describe the purpose of Homeland Security Presidential Directive 5 and Homeland Security Presidential Directive 8.
- Explain the purpose of the National Response Plan (NRP) and the National Incident Management System (NIMS).
- List the six major components of NIMS.
- Define resource management according to NIMS.
- List the four primary resource management tasks.



Visual 1.5

Course Overview

- **Unit 2: Concepts and Principles of Resource Management**
- **Unit 3: Getting Ready**
- **Unit 4: Resource Management During the Incident**
- **Unit 5: The Complex Incident**
- **Unit 6: Reassessing Your Readiness: Post-Incident Activities**
- **Unit 6a: Tabletop Exercise**
- **Unit 7: Course Summary and Final Exam**



Unit 1:
Introductions and Course Overview

Visual Description: Course Overview

Key Points

This course will focus on the critical aspects of resource management.

- Unit 2 will provide an overview of the concepts and principles of resource management.
- Unit 3 will describe resource management planning and preparedness.
- Unit 4 will cover resource management during full-scale disaster response.
- Unit 5 will describe resource management issues that accompany an Incident of National Significance.
- Unit 6 will cover the activities that need to take place following a deployment.
- Unit 6a will provide you with an opportunity to apply what you have learned in a tabletop exercise.
- Unit 7 will summarize the course and include a final exam.



Visual 1.6

Course Objectives

- Describe resource management concepts and principles.
- Explain how using hazard analysis information helps resource managers prepare.
- Relate how all resource management phases function during an incident.
- List issues accompanying an Incident of National Significance.
- Describe post-incident activities.



Unit 1:
Introductions and Course Overview

Visual Description: Course Objectives

Key Points

By the end of this course, you should be able to:

- Describe the concepts and principles that are the foundation of NIMS resource management.
- Explain how using hazard analysis information can help resource managers prepare for an incident.
- Relate how all of the phases of the resource management system function during an incident.
- List the resource management issues that accompany an Incident of National Significance.
- Describe the resource management activities that need to take place following a deployment.



Visual 1.7

Homeland Security Presidential Directives

- HSPD-5 identifies steps for improved coordination in response to incidents. It requires DHS to establish the NRP and NIMS.
- HSPD-8 describes the way Federal departments and agencies will prepare. It requires DHS to develop a National Preparedness Goal.



Unit 1:
Introductions and Course Overview

Visual Description: Homeland Security Presidential Directives

Key Points

In response to the attacks of September 11, 2001, President Bush issued the following Homeland Security Presidential Directives (HSPDs):

- HSPD-5: Identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Plan (NRP) and a National Incident Management System (NIMS).
- HPSD-8: Describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop a National Preparedness Goal.



Visual 1.8

The NRP and NIMS

- The NRP is an all-discipline, all-hazards plan for the management of domestic incidents.
- NIMS provides a consistent framework for incident management at all jurisdictional levels regardless of the cause, size, or complexity of the incident.
- NIMS requires that ICS be institutionalized.



Unit 1:
Introductions and Course Overview

Visual Description: The NRP and NIMS

Key Points

- The NRP is an all-discipline, all-hazards plan for the management of domestic incidents. Using the template established by the NIMS, the NRP provides the structure and mechanisms to coordinate and integrate incident management activities and emergency support functions across Federal, State, local, and Tribal government entities, the private sector, and nongovernmental organizations.
- NIMS provides a consistent framework for incident management at all jurisdictional levels, regardless of the cause, size, or complexity of the incident. Building upon the Incident Command System (ICS), the NIMS provides the Nation's first responders and Federal, State, and local authorities with the same foundation for incident management for terrorist attacks, natural disasters, and other emergencies.

Remember that NIMS requires that ICS be institutionalized.



Visual 1.9

NIMS Components

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance



Unit 1:
Introductions and Course Overview

Visual Description: NIMS Components

Key Points

NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management. Six major components make up the NIMS systems approach:

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance



Visual 1.10

NIMS Definition of Resource Management

Coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident. Resources include:

- Personnel.
- Teams.
- Facilities.
- Equipment.
- Supplies.



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Unit 1:
Introductions and Course Overview

Visual Description: NIMS Definition of Resource Management

Key Points

As defined in NIMS, resource management involves coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident.

Resources include:

- Personnel.
- Teams.
- Facilities.
- Equipment.
- Supplies.



Visual 1.11

Primary Resource Management Tasks

1. Establishing systems to describe, inventory, request, and track resources
2. Activating these systems before and during an incident
3. Dispatching resources before and during an incident
4. Deactivating or recalling resources during or after an incident



Visual Description: Primary Resource Management Tasks

Key Points

According to NIMS, resource management involves the following four primary tasks:

Task 1: Establishing systems to describe, inventory, request, and track resources.

Task 2: Activating these systems before and during an incident.

Task 3: Dispatching resources before and during an incident.

Task 4: Deactivating or recalling resources during or after an incident.



Visual 1.12

Summary and Transition

- HSPD-5 and HSPD-8
- NRP and NIMS
- Six major components of NIMS
- NIMS definition of resource management
- Four primary resource management tasks



Unit 1:
Introductions and Course Overview

Visual Description: Summary and Transition

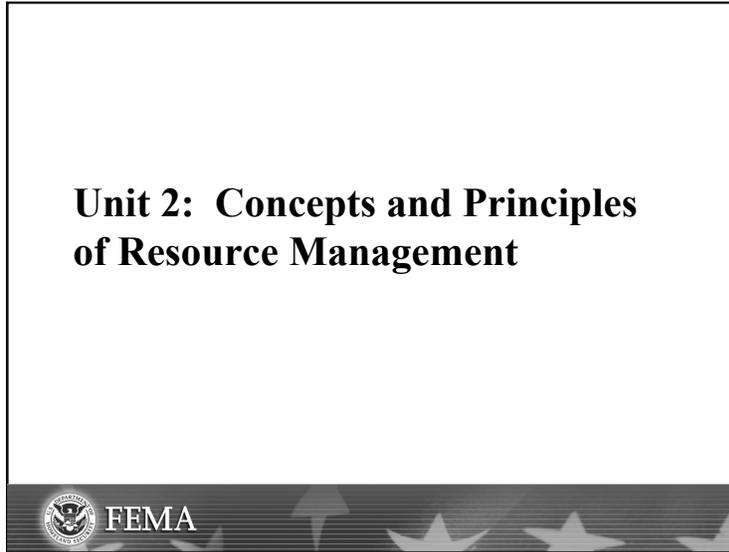
Key Points

This unit covered:

- HSPD-5 and HSPD-8.
- The NRP and NIMS.
- The six major components of NIMS.
- The NIMS definition of resource management.
- The four primary resource management tasks.

Unit 2 will describe the concepts and principles of resource management.

Unit 2: Concepts and Principles of Resource Management

**Visual 2.1**

Visual Description: Unit 2: Concepts and Principles of Resource Management

Key Points

Unit 2 will present a comprehensive approach to resource management.



Visual 2.2

Unit 2 Objectives

- Describe the comprehensive approach to resource management.
- Describe the concepts and principles that are the foundation of NIMS resource management.



Visual Description: Unit 2 Objectives

Key Points

At the end of this unit, you should be able to:

- Describe the comprehensive approach to resource management.
- Describe the concepts and principles that are the foundation of NIMS resource management.



Visual 2.3

Command vs. Coordination

- Parallel but distinct processes
- Both needed for effective resource management



Visual Description: Command Versus Coordination

Key Points

Effective resource management hinges on both command and coordination. Command and coordination are two parallel, but distinct, emergency management processes. Both are needed for effective resource management.



Visual 2.4

Command

- **Command** is the process of directing and controlling resources to address the needs of an incident or event.
- NIMS assigns command responsibilities to the on-scene Incident Commander.



Visual Description: Command

Key Points

Command is the process of directing and controlling resources to address the needs of a particular incident or event. In NIMS, responsibility for this process is delegated to the on-scene Incident Commander by the Agency Administrator.

Examples of command activities include:

- Determining incident objectives.
- Establishing Operational Periods.
- Assigning and supervising field resources.

In the event that several incidents in close proximity to each other require an additional level of command management, Area Command can be established to coordinate the activities of the Incident Commanders assigned to the individual incidents.



Visual 2.5

Coordination (1 of 2)

- **Coordination** includes activities to ensure that ICS organization(s) get what they need when they need it.
- **Coordination** takes place:
 - In a number of entities.
 - At all levels of government.



Visual Description: Coordination (1 of 2)

Key Points

Coordination includes the activities that must be performed to ensure that the ICS organization(s) receive the resources and support they need when they need them.

Examples of coordination activities include:

- Adjusting agency budgets, policies, and work priorities to make funds and resources available.
- Facilitating interagency decisionmaking.
- Coordinating interagency public information.
- Dispatching additional resources.



Visual 2.6

Coordination (2 of 2)

Coordination entities:

- Dispatch center
- EOC
- RRCC
- JFO

Command entities:

- Agency administrator
- Area Command
- Incident Command/
Unified Command



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Coordination (2 of 2)

Key Points

Coordination takes place in a number of entities and at all levels of government.

Examples of coordination entities include:

- Dispatch center or office (local and/or regional levels).
- Emergency Operations Center (EOC) (local, State, and/or regional levels).
- Regional Response Coordination Center (RRCC) (FEMA/Federal regional level).
- Joint Field Office (JFO) (Federal resources).



Visual 2.7

Role of Coordination Entities

Coordination entities**do:**

- Establish priorities.
- Make resources available.
- Provide support.

Coordination entities**do not:**

- Direct specific actions at the incident.



Visual Description: Role of Coordination Entities

Key Points

Another way to look at the difference between command and coordination is to view the chain of command as an extension of the Agency Administrator's responsibilities and authorities to direct the agency's resources to address emergencies.

Coordination entities assist by establishing priorities, making resources available, and providing support, but do not have the authority to direct any specific actions on the incident.



Visual 2.8

Resource Management: Definition

Involves coordinating and overseeing the application of tools, processes, and systems to provide incident managers with timely and appropriate resources during an incident.

Resources include:

- Personnel
- Teams
- Facilities
- Equipment
- Supplies



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Management: Definition

Key Points

Resource management involves coordinating and overseeing the application of tools, processes, and systems that provide incident managers with timely and appropriate resources during an incident.

Resources include:

- Personnel.
- Teams.
- Facilities.
- Equipment.
- Supplies.

Generally, resource coordination activities take place within EOCs. As incidents grow in size or complexity, other MAC entities such as JFOs and MAC Groups may be established to prioritize and coordinate resource allocation and distribution.



Visual 2.9

Resource Management: Primary Tasks

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



Visual Description: Resource Management: Primary Tasks

Key Points

Resource management involves four primary tasks:

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

The basic concepts and principles introduced in NIMS guide resource management processes and allow these tasks to be conducted effectively. By standardizing the procedures, methodologies, and functions involved in these processes, the application of NIMS concepts and principles helps to ensure that resources can be activated quickly and efficiently in response to incident needs.



Visual 2.10

NIMS Resource Management Concepts

NIMS:

- Provides a uniform method of identifying, acquiring, allocating, and tracking resources.
- Ensures efficient mobilization and a dispatch-to-demobilization record of resources used.
- Incorporates mutual aid and donations.



Visual Description: NIMS Resource Management Concepts

Key Points

The underlying resource management concepts in the context of NIMS are:

- Providing a uniform method of identifying, acquiring, allocating, and tracking resources.
- Ensuring efficient mobilization and an initial dispatch-to-demobilization record of the utilization of each resource through a standardized resource classification system. Standardized classification of resources provides a common language for resource identification and procurement regardless of source.
- Effectively incorporating mutual aid and donations, enabled by the standard classification of kinds and types of resources to support the incident management organization.



Visual 2.11

Assets

- Owned/controlled
- Mutual aid/EMAC
- Private-sector and nongovernmental agencies
- Private donations



Visual Description: Assets

Key Points

Most jurisdictions have a range of resources that they own and control. No jurisdiction has the resources necessary to respond to every type of emergency. Mutual-aid resources are a primary asset during major emergencies, and most jurisdictions have formal mutual-aid agreements that support their needs.

Private-sector and donor assistance are less well incorporated into many resource management systems, and without careful planning, may prove to be a liability rather than an asset.



Visual 2.12

NIMS Credentialing

- Based on principles of ICS.
- Tied to uniform training and certification standards.
- Ensures that requested personnel are successfully integrated into ongoing incident operations.



Visual Description: NIMS Credentialing

Key Points

Because ICS establishes a common national organizational structure for incident management, it also allows the development of national training and certification standards. This ensures that personnel trained and certified in the system can be integrated seamlessly regardless of jurisdiction, location, or type of incident.

NIMS resource management uses a credentialing system tied to uniform training and certification standards to ensure that requested personnel resources are successfully integrated into ongoing incident operations.



Visual 2.13

Coordination

- Responsibility of:
 - EOC or Multiagency Coordination entities
 - Elements of the ICS structure
- Encompasses contributions by:
 - The private sector
 - Nongovernmental organizations (NGOs)



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Coordination

Key Points

Coordination is the responsibility of EOC and/or Multiagency Coordination Entities, as well as specific elements of the ICS structure (e.g., the Resources Unit).

NIMS Resource Management encompasses resources contributed by private-sector and nongovernmental organizations (NGOs). Private-sector entities and NGOs play a critical role in emergency response. Some organizations, such as the American Red Cross, have an ongoing, formal role in emergency management. Others, such as privately owned utilities, provide essential infrastructure, or have technical capabilities that are useful in emergency response. Successful resource management must include mechanisms to identify, activate, incorporate, and pay for such assets.



Visual 2.14

Resource Management Principles

Five key principles:

1. Planning
2. Resource identification and ordering
3. Resource categorization
4. Use of agreements
5. Effective management



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Management Principles

Key Points

Five key principles underpin effective resource management:

- Planning
- Resource identification and ordering
- Resource categorization
- Use of agreements
- Effective management of resources



Visual 2.15

Resource Planning

- Plan possible resource needs before an incident.
- Involve all key players:
 - Key jurisdiction personnel
 - Mutual-aid partners
 - Private-sector partners



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Concepts and Principles of Resource Management

Visual Description: Resource Planning

Key Points

Preparedness organizations work together before an incident to develop plans for managing and employing resources in a variety of possible emergency circumstances.

One formal planning mechanism designed to implement this principle is the Local Emergency Planning Committee (LEPC), established to plan community response to hazardous materials incidents. One of the key activities of the LEPC is to identify available public and private-sector resources, and develop response plans specific to locations that produce, use, or store hazardous chemicals. Many jurisdictions have found that this process is useful not only in HazMat incidents, but in all-hazards planning as well.

Planning cannot take place in a vacuum. All of the key players in emergency response, including mutual-aid and private-sector partners, should participate in the planning process.



Visual 2.16

Resource Identification and Ordering

Use standard processes to:

- Identify resource needs.
- Order resources.
- Mobilize resources.
- Dispatch resources.
- Track resources.
- Demobilize resources.



Visual Description: Resource Identification and Ordering

Key Points

Resource managers use standardized processes and methodologies to identify, order, mobilize, dispatch, track, and demobilize the resources required to support incident management activities.

Resource managers perform these tasks either at an Incident Commander's request or in accordance with protocols developed during the planning process.

While you are probably most familiar with dispatching resources at the request of an Incident Commander, some plans call for automatic "move up" or standby status under specific circumstances identified during planning.



Visual 2.17

Resource Categorization

Resources are typed according to:

- Size.
- Capacity.
- Capability.
- Skill.
- Other characteristics.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Categorization

Key Points

Incident management and emergency response organizations at all levels rely on various types of equipment to perform mission-essential tasks. A critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including the capability to be interoperable with equipment used by other jurisdictions.

Resources are “typed” or categorized by:

- Size.
- Capacity.
- Capability.
- Skill.
- Other characteristics.

This typing or categorizing of resources makes the resource ordering and dispatch process within jurisdictions, across jurisdictions, and between governmental and nongovernmental entities more efficient and ensures that Incident Commanders receive resources appropriate to their needs.

Facilitating the development and issuance of national standards for typing resources and certifying personnel will be the responsibility of the NIMS Integration Center.



Visual 2.18

Use of Agreements

Pre-incident agreements:

- Facilitate effective, efficient resource management.
- Ensure deployment of standardized, interoperable resources.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Use of Agreements

Key Points

Pre-incident agreements among all parties providing or requesting resources are necessary to facilitate effective and efficient resource management during incident operations.

Formal pre-incident agreements are established between parties (both governmental and nongovernmental) that might provide or request resources during emergencies. This ensures the efficient deployment of standardized, interoperable equipment and other incident resources during incident operations.

Examples of formal pre-incident agreements include:

- Emergency Management Assistance Compacts (EMACs), between States.
- Mutual-aid agreements, between local jurisdictions or between a jurisdiction and a nongovernmental organization (NGO).
- Standby contracts, between a local jurisdiction and a commercial supplier of critical resources.



Visual 2.19

Mutual-Aid Agreements (1 of 4)

Developed between a jurisdiction and:

- **Nearby jurisdictions.**
- **Private-sector entities.**
- **NGOs.**

Some States have developed Statewide mutual-aid agreements, making local agreements unnecessary.



Visual Description: Mutual-Aid Agreements (1 of 4)

Key Points

Mutual-aid agreements supply the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. Every jurisdiction should be party to mutual-aid agreements with jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident. This would normally include all neighboring or nearby jurisdictions.

Mutual-aid agreements should also be developed with NGOs, such as the Red Cross, to facilitate the timely delivery of private-sector assistance during incidents.

Most States participate in Emergency Management Assistance Compacts (EMACs) between the State and its bordering States. Some States have established intra-State agreements to coordinate the provision of mutual aid among all local jurisdictions within the State.

Become familiar with your jurisdiction's and State's mutual-aid structures and include mutual-aid partners at key points in emergency planning.



Visual 2.20

Mutual-Aid Agreements (2 of 4)

Who can describe how their jurisdiction's mutual-aid agreements work?

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Concepts and Principles of Resource Management

Visual Description: Mutual-Aid Agreements (2 of 4)

Key Points

Who can describe how their jurisdiction's mutual-aid agreements work?



Visual 2.21

Mutual-Aid Agreements (3 of 4)

All mutual-aid agreements should include:

- Definitions of key terms.
- Roles and responsibilities of involved parties.
- Procedures for requesting and providing assistance.
- Notification procedures.
- Protocols for interoperable communications and equipment.
- Relationships with other agreements among jurisdictions.



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Mutual-Aid Agreements (3 of 4)

Key Points

At a minimum, mutual-aid agreements should include the following elements or provisions:

- Definitions of key terms used in the agreement
- Roles and responsibilities of involved parties
- Procedures for requesting and providing assistance
- Notification procedures
- Protocols for interoperable communications and equipment
- Relationships with other agreements among jurisdictions



Visual 2.22

Mutual-Aid Agreements (4 of 4)

All mutual-aid agreements should address:

- Procedures, authorities, and rules for payment, reimbursement, and allocation of costs.
- Workers' compensation.
- Treatment of liability and immunity.
- Recognition of qualifications and certifications.
- Sharing agreements, as required.



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Mutual-Aid Agreements (4 of 4)

Key Points

Other elements that should be included in mutual-aid agreements include:

- Procedures, authorities, and rules for payment, reimbursement, and allocation of costs.
- Workers' compensation.
- Treatment of liability and immunity.
- Recognition of qualifications and certifications.
- Sharing agreements, as required.

Authorized officials from each participating jurisdiction or entity will collectively approve all agreements.



Visual 2.23

Effective Resource Management

Use validated practices to perform all key resource management tasks, including:

- Acquisition.
- Information management.
- Ordering, mobilizing, dispatching, and demobilizing resources.



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Effective Resource Management

Key Points

Resource managers use validated practices to perform key resource management tasks systematically and efficiently.

Examples of key resource management tasks include:

- Acquiring resources.
- Managing information.
- Ordering, mobilizing, dispatching, and demobilizing resources.



Visual 2.24

Acquisition Procedures

Develop tools and processes to support acquisition activities, such as:

- Procurement and contracting.
- Drawing from existing stocks and inventories.

Adapt existing administrative procedures to support emergency acquisition needs.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Acquisition Procedures

Key Points

Acquisition procedures are used to obtain resources to support operational requirements. Preparedness organizations should develop standard tools and related processes to support acquisition activities, such as:

- Procurement and contracting.
- Drawing from existing stocks and inventories.

You should examine existing administrative procedures and adapt them to support emergency acquisition needs.

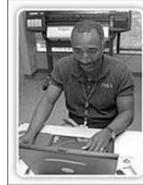


Visual 2.25

Information Management Systems (1 of 4)

Information management systems are used to:

- Collect, update, and process data.
- Track resources.
- Display readiness status.



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Information Management Systems (1 of 4)

Key Points

Information management systems are used to:

- Collect, update, and process data.
- Track resources.
- Display readiness status.

Information management systems enhance information flow and provide real-time data in a fast-paced environment where different jurisdictions and functional agencies are managing different aspects of the incident life cycle and must coordinate their efforts.



Visual 2.26

Information Management Systems (2 of 4)

What types of information management systems does your jurisdiction use?



Visual Description: Information Management Systems (2 of 4)

Key Points

What types of information management systems does your jurisdiction use?



Visual 2.27

Information Management Systems (3 of 4)

Examples:

- Geographic information systems (GISs)
- Resource tracking systems
- Transportation tracking systems
- Inventory management systems
- Reporting systems



Visual Description: Information Management Systems (3 of 4)

Key Points:

Examples of information management systems include:

- Geographic information systems (GISs).
- Resource tracking systems.
- Transportation tracking systems.
- Inventory management systems.
- Reporting systems.



Visual 2.28

Information Management Systems (4 of 4)

Key considerations for information management systems:

- **Ease of deployment.** If not used regularly, **keep it simple!**
- **Interoperability.** Link to non-emergency systems and mutual-aid partners' systems, when possible.



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Information Management Systems (4 of 4)

Key Points

There are many different information management systems on the market today. All have strengths and weakness. When purchasing such systems you should consider:

- **Ease of deployment:** If the system is rarely used, it must be **extremely simple.**
- **Interoperability:** Ideally, emergency systems should be the same or linked to the non-emergency system that the jurisdiction uses. When possible, the systems also should interface effectively with other jurisdictions' systems to allow data sharing during planning and deployment.



Visual 2.29

Resource Management Protocols

- Develop during the emergency planning process.
- Document in the Resource Annex of the EOP.
- Include procedures used to:
 - Request resources.
 - Prioritize resource requests.
 - Activate and dispatch resources.
 - Demobilize resources.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Management Protocols

Key Points

Resource management protocols should be developed during the emergency planning process and documented in the Resource Annex of the EOP. Protocols should include procedures for:

- Requesting resources.
- Prioritizing resource requests.
- Activating and dispatching resources to incidents.
- Demobilizing resources and returning them to normal status.

Virtually all jurisdictions have some sort of protocol that allows the dispatching organization to activate and dispatch resources to incidents. Under normal conditions, incidents can be adequately supplied using a "first come, first served" priority system. However, it is also important that a mechanism be developed that prioritizes calls under emergency conditions. For example, a noninjury accident that under normal conditions would receive both a police and precautionary medical response might only receive a police response or no public safety response at all during a major emergency.

It is also important to recognize that under normal conditions, the dispatch center provides a variety of logistical and coordination services to Incident Commanders in the field. These services may range from requesting equipment and supplies to passing messages to home offices, etc. During a disaster, it may not be possible for the dispatch center to provide these additional services and continue to perform its function as a dispatch center.

Note: Strategies for providing large-incident support will be discussed later in this course.



Visual 2.30

Resource Management and NIMS

- NIMS includes procedures, methods, and functions to help jurisdictions implement their resource management systems.
- NIMS processes reflect:
 - Functional considerations.
 - Geographic factors.
 - Validated practices within and across disciplines.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Management and NIMS

Key Points

NIMS includes standardized procedures, methods, and functions to help jurisdictions apply the resource management concepts and principles when implementing their resource management systems.

The NIMS processes reflect functional considerations, geographic factors, and validated practices within and across disciplines and are continually adjusted as new lessons are learned. The basic foundation for resource management provided in this unit will be expanded and refined over time in a collaborative, cross-jurisdictional, and cross-disciplinary effort led by the NIMS Integration Center.



Visual 2.31

Resource Kinds and Types

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Kinds and Types

Key Points

Resource kinds describe what the resource is. Resource kinds may be factored into subcategories—or types—to define more precisely the size, capability, and staffing qualifications of a specific kind of resource. Resource typing entails categorizing, by capability, the resources that incident managers commonly request, deploy, and use on incidents. Measurable standards identifying the capabilities and performance levels of resources serve as the basis for each category.

Resource typing is designed to facilitate frequent use and accuracy in obtaining needed resources.

To allow resources to be deployed and used on a national basis, the NIMS Integration Center is responsible for defining national resource typing standards.



Visual 2.32

Nine Processes for Managing Resources

- Certifying and credentialing personnel
- Inventorying resources
- Identifying resource requirements
- Ordering and acquiring resources
- Mobilizing resources
- Tracking and reporting resources
- Demobilization
- Recovering resources
- Reimbursement



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Nine Processes for Managing Resources

Key Points

NIMS uses nine processes for managing resources:

- Certifying and credentialing personnel
- Inventorying resources
- Identifying resource requirements
- Ordering and acquiring resources
- Mobilizing resources
- Tracking and reporting resources
- Demobilization
- Recovering resources
- Reimbursement



Visual 2.33

Certifying and Credentialing Personnel

Certifying. Attesting that individuals meet professional standards for:

- Training.
- Experience.
- Performance.

Credentialing. Providing documentation to verify the certification and identity of:

- Designated incident management staff.
- Emergency responders.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Certifying and Credentialing Personnel

Key Points

NIMS requires national standards for the certification and credentialing of emergency response personnel.

Certification entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Credentialing involves providing documentation that can authenticate and verify the certification and identity of designated incident management staff and emergency responders.



Visual 2.34

NIMS Standards

- Standards help ensure that personnel meet minimum knowledge, skill, and experience requirements.
- Standards include minimum levels for:
 - Training.
 - Experience.
 - Credentialing.
 - Currency.
 - Physical and medical fitness.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: NIMS Standards

Key Points

Standards developed by the NIMS Integration Center will help ensure that participating agencies' and organizations' field personnel possess the minimum knowledge, skills, and experience necessary to execute incident management and emergency response activities safely and effectively. The standards include minimum levels for:

- Training.
- Experience.
- Credentialing.
- Currency.
- Physical and medical fitness.

Personnel who may be assigned to incidents that require support beyond the scope of the State's EMAC agreements will be required to meet national qualification and certification standards. Federal, State, local, and tribal certifying agencies; professional organizations; and private organizations should credential personnel for their respective jurisdictions.



Visual 2.35

Inventorying Resources

Inventory systems are used to:

- Assess the availability of assets from all sources.
- Share resource status with a wide range of entities.



Visual Description: Inventorying Resources

Key Points

Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. Inventory managers enter all resources available for deployment into resource tracking systems maintained at local, State, regional, and Federal levels. The data are then made available to dispatch centers, EOCs, and multiagency coordination entities. Because inventory data are shared among so many entities, inventory system interoperability is a major concern.

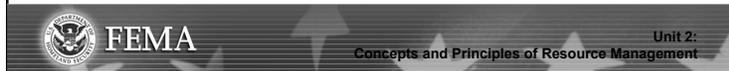
The key is not managing how many resources there are out there—it's knowing where the resources are and who to contact about getting them.



Visual 2.36

Inventory Systems

Why are inventory systems important?



Visual Description: Inventory Systems

Key Points

Why are inventory systems important?



Visual 2.37

Why Use an Inventory System?

Systems help resource managers analyze:

- The urgency of the need.
- Whether sufficient quantities are on hand.
- Whether sufficient quantities can be obtained in time to meet the demand.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Why Use an Inventory System?

Key Points

A key aspect of the inventorying process is determining whether or not the primary-use organization needs to warehouse items prior to an incident. Resource managers make this decision by considering:

- The urgency of the need.
- Whether there are sufficient quantities of required items on hand.
- Whether they can be produced or otherwise obtained quickly enough to meet demand.

An inventory system can also help establish consumption rates for expendable supplies (how much is used per day). Knowing consumption rates can assist in forward projecting resource requirements for the next 24, 48, and 72 hours. Additionally, an inventory system can provide historical data that can be referenced back to during future events.

Another important part of the process is managing inventories with shelf-life or special maintenance considerations. Resource managers must build sufficient funding into their budgets for:

- Periodic replenishments.
- Preventive maintenance.
- "Surge" stocking.
- Capital improvements.



Visual 2.38

Role of Resource Managers (1 of 2)

Identify, refine, and validate resource requirements throughout an incident by determining:

- What and how much is needed.
- Where and when it is needed.
- Who will be receiving or using it.
- How long it will be needed.



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Role of Resource Managers (1 of 2)

Key Points

Resource managers identify, refine, and validate resource requirements throughout the incident life cycle. This process involves accurately identifying:

- What and how much of each resource is needed.
- Where and when it is needed.
- Who will be receiving or using it and for how long.



Visual 2.39

Role of Resource Managers (2 of 2)

- Identify and analyze:
 - Supplies.
 - Equipment.
 - Facilities.
 - Incident management personnel/response teams.
- Provide technical advice to requestors.



Visual Description: Role of Resource Managers (2 of 2)

Key Points

Resource managers must identify and analyze:

- Supplies.
- Equipment.
- Facilities.
- Incident management personnel and/or response teams.

If a requestor is unable to describe an item by resource type or classification system, resource managers provide technical advice to enable the requirements to be defined and translated into a request for an appropriate resource.

Because resource availability and requirements will constantly change as the incident evolves, all participating entities must coordinate closely in this process. Coordination begins at the earliest possible point in the incident life cycle.



Visual 2.40

Resource Mobilization—Personnel (1 of 2)

- Personnel mobilize when notified through established channels.
- Personnel should be provided all key information at the time of mobilization.



Visual Description: Resource Mobilization—Personnel (1 of 2)

Key Points

Incident personnel begin mobilizing when notified through established channels. At the time of notification, they are given the:

- Date, time, and place of departure.
- Mode of transportation to the incident.
- Estimated date and time of arrival.
- Reporting location (address, contact name, and phone number).
- Anticipated incident assignment.
- Anticipated duration of deployment.
- Resource order (request or mission).
- Incident number.
- Applicable cost and funding codes.



Visual 2.41

Resource Mobilization—Personnel (2 of 2)

Mobilization should include:

- **Equipping, training, and/or inoculating personnel.**
- **Preparing and briefing personnel so that they can be held accountable for their actions.**
- **Activating mobilization centers for logistical support.**
- **Obtaining needed transportation.**
- **Ensuring that mobilization takes place in line with priorities and budgets.**



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Mobilization—Personnel (2 of 2)

Key Points

The resource tracking and mobilization processes are directly linked. When resources arrive on scene, they must formally check in. This starts the on-scene in-processing and validates the order requirements. Notification that the resource has arrived is sent back through the system.

EOCs and Incident Management Teams (IMTs) take direction from standard interagency mobilization guidelines at the Federal, regional, State, local, and tribal levels. For resource managers, the mobilization process should include:

- Equipping, providing orientation or other "surge" training, and/or inoculating personnel.
- Preparing and briefing personnel so that they can be held accountable for their actions.
- Activating mobilization centers that have facilities suitable for logistical support.
- Obtaining transportation to deliver resources to the incident.
- Ensuring that mobilization takes place in line with priorities and budgets.

Managers should plan and prepare for the demobilization process well in advance of actual demobilization, often at the same time they begin the mobilization process. Early planning for demobilization facilitates accountability and makes transportation of resources as efficient, low cost, and fast as possible.



Visual 2.42

Resource Tracking (1 of 2)

Resource tracking should be:

- Standardized.
- Integrated.
- Continuous.



Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Tracking (1 of 2)

Key Points

Resource tracking is a standardized, integrated process conducted throughout the life cycle of an incident by all agencies at all levels. This process:

- Provides a clear picture of where resources are located.
- Helps staff prepare to receive resources.
- Protects the safety of personnel and security of supplies and equipment.
- Facilitates coordination and movement of personnel, equipment, and supplies.



Visual 2.43

Resource Tracking (2 of 2)

Resource managers:

- Track resources continuously from mobilization through demobilization.
- Follow required procedures for acquiring and managing resources.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Tracking (2 of 2)

Key Points

Resource managers use established procedures to track resources continuously from mobilization through demobilization. Ideally, these managers would display this real-time information in a centralized database accessible to all NIMS partners, allowing total visibility of assets.

There are a number of computerized systems, including the Resource Order and Status System (ROSS) and WebEOC, that can assist in this effort. Other, "low-tech" systems include manual systems such as standard resource order forms and "t" card systems. Managers follow all required procedures for acquiring and managing resources, including reconciliation, accounting, auditing, and inventorying.



Visual 2.44

Resource Recovery (1 of 3)

- Involves final disposition of all resources.
- During recovery, resources are:
 - Rehabilitated.
 - Replenished.
 - Repositioned or disposed of properly.



Visual Description: Resource Recovery (1 of 3)

Key Points

Recovery involves the final disposition of all resources. During this process, resources are rehabilitated, replenished, and repositioned if possible, or disposed of properly if not.



Visual 2.45

Resource Recovery (2 of 3)

All resources must be accounted for:

- At the incident site.
- When they are returned to the issuing unit.



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Resource Recovery (2 of 3)

Key Points

All resources must be fully accounted for at the incident site and again when they are returned to the unit that issued them. The issuing unit then restores its resources to fully functional capability and readies them for the next mobilization.

Nonexpendable resources are those intended for reuse. Nonexpendable resources may include such items as vehicles and heavy equipment, radios and other communications equipment, and human resources. Nonexpendable items that are broken and/or lost should be replaced through the Supply Unit, by the organization with invoicing responsibility for the incident, or as defined in pre-incident agreements. Human resources, such as IMTs, require adequate rest and recuperation time before being mobilized again.

Expendable resources include equipment and supplies that are intended for a single use, such as surgical gloves, fire suppression foam, disposable clothing, etc. Expendable resources must also be fully accounted for and restocked as necessary. Restocking normally occurs at the point from which a resource was issued. The planning process should identify who bears the cost for restocking expendable resources.



Visual 2.46

Resource Recovery (3 of 3)

- Resources that are not in restorable condition must be declared as excess.
- Resources that require special handling and disposition must be dealt with according to established regulations and policies.



Visual Description: Resource Recovery (3 of 3)

Key Points

Returned resources that are not in restorable condition—whether expendable or nonexpendable—must be declared excess according to established regulations and policies of the controlling entity. Waste management is of special importance in the process of recovering resources. Resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) must be dealt with according to established regulations and policies.



Visual 2.47

Reimbursement

Reimbursement:

- Provides a mechanism to fund critical needs that arise from an incident.
- Plays an important role in establishing and maintaining resource readiness.



Visual Description: Reimbursement

Key Points

Reimbursement provides a mechanism to fund critical needs that arise from incident-specific activities. Reimbursement processes also play an important role in establishing and maintaining the readiness of resources.

Processes and procedures must be in place to ensure that resource providers are reimbursed in a timely manner. These will include mechanisms for:

- Collecting bills.
- Validating costs against the scope of the work.
- Ensuring that proper authorities are involved.
- Accessing reimbursement programs, such as the Public Assistance Program.



Visual 2.48

Activity: Assessing Resource Management Readiness

1. Review the Resource Management Annex to your jurisdiction's EOP.
2. Complete the checklist to assess your jurisdiction's resource management capability.
3. Be prepared to discuss your assessment with the class.



You have 15 minutes to complete this activity.



Visual Description: Activity: Assessing Resource Management Readiness

Key Points

Refer to the next page for the activity instructions.

Resource Management Assessment

Instructions: Review your jurisdiction's Resource Management Annex and/or agency policies as you complete the worksheet below. Be prepared to discuss your responses to the worksheet with the class. You have 15 minutes to complete this activity.

Resource Management Process	Yes	No	Unclear
Activation			
▪ Does the Resource Management Annex state <u>who</u> is authorized to activate the resource management system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does the Resource Management Annex state <u>how</u> the resource management system will be activated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does the Resource Management Annex state the <u>conditions</u> under which the resource management system can be activated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Can system activation be implemented easily?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Is the system supported by dependable communications?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initial Dispatch			
▪ Is it clear who has authority for dispatching initial responders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Are protocols in place that specify when mutual-aid resources may be requested?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Are protocols in place that specify who has authority to request mutual-aid resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Are protocols in place to identify and credential:			
▪ Personnel who have been dispatched (rather than self-dispatched)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Requested mutual-aid resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Contract or commercial resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Nonuniformed staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Resource Management Assessment (Continued)

Resource Management Process	Yes	No	Unclear
Incident Transitions			
▪ Does your jurisdiction require the use of ICS for managing all incidents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Has your jurisdiction developed formal delegations of authority for Incident Commanders and other key personnel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your jurisdiction use ICS forms as part of its planning process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your jurisdiction use a formal incident planning process and written incident action plans?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resource Ordering			
▪ Does your jurisdiction specify <u>who</u> can order resources with Logistics?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your Resource Management Annex specify who must approve resource requests?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your Resource Management Annex specify guidelines for emergency purchasing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your Resource Management Annex specify the conditions under which ordering authorities transfer to a higher (or lower) organizational level (e.g., from dispatch to the EOP)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your Resource Management Annex assign authorities and responsibilities for executing contracts with outside vendors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your jurisdiction require that all resource orders be made using standard forms that include all essential elements of information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Resource Management Assessment (Continued)

Resource Management Process	Yes	No	Unclear
Check-In/Resource Tracking			
▪ Does your jurisdiction require a formal check-in process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Do personnel receive information about where and how to check in at the time of dispatch?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your Resource Management Annex provide for tracking resource orders, including resource orders placed from the EOC or other MAC entity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your Resource Management Annex specify <u>who</u> has responsibility for tracking resources after arrival and <u>how</u> resources are tracked?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your jurisdiction have a backup tracking system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demobilization			
▪ Does your jurisdiction develop written demobilization plans for large and/or complex incidents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your jurisdiction require that personnel be rested (when necessary) and receive debriefings, medical evaluations, etc., before release?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your jurisdiction have procedures for replenishing expendable resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Does your jurisdiction require post-incident maintenance on equipment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Visual 2.49

Summary and Transition

- Concepts and principles of resource management
- Based on NIMS
- Establish a context for this course



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Unit 2:
Concepts and Principles of Resource Management

Visual Description: Summary and Transition

Key Points

This unit covered the concepts and principles for effective resource management. The concepts and principles are established in the National Incident Management System, or NIMS, and they establish a context for the remainder of this course.

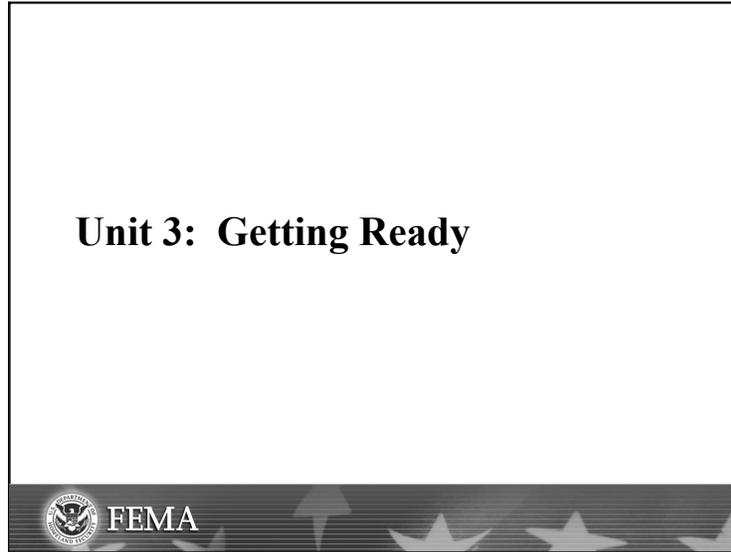
Unit 3 will cover the resource management-related tasks that all jurisdictions should undertake before an incident occurs.

Notes:

Unit 3: Getting Ready



Visual 3.1



Visual Description: Unit 3: Getting Ready

Key Points

Any jurisdiction's or agency's emergency management activities should be based on a thorough and realistic hazard analysis, which is documented in its Emergency Operations Plan (EOP). This unit will cover the relationship between the jurisdiction's hazard analysis and resource management planning, with a focus on using hazard analysis information to help plan resource needs.



Visual 3.2

Unit 3 Objectives

- Describe the relationship between the hazard analysis and resource management.
- Explain how using information from the hazard analysis can help resource managers prepare for incidents.

Unit 3:
Getting Ready

Visual Description: Unit 3 Objectives

Key Points

At the end of this unit, you should be able to:

- Describe the relationship between the hazard analysis and resource management.
- Explain how using information from the hazard analysis can help resource managers prepare for incidents.



Visual 3.3

Hazard Analysis (1 of 2)

- Identify what might happen.
- Quantify the likelihood of occurrence.
- Assess how bad things might get.
- Assess how many people might be injured or killed.
- Assess how much damage is likely.

Unit 3:
Getting Ready

Visual Description: Hazard Analysis (1 of 2)

Key Points

A number of methodologies can be used for hazard analysis, but that all methodologies should:

- Identify possible kinds of disasters and their related risks or consequences (what might happen?).
- Quantify the likelihood of an occurrence of any given disaster (how likely is it to happen?).
- Assess the most likely magnitude of any given disaster (how bad is it likely to be?).
- Assess the percentage of the population that is at risk from any given disaster (how many people might be injured or killed?).
- Assess the severity of impact or likely consequences of any given disaster (how much damage is there likely to be?).



Visual 3.4

Hazard Analysis (2 of 2)

- Provide a composite picture of:
 - The most likely types of disasters.
 - Their impact on the population.
 - Their likelihood of occurrence.
- Provide the foundation for decisionmaking.

Unit 3:
Getting Ready

Visual Description: Hazard Analysis (2 of 2)

Key Points

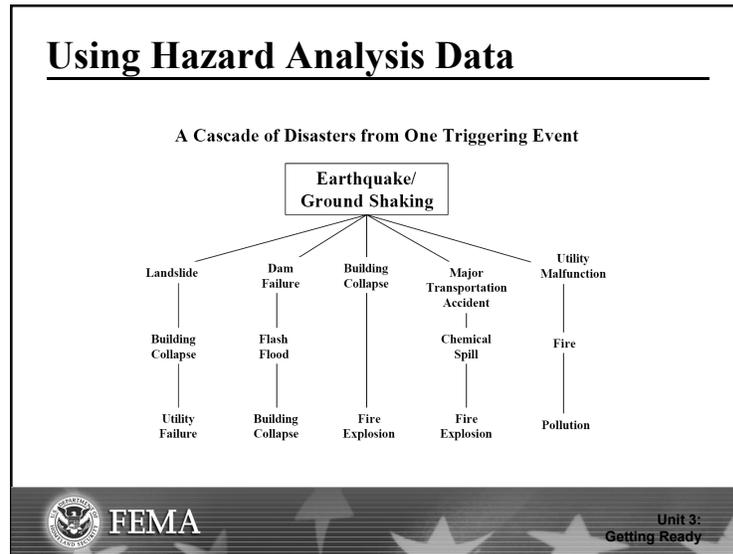
The hazard analysis will result in a picture of:

- The most likely disasters.
- Their potential impact on the population.
- Their likelihood of occurrence.

The jurisdiction's hazard analysis will provide the foundation for a range of decisionmaking—from policy decisions related to mitigation and preparedness measures, to practical measures, such as what kinds of supplies to warehouse and where to store them.



Visual 3.5



Visual Description: Using Hazard Analysis Data

Key Points

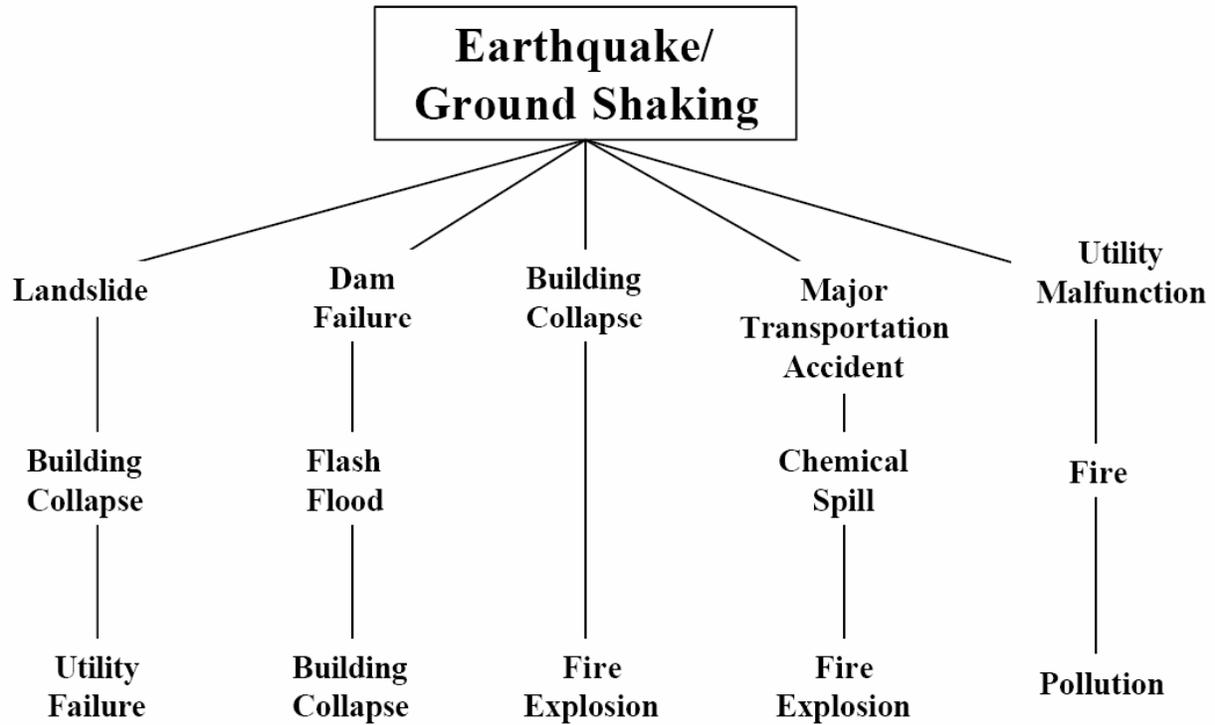
A critical factor in preparedness for resource mobilization and distribution is an understanding of how the hazards that are likely to occur in the community will affect response operations. The hazard/vulnerability analysis is essential for establishing the likelihood of occurrence of certain hazards in the community. It is usually included as part of the local EOP.

Hazards are defined as conditions or situations that have the potential for causing harm to people or property. Hazards do not occur alone; rather, each hazard causes a cascading effect in which other events emanating from the first hazard can also become hazards.

In the diagram on the slide, you can see the cascading effect of an earthquake. The events that result from the earthquake can escalate into a demand for resources. Each hazard will precipitate some predictable resource needs as well as other needs, which may be unique to the situation.

Because preparedness factors overlap for varying types of emergencies, being fully alert to one type of emergency increases a community's level of readiness for all types of emergencies (i.e., all-hazard preparedness). Applying all-hazard preparedness at the local level greatly expands the meaning and purpose of emergency management in the community; in fact, it enhances a community's preparedness to manage any type of emergency.

A Cascade of Disasters from One Triggering Event





Visual 3.6

Estimating Resource Demands

What resource demands can you envision occurring from the earthquake?

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Unit 3:
Getting Ready

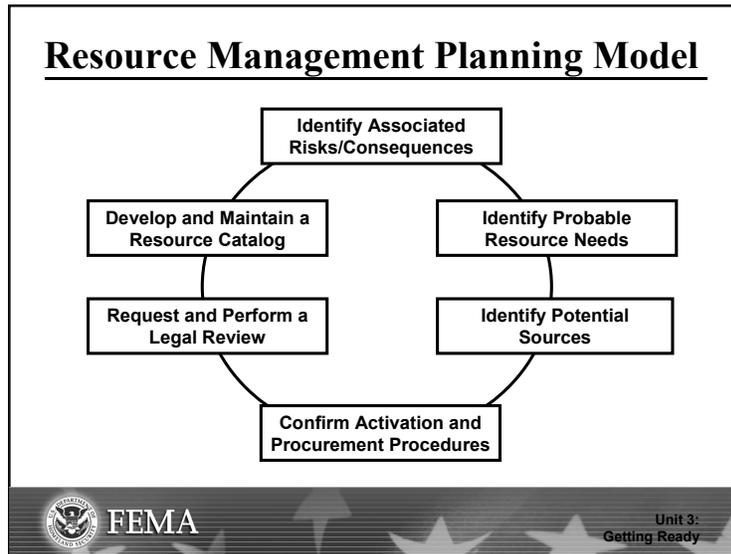
Visual Description: Estimating Resource Demands

Key Points

What resource demands can you envision occurring from the earthquake?



Visual 3.7



Visual Description: Resource Management Planning Model

Key Points

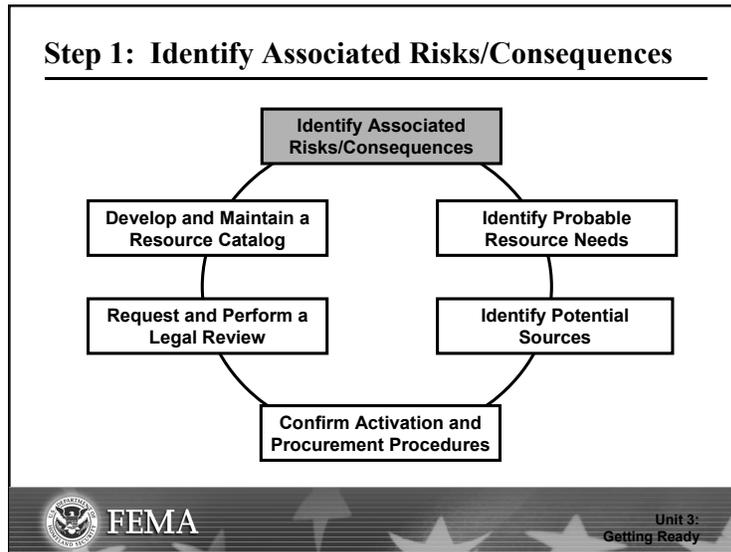
The recommended model for resource management planning divides the process into six steps:

1. Identify associated risks and consequences.
2. Identify probable resource needs.
3. Identify potential sources.
4. Confirm activation and procurement procedures.
5. Request and perform a legal review.
6. Develop and maintain a resource catalog.

Each step in the model will be covered in this unit.



Visual 3.8



Visual Description: Step 1: Identify Associated Risks and Consequences

Key Points

One of the first activities that should be accomplished when determining resource needs is to consider thoroughly the related risks and consequences of a specific disaster scenario. Most disasters spawn a variety of cascading events or related emergencies.

For example, an earthquake may cause:

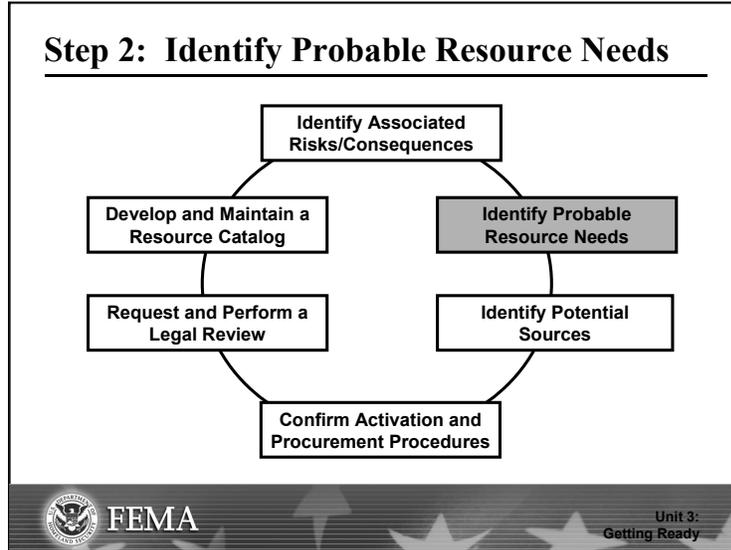
- Building and bridge collapses.
- Hazardous materials spills.
- Utility outages.

A thorough analysis of the risks and associated consequences will provide the baseline information needed for resource management planning.

Keep in mind that the hazard not only drives the kind/type of resources needed, but may present unique challenges to resource procurement. For example, earthquakes may damage roads, bridges, airports, and other infrastructure close to the disaster area, making resource delivery difficult. Hazmat incidents may present delivery issues because of limited approach routes, and decontamination issues as resources are demobilized and returned to service. Chemical and biological incidents may present shelf-life and refrigeration issues.



Visual 3.9



Visual Description: Step 2: Identify Probable Resource Needs

Key Points

The next step is to identify the probable resource requirements for managing each high-risk hazard, and its associated risks and consequences. Some resources will be specific to only one risk or consequence; others may be needed by all.

For example, following a hurricane, urban search and rescue resources would likely be needed only for building collapses, but resources associated with traffic control would be needed to assist with debris removal, security, and damage to bridges and roads.

You might review case histories or interview managers of similar disasters when researching infrequent or unfamiliar disasters. Sometimes, needed resources are not immediately apparent.

For example, incident managers in Oklahoma City had not considered the need to dispose of large quantities of biohazardous waste prior to the bombing of the Alfred P. Murrah Building. Another frequently overlooked or underestimated category is the needs associated with ethnic groupings, such as special dietary requirements or separate shelters.



Visual 3.10

General Resource Groupings

- Personnel
- Facilities
- Equipment
- Vehicles
- Teams
- Aircraft
- Supplies

Unit 3:
Getting Ready

Visual Description: General Resource Groupings

Key Points

The resources you will identify fall into seven general groupings:

- Personnel: Includes ICS “overhead” or management staff, technical specialists, EOC staff, etc.
- Facilities: Includes office space, shelters, warehouses, etc.
- Equipment (with or without the personnel needed to operate it): For example, dump trucks may be requested with or without operators. Fire engines are usually requested with firefighters.
- Vehicles: Includes automobiles, buses, etc.
- Teams: Groups of specially trained and equipped personnel, including needed equipment and supplies.
- Aircraft: Includes surveillance platforms, medevac, or cargo configuration.
- Supplies: Supplies are the largest and most difficult category to define. It is impossible to develop and maintain complete lists. A more efficient way to plan is to develop and maintain a current list of supplies with comprehensive inventories.

You may find it useful to use these groupings to focus your resource brainstorming activities, or you may wish to group resources after you have compiled a complete list.



Visual 3.11

Identifying Resource Needs

How can you be sure you get the exact resource you need when you request it?

 FEMA Unit 3:
Getting Ready

Visual Description: Identifying Resource Needs

Key Points

How can you be sure you get the exact resource you need when you request it?



Visual 3.12

NIMS National Typing Effort

- **Category.** The function for which a resource would be most useful
- **Kind.** Broad classes that characterize like resources (teams, personnel, equipment, etc.)
- **Components.** Critical parts or pieces that are included within a resource

Unit 3:
Getting Ready

Visual Description: NIMS National Typing Effort

Key Points

Thinking ahead about the appropriate configuration and capabilities of emergency resources can ensure that incidents receive the right resources for the job during an emergency. The NIMS Integration Center is directing a national resource typing effort to standardize resource characteristics.

In the national resource typing protocol, resources are organized by:

- **Category:** A category is the function for which a resource would be most useful (e.g., public works and engineering or firefighting).
- **Kind:** Kind refers to the broad classes that characterize like resources, such as teams, personnel, equipment, vehicles, aircraft, and supplies.
- **Components:** A resource may be comprised of several components. For example, the components of an urban search and rescue task force include:
 - Search team.
 - Medical team.
 - Heavy rescue team.
 - Logistics and management.



Visual 3.13

National Resource Typing Protocol

- **Metrics.** Measurable standards that help describe resource capabilities
- **Type.** A description of the level of resource capability
- **Additional Information.** Information that is useful in making a decision to request a resource (e.g., limitations, required authorizations, etc.)



Unit 3:
Getting Ready

Visual Description: National Resource Typing Protocol

Key Points

The national resource typing protocol organizes resources in various ways:

- **Metrics:** Metrics are measurable standards that are useful in describing a resource's capability. Metrics vary depending on the kind of resource being measured. For example, a metric associated with a dump truck is how many tons the bed can hold.
- **Type:** Type refers to the level of resource capability. Assigning the Type 1 label to a resource implies that it has a level of capability greater than that of a Type 2 resource of the same kind.

Typing provides managers with additional information to aid in the selection and best use of resources.

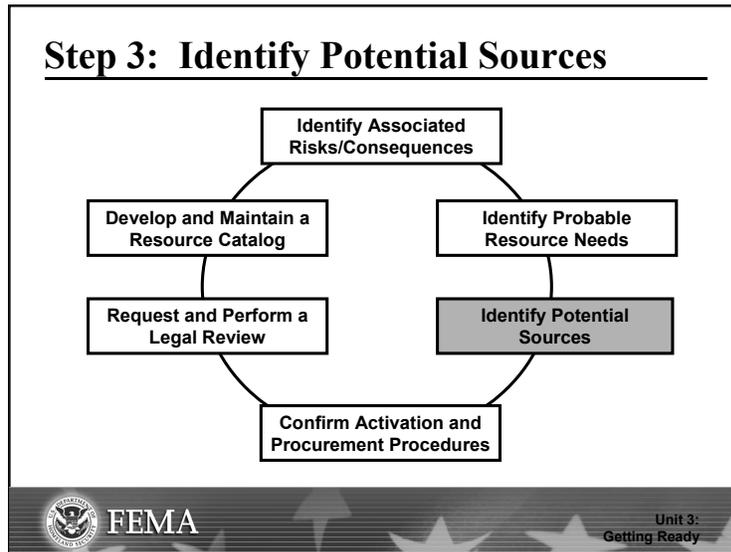
- **Additional information:** Additional information might include limitations, required authorizations, and applicable legislation or legal ramifications that affect activation or utilization of the resources.

Organizing resources according to the national resource typing protocol makes the resource ordering and dispatch processes within jurisdictions, across jurisdictions, and between governmental and nongovernmental entities more efficient.

The NIMS resources typing effort is ongoing. Explore the NIMS Integration Center (NIC) resource management page at: http://www.fema.gov/emergency/nims/mutual_aid.shtm



Visual 3.14



Visual Description: Step 3: Identify Potential Sources

Key Points

Resources can come from a variety of sources, including:

- Within your agency or jurisdiction.
- Mutual aid.
- Other levels of government.
- Volunteer organizations.
- Commercial sources.
- Donations.



Visual 3.15

In-House Sourcing

- What kinds and types of resources are already owned by your agency?
- Are they suitable for emergency use?
- What kinds of supplies does your agency usually warehouse?
- What training and experience do your agency's personnel have?

Unit 3:
Getting Ready

Visual Description: In-House Sourcing

Key Points

You should always consider in-house resources before looking outside. In-house resources typically:

- Are less expensive to use.
- Can be dispatched easier and more quickly.

During a disaster, each level of government is expected to exhaust its own resources before approaching the next level of government for assistance. Consider the following questions when determining whether to go outside your agency or jurisdiction for a specific resource:

- What kinds and types of resources are already owned by my agency?
- Are they suitable for use in emergencies?
- What kinds of supplies does my agency usually warehouse?
- What training and experience does my agency's personnel have?

If you don't know the answers to these questions, conduct a resource survey of your agency as part of the planning process.



Visual 3.16

Mutual Aid

- Adjacent jurisdictions or agencies that share the same mission
- The next level of government
- NGOs with similar missions and resource needs

Unit 3:
Getting Ready

Visual Description: Mutual Aid

Key Points

If your agency or jurisdiction does not have a specific resource, the next place to look is usually your mutual-aid partners.

- For governmental entities, mutual-aid resources can include adjacent jurisdictions or agencies that share the same mission, or the next level of government.
- For nongovernmental entities, mutual aid can also include organizations with similar missions and resource needs.
- In the private sector, sources of mutual aid can include businesses that use the same kinds of resources.

Remember that mutual-aid agreements or EMACs (at the State level) should be developed during the planning process.

Note: Mutual-aid agreements will be covered in more depth in Unit 4.



Visual 3.17

Other Levels of Government

- Availability is not guaranteed.
- May have co-pay or other requirements.
- May not be available for 72 hours or longer.
- Must follow established request procedures.

Unit 3:
Getting Ready

Visual Description: Other Levels of Government

Key Points

Public-sector emergency managers should have a good idea of:

- Resources available at all levels of government.
- Their capabilities and support needs.
- The response times for specific resources or resources from specific sources.

Keep in mind that availability of a resource is not guaranteed. For example, members of the National Guard and military reserve units may not be available as disaster resources if they have been deployed elsewhere.

Also, there may be co-pay or other requirements associated with needed resources.

A good rule of thumb is to assume that resources outside the disaster area (e.g., State and Federal resources) will take up to 72 hours to arrive.

All resource requests to other levels of government must follow the established request procedures.



Visual 3.18

Volunteer Organizations

Determine during the planning process:

- What organizations are active in the area.
- The services they provide.
- How they can be accessed.

Whenever possible, include representatives of voluntary organizations on the planning team.



FEMA

Unit 3:
Getting Ready

Visual Description: Volunteer Organizations

Key Points

Many volunteer nongovernmental organizations (NGOs) play major roles in emergency response. Commonly referred to as Volunteer Organizations Active in Disaster, or VOAD, the number and degree of formal organizations vary from State to State. The American Red Cross is the most high profile of the VOAD organizations, with its national, congressionally mandated mission to provide care to disaster victims.

Knowing what volunteer agencies are active in your area, what resources they can provide, and how to activate and incorporate these resources into the response is critical to resource planning. You should consider including these organizations into your planning process.

Some jurisdictions have VOAD Councils designed to coordinate with each other and with public-sector jurisdictions. These Councils can be extremely valuable, both in the planning and the activation processes, especially if resource requests can be forwarded to the Council for resolution, rather than having to "shop around" to individual members.



Visual 3.19

Benefits of Including Volunteer Organizations

- Avoids “spontaneous volunteer” organizations.
- Helps organize spontaneous volunteers to avoid:
 - Loss of accountability.
 - Potential safety issues.
 - Public relations problems.
 - Loss of confidence in the response organization.
- Allows organizations to do what they do best!

Unit 3:
Getting Ready

Visual Description: Benefits of Including Volunteer Organizations

Key Points

VOAD organizations offer many benefits to the responding jurisdiction. In fact, failure to include key VOAD organizations in your planning and exercises will result in duplication of effort and/or resource shortfalls. Some may show up as "spontaneous volunteer organizations" and will not check in with either the IC or EOC. This will result in:

- Failure to integrate VOAD resources into formal response, leading to loss of accountability.
- Potential safety issues.
- Public relations problems.
- Loss of confidence in the jurisdiction's ability to respond to a disaster.

Most importantly, VOAD members specialize in providing specific services during emergency situations. Involving VOAD organizations throughout the planning process and during a response allows them to do what they (as opposed to government agencies) do best.

Make sure agreements with volunteer organizations clearly spell out required training, experience, and equipment, as well as liability and employment relationship to the jurisdiction.



Visual 3.20

Commercial Sources

- Can provide resources that the jurisdiction does not have.
- Support the local economy.

Use standby contracts to guarantee resource availability and reduce cost.



FEMA

Unit 3:
Getting Ready

Visual Description: Commercial Sources

Key Points

Consider resources from commercial sources to fill some emergency needs. Many supplies are most easily and cost-effectively procured from local commercial sources—and the use of commercial sources can support the local economy, which is often critical in the wake of a disaster. Many jurisdictions depend heavily on local contractors for heavy equipment and operators, and it makes more sense to buy pens and pencils from a local supplier than to request them from FEMA.

Keep in mind the need to identify all costs associated with locally procured resources. Some costs, such as fuel, operators, or standby time, may not be readily apparent in a price quote. Many jurisdictions use standby contracts as a cost-effective way of getting the emergency resources they need from commercial sources.



Visual 3.21

Standby Contracts (1 of 2)

What is a standby contract?

The image shows a slide titled "Standby Contracts (1 of 2)". In the center, a large speech bubble contains the question "What is a standby contract?". At the bottom left of the slide is the FEMA logo, and at the bottom right, it says "Unit 3: Getting Ready". The slide has a dark grey footer with a pattern of stars and arrows.

Visual Description: Standby Contracts (1 of 2)

Key Points

What is a standby contract?



Visual 3.22

Standby Contracts (2 of 2)

Standby contracts:

- Are negotiated before an emergency.
- Can be activated, if necessary, following an emergency.
- Guarantee delivery of a specified quantity and quality of resource.
- Guarantee delivery at the price in effect the day before the emergency occurred.

Unit 3:
Getting Ready

Visual Description: Standby Contracts (2 of 2)

Key Points

Standby contracts offer several large benefits to jurisdictions using them because they:

- Are negotiated before an emergency occurs so that a contract does not have to be executed during a response.
- Can be activated, if necessary, by authorized personnel following an emergency.
- Guarantee delivery of a specified quantity and quality (e.g., kind and type) of resource and within a specified timeframe.
- Guarantee delivery at the price in effect on the day before the emergency occurred.

Many jurisdictions have found standby contracts to be extremely useful and a cost-effective way of accessing supplies, equipment, and personnel during emergency situations.



Visual 3.23

Donations

Specify:

- What goods and services will be accepted.
- How goods must be packed and shipped.
- How and where goods will be received and distributed.
- The conditions under which goods and services will be accepted.

Cash is best!



Unit 3:
Getting Ready

Visual Description: Donations

Key Points

During disasters, private-sector sources frequently wish to contribute goods and services free or at a reduced cost. However, it is also important to have a procedure in place that clearly defines and documents:

- What goods and services will be accepted. Specifying what goods and services are acceptable will reduce “closet cleaning” and the labor and other costs associated with disposing of unwanted goods.
- How goods must be packed and shipped and how and where they will be received and distributed. Emergency personnel do not have time to sort donated goods before warehousing or distributing them. And they cannot handle receipt of the often huge quantities of donated goods if they don’t know the goods are coming or when they will arrive. Specifying the conditions for packing, shipping, and receipt will help donations management personnel operate much more efficiently.
- The conditions under which goods and services are being offered. It is not unusual for jurisdictions to be billed at a later date for resources that were offered “free” in the initial response to an emergency. Making certain that the conditions for donation are clear helps ensure that donors are recognized for being good neighbors and that there are no misunderstandings later.

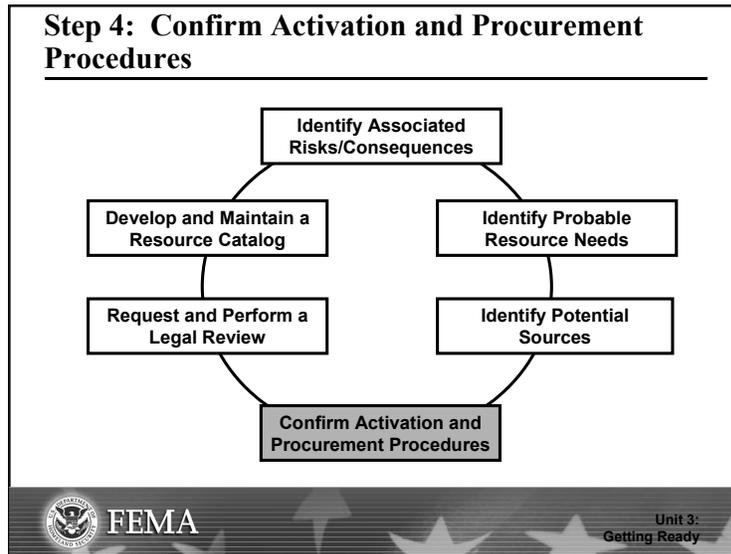
Jurisdictions should develop and implement an effective Donations Management Annex to the EOP that structures receipt, warehousing, inventorying, distribution, and accounting for large-scale disasters.

Remember that cash is always the best donation, so you should work with VOAD members and their Public Information Officers to get the word on donations to the public as soon as possible following a disaster.

Note: Unsolicited donations will be addressed later in this course.



Visual 3.24



Visual Description: Step 4: Confirm Activation and Procurement Procedures

Key Points

Just knowing who owns a resource is only half the battle. Additional questions need to be answered:

- How can that resource be obtained in the middle of the night, on a weekend, or when the owner/supervisor is out of town? Are 24-7 access phone numbers and addresses available? While many administrative rules work fine during routine circumstances, they may not serve the organization well during an emergency.
- Will the jurisdiction have to pay for this resource? If so, what is the rate? Are there additional costs associated with emergency use or after-hours activation? This is an area in which standby contracts can be extremely useful.
- Has purchasing authority been delegated to the appropriate personnel in sufficient amounts to meet emergency needs? Most jurisdictions limit purchasing authority to specific people and specific limits. Again, while administrative rules addressing financial issues may work fine during routine operations, they may not serve the organization well in an after-hours emergency. Stories abound of responders forced to purchase supplies with personal credit cards because official fiscal support was not available.
- What emergency declarations or legal frameworks must be activated or invoked? You should consult with your legal office to determine requirements in your State.

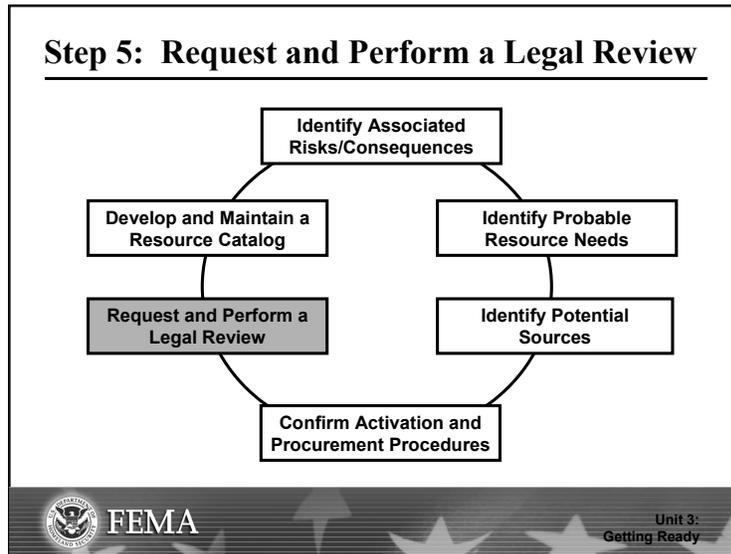
- How will the resource gain access to the incident scene? Planning efforts must consider the issues related to incident scene access. Convergence and self-dispatching represent a significant threat to scene safety and resource management. Planning should consider:
 - A method for identifying authorized personnel from other jurisdictions, volunteer organizations, or commercial vendors.
 - Procedures for clearing the incident scene of spectators, unauthorized volunteers, and victims.
 - Methods for securing the cleared scene and limiting access points.

To ensure that these issues are addressed adequately, ensure that the planning process includes:

- Determining who, at what level in each agency, has what purchasing authority.
- Ensuring that appropriate financial controls are in place and observed at all levels.
- Ensuring that appropriate training and refresher training on jurisdiction purchasing and documentation procedures is completed.



Visual 3.25



Visual Description: Step 5: Request and Perform a Legal Review

Key Points

It is time well spent to have legal counsel review your organization's legal foundations for resource management as well as the Resource Annex to the EOP. For example:

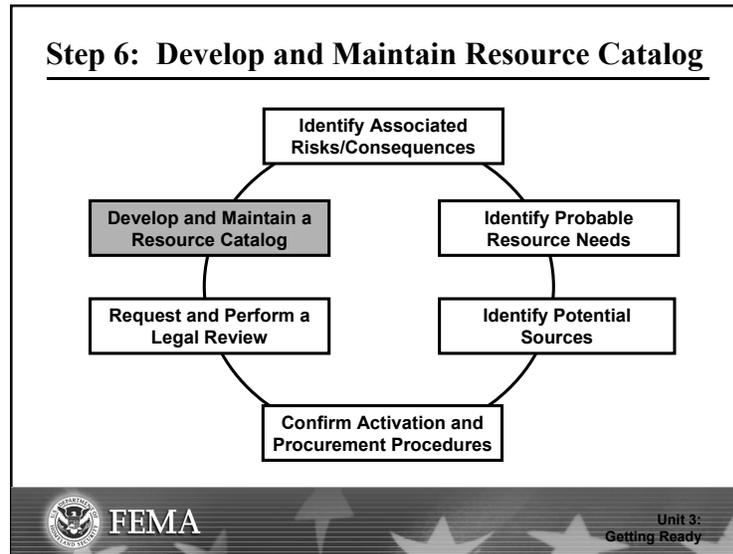
- It is an unfortunate fact of life that goods and services frequently make a major leap in price following a disaster. Many jurisdictions have put ordinances in place to prevent price gouging.
- In some jurisdictions, normal contracting procedures, such as the amount of time contracts must be advertised, can be suspended following a disaster.
- Some jurisdictions change the level of purchasing authority for specific individuals during an emergency. For example, what level of purchasing authority do Incident Commanders have? Department heads? Logistics Section Chiefs? Procurement Unit Leaders? Emergency Managers?
- Under what circumstances (if any) can personal property be commandeered?
- Are liability measures in place to protect both your jurisdiction and volunteers and their organizations? Liability laws vary widely from State to State.

- Has a disaster contingency fund been established? If so, who can access it, and under what conditions?
- Are sufficient intergovernmental agreements in place to perform and receive mutual aid?

Legal counsel can provide up-to-date guidance and advice on all of these issues.



Visual 3.26



Visual Description: Step 6: Develop and Maintain a Resource Catalog

Key Points

After you have determined what you need, where you can find it, and how to procure it, the information needs to be organized, made accessible to those who need it, and maintained. Most organizations develop their own versions of "the yellow pages," including:

- The type of resource.
- Its owner.
- Its location.
- Procedures for obtaining the resource.

Resource accessibility is also an issue. The most detailed inventory in the world is useless if staff can't access it. Inventories should be available in different formats and stored at different locations. If the primary inventory is electronic, it is advisable to have paper copies available for key Logistics and Finance/Administration personnel, dispatchers, and EOC staff.

Maintaining such catalogs is time-consuming work. It takes time and attention to detail to make sure all information is up to date, but there are few things more frustrating than discovering that a needed resource is not available when needed at 3 a.m. Most organizations update their resource lists on an annual or semiannual basis. There is software available that will e-mail contacts and ask for updates automatically.

The activity on the next page will summarize this topic, and give you practice in determining resource requirements for a multihazard event.



Visual 3.27

Activity: Determining the Resource Requirements To Manage a Hazard

1. Select a hazard.
2. Use the Cascading Effects diagram to identify events resulting from the hazard.
3. Use the Equipment, Supplies, and Personnel Worksheets to identify resource requirements.
4. Be prepared to discuss your worksheets with the class.



You have 20 minutes to complete this activity.



Unit 3:
Getting Ready

Visual Description: Activity: Determining the Resource Requirements To Manage a Hazard

Key Points

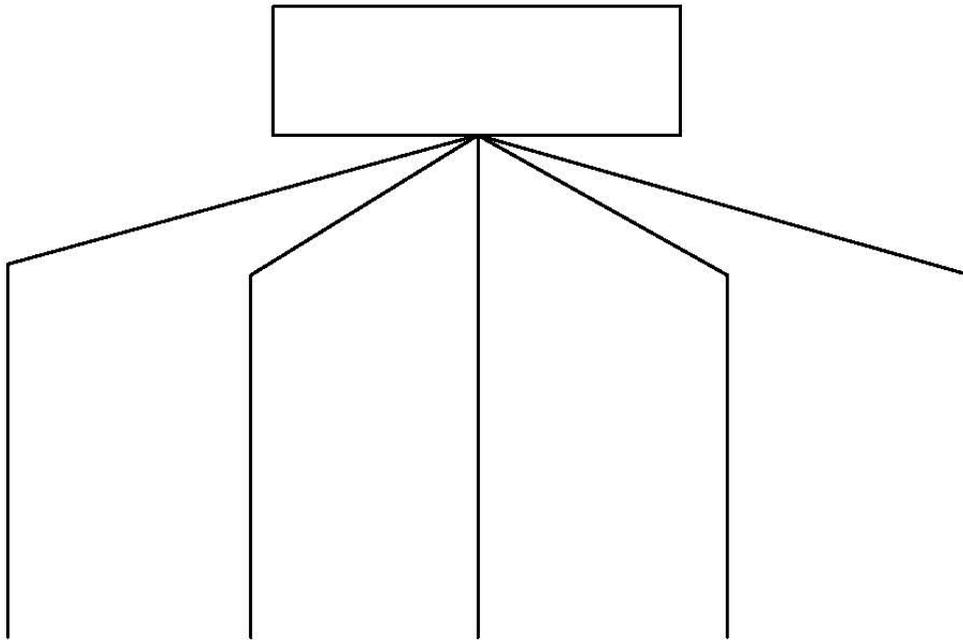
Refer to the next page for the activity instructions.

Instructions: Select a hazard, and define a specific population that will be affected by the hazard (i.e., how many people in a small, medium, or large jurisdiction).

In the diagram below, identify the cascading effects of that hazard. Then, on the worksheets that follow, determine the likely resource requirements for responding to the hazard.

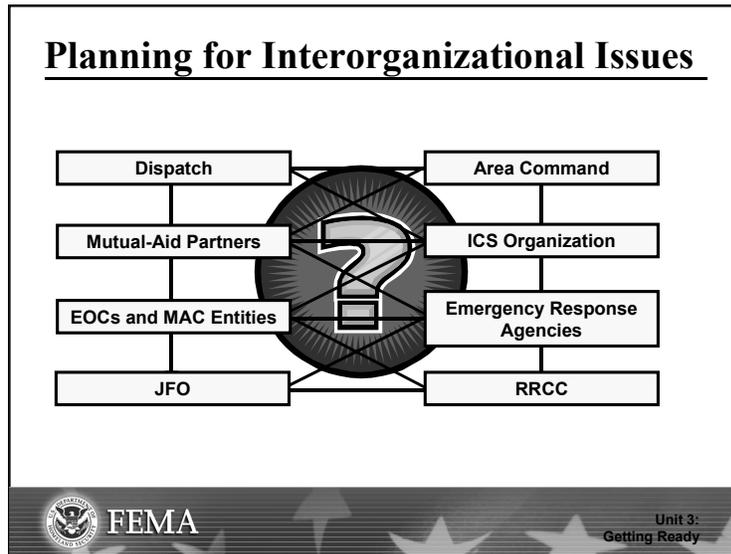
You will have 25 minutes to complete this activity.

A Cascade of Disasters from One Triggering Event





Visual 3.28



Visual Description: Planning for Interorganizational Issues

Key Points

It is critically important to think through the relationships between and among the various command and coordination entities that are likely to be activated during a disaster. Included in this analysis should be:

- ICS organization on incident.
- Dispatch organizations.
- Mutual-aid partners.
- Unified Command.
- Area Command.
- Emergency service districts or other special mission governmental entities.
- Local, county, regional and State EOCs.
- Multiagency Coordination (MAC) entities such as MAC Groups, VOAD Councils, State Emergency Boards, etc.
- FEMA Regional Response Coordination Centers (RRCCs).
- Joint Field Offices (JFOs).
- Joint Information Centers (JICs).

Keep in mind that a solution that works in one jurisdiction might be inappropriate (or illegal) in another.

Also, remember that most NIMS command and coordination structures are activated only during disasters. Dispatch centers or offices and agency ordering points manage resources on a day-to-day basis. It is not safe to assume that unfamiliar resource management procedures and entities will integrate smoothly with normal administrative structures during the stress and uncertainty inherent in a disaster. It is important that planners consider carefully the relationships among these structures as they relate to resource management.



Visual 3.29

Interoperability: Key Points

- No jurisdiction has all of the resources that could be needed during a disaster.
- Interoperability ensures that resources can be moved and assigned across jurisdictional boundaries.
- Interoperable resources expand the resource pool and ensure an effective response.

Unit 3:
Getting Ready

Visual Description: Interoperability: Key Points

Key Points:

Following are some key points about the importance of interoperability:

- No jurisdiction has all of the resources that could conceivably be needed during a disaster.
- Interoperability ensures that resources can be moved and assigned across jurisdictional boundaries.
- Interoperable resources expand the resource pool and ensure an effective response.



Visual 3.30

Strategies To Ensure Interoperability

- Where national standards exist, adopt them.
- When possible:
 - Combine orders for standardized equipment.
 - Place bulk orders to ensure best price and interoperability.

Unit 3:
Getting Ready

Visual Description: Strategies To Ensure Interoperability

Key Points

There are many examples of incidents in which the lack of interoperability affected the outcome of the response. Nonstandard equipment severely hampers mutual-aid assistance. Strategies to ensure interoperability include:

- Where national standards exist for connections, fittings, and hardware, these should be adopted by all jurisdictions.
- When possible, combine orders for standardized equipment.
- When possible, make collective bulk orders to help ensure both best price and interoperability.

Interoperability is also a major issue with communications equipment. While matching hardware may not be necessary in all cases, those who use 800 or 900 MHz systems may discover that their hardware is proprietary, making communication with cooperators not on the system more difficult.

It is important to ensure that agencies share enough frequencies to provide communication during disasters. Many States have established Statewide emergency frequencies that can be used for major mobilizations.

Another major issue with communications equipment is backup power and redundancy, as well as alternative methods of communication and alert and warning systems for those emergencies which are likely to disrupt utilities.

Consideration should be given to interoperability in SOPs where they might affect how a resource can be deployed. For example, law enforcement agencies vary in restrictions on the use of devices such as stun grenades and nonlethal weapons. Where possible, mutual-aid partners should agree on such policies. When SOPs cannot be reconciled, it is important that mutual-aid partners know the differences up front.



Visual 3.31

Activity: Interoperability Issues

1. Select an interoperability issue you have encountered.
2. Brainstorm potential solutions.
3. Be prepared to discuss your lists with the class.



You have 15 minutes to complete this activity.



Unit 3:
Getting Ready

Visual Description: Activity: Interoperability Issues

Key Points

Refer to the next page for the activity instructions.

Interoperability Issues Worksheet

Instructions: Work with your assigned small group to complete this activity. Select an Interoperability issue that you have faced during a disaster or emergency. Working with your group, brainstorm some potential solutions to the issue. You have 15 minutes to complete this activity. Be prepared to discuss your group's issue and potential solutions with the class.

Interoperability Issue:

Proposed Solutions:



Visual 3.32

Making Sure Everything Works

- Training
- Exercises



Unit 3:
Getting Ready

Visual Description: Making Sure Everything Works

Key Points

Short of actual disaster activation, the final test of all planning activities is to assess whether or not the system works under simulated conditions. This includes training and comprehensive exercises in all aspects of resource management to ensure interoperability.



Visual 3.33

Training

- Establishes base skill levels for both tactical and management tasks
- Training may be:
 - Paper-based self-study.
 - Web based.
 - Formal classroom sessions.

Unit 3:
Getting Ready

Visual Description: Training

Key Points

Training is necessary to establish the skills base for both tactical and management tasks. The format for training depends on the skill to be learned, but may include:

- Paper-based self-study.
- Web-based.
- Formal classroom sessions.



Visual 3.34

Discussion-Based Exercises

- Seminars
- Workshops
- Orientations
- Tabletop exercises

Unit 3:
Getting Ready

Visual Description: Discussion-Based Exercises

Key Points

Some good discussion-based exercises include:

- Seminars: Seminars are useful for introducing new programs, policies, or plans; reviewing roles and responsibilities; and laying a foundation for higher-level exercises.
- Workshops: Workshops combine aspects of training with problemsolving, and are useful for developing strategies for specific aspects of resource management.
- Orientations: Orientations are used to introduce new or revised plans, facilities, or policies.
- Tabletop exercises: Tabletop exercises test decisionmaking around plans, policies, and procedures in a low-stress environment. Tabletops are particularly useful to test MAC System coordination activities.



Visual 3.35

Operations-Based Exercises

- Drills
- Functional exercises
- Full-scale exercises

Unit 3:
Getting Ready

Visual Description: Operations-Based Exercises

Key Points

Operations-based exercises include:

- **Drills:** Drills are used to practice a single emergency response, concentrate the efforts of a single agency, or provide field experience. For example, a drill might be conducted to exercise call-up procedures for activating the EOC.
- **Functional exercises:** Functional exercises simulate a real emergency under high-stress conditions without incurring the cost of a full-scale exercise. Functional exercises can be used to test coordination and response activities of one or several functions or agencies and can provide a foundation for full-scale exercises.
- **Full-scale exercises:** Full-scale exercises test a jurisdiction's total response capabilities. Full-scale exercises are developed to be as close to an actual response as possible, making use of actual equipment and facilities.

A progressive exercise program incorporates both discussion-based and operations-based exercises. Regardless of the format, the results of these efforts must be captured and recycled through the planning process to ensure that any deficiencies are addressed.



Visual 3.36

Summary and Transition

- Resource management planning should be based on the results of a sound hazard analysis.
- Using the model presented in this unit, you can project many of your jurisdiction's needs.
- Be sure to work through interjurisdictional and interoperability issues during planning.
- Evaluate and exercise your Resource Annex to ensure that everything works as it should.

Unit 3:
Getting Ready

Visual Description: Summary and Transition

Key Points

Key points covered in this unit included the following:

- Resource management planning should be based on the results of a sound hazard analysis.
- Using the model presented in this unit, resource managers can project many of the jurisdiction's resource needs.

Projecting resource needs will not ensure a smooth operation during an emergency, however. You should:

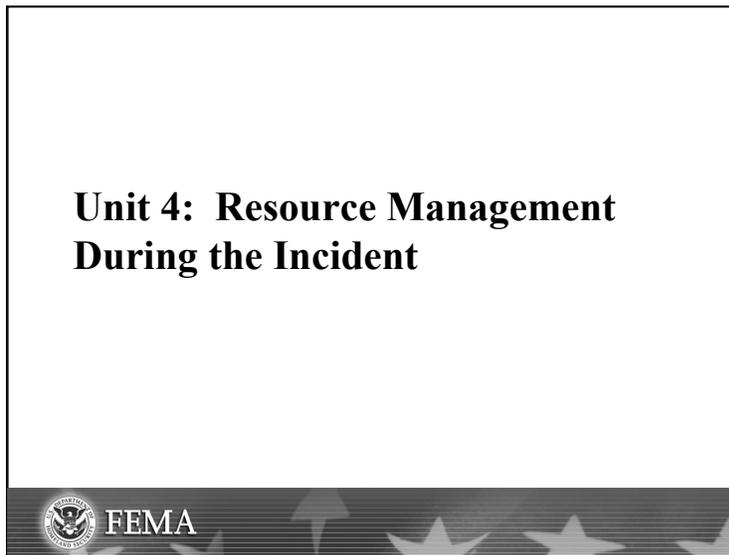
- Identify and work through any interjurisdictional and interoperability issues during the planning process.
- Evaluate and exercise the Resource Annex to ensure that everything works as it should.

Notes:

Unit 4: Resource Management During the Incident



Visual 4.1



Visual Description: Unit 4: Resource Management During the Incident

Key Points

The ultimate test of whether planning was successful is an actual full-scale response to a disaster. In any response, resource management begins with the dispatch of initial response resources and doesn't end until final supply replenishment has been completed.



Visual 4.2

Unit 4 Objectives

Describe:

- System activation.
- Dispatch.
- Incident transitions.
- Resource needs.



Visual Description: Unit 4 Objectives

Key Points

At the end of this unit, you should be able to describe:

- System activation.
- Resource dispatch.
- Incident transitions.
- Resource needs.



Visual 4.3

System Activation

Resource management system activation must be:

- Clear.
- Implemented easily.
- Supported by dependable communications.



Unit 4:
Resource Management During the Incident

Visual Description: System Activation

Key Points

When an emergency does occur, the process of activating the resource management system should be clear, delegated far enough down the jurisdiction's chain of command to be easily implemented, and supported by dependable communications. Staff must recognize:

- What triggers activation.
- Who can call for activation.
- Where to go and what needs to be done.

Where procedures are not "business as usual," these changes need to be clearly communicated up and down the chain of command, and throughout its coordination entities.



Visual 4.4

Scenario 1: Major Emergency

A major earthquake has just occurred.

If you are an EOC worker and you pick up the phone and receive no dial tone, you should secure your family and report to your designated station per the Major Emergency Protocol.



Unit 4:
Resource Management During the Incident

Visual Description: Scenario 1: Major Emergency

Key Points

Activation procedures may be prompted by certain incident characteristics, at the discretion of specific individuals or positions, or a combination. For example, in the event of a major disaster, communications systems that support normal activation may not be working. If, following an earthquake, you pick up the telephone and receive no dial tone:

Secure your family and report to your designated fire station or to the EOC per the Major Emergency Protocol.



Visual 4.5

Scenario 2: Severe Weather Predicted

Severe thunderstorms with high winds, hail, and the possibility of tornadoes are forecast.

The Emergency Manager or his or her designee will determine whether the EOC will be activated in anticipation of severe weather.



Visual Description: Scenario 2: Severe Weather Predicted

Key Points

Consider how activation procedures might work for a predicted severe weather emergency. For example, if severe thunderstorms with high winds, hail, and the possibility of tornadoes are forecast:

The Emergency Manager, or his or her designee, will determine whether the EOC will be activated in anticipation of severe weather.



Visual 4.6

Scenario 3: Incident Characteristics

Any department Incident Commander may request the EOC to provide support any time an incident requires evacuation of more than the immediate neighborhood affected, and is projected to last longer than 4 hours.



Visual Description: Scenario 3: Incident Characteristics

Key Points

The characteristics of specific incidents sometimes can dictate whether and by whom the resource management system can be activated. For example, any time an incident requires evacuation of more than the immediate neighborhood affected, and is projected to last longer than 4 hours:

EOC activation is accomplished in accordance with local and/or State plans.



Visual 4.7

Resource Activation and Notification: Content

Resource activation and call procedures should **always** include:

- How notification will be made.
- Who will perform the call out.
- The agency's policy concerning self-dispatching.



Visual Description: Resource Activation and Notification: Content

Key Points

Activation procedures should detail:

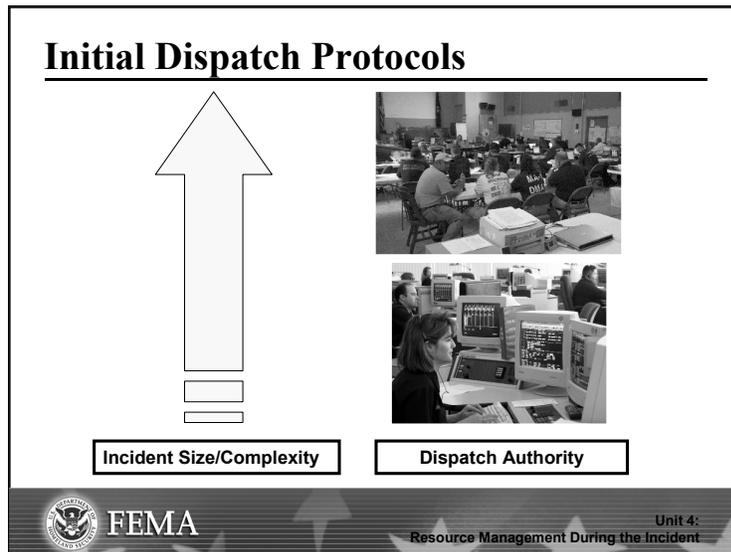
- How staff should expect authorized notification.
- Who will physically perform the callout.
- The agency's policy concerning self-dispatching and freelancing.

There are a number of software programs that can perform simultaneous alpha-numeric notifications via pager, or deliver voice messages by telephone. Backup procedures should be developed for incidents in which normal activation procedures could be disrupted by utility failures, such as may be caused by an earthquake or a hurricane.

Activation procedures must be augmented with detailed checklists, appropriate equipment and supplies, and other job aids, such as phone trees or pyramid re-call lists so that activation can be completed quickly.



Visual 4.8



Visual Description: Initial Dispatch Protocols

Key Points

On a day-to-day basis, dispatch organizations service incidents on a first-come-first-served basis with the emergency response resources in the dispatch pool. Ordinarily, dispatchers have the authority to activate first-tier mutual-aid resources from those agencies with mutual-aid agreements. These are also assigned on a first-come-first-served basis.

After first-level resources have been exhausted, a transition to the next level of resource management is usually necessary. Transfer of authority is usually required for one of three reasons:

- The organization may not have the authority to request resources beyond the first level of mutual aid.
- It may become necessary to move from a first-come-first-served protocol to an incident and/or resource prioritization system, requiring additional policy and technical assistance.
- The dispatch workload may have increased to the point where it is necessary to reorganize or relieve the organization of some of the responsibility for large-incident coordination.

Keep in mind that the call load for the dispatch organization rises as the incident expands. The dispatch organization can either provide dispatch services or provide large-incident logistical support, but it may reach a point where it can no longer do both.



Visual 4.9

Self-Dispatching Resources

From a resource management perspective, what steps can you take to prevent resources from self-dispatching?

 FEMA Unit 4:
Resource Management During the Incident

Visual Description: Self-Dispatching Resources

Key Points

From a resource management perspective, what steps can you take to prevent resources from self-dispatching?



Visual 4.10

Resource Protection Measures

Consider how to:

- Distinguish personnel who have been requested from self-dispatched personnel.
- Identify and credential:
 - Requested mutual aid resources.
 - Contract or commercial resources.
 - Nonuniformed staff.
- Establish controlled points of access.



Visual Description: Resource Protection Measures

Key Points

As was evident on September 11, 2001, resource protection must be a primary consideration in unsafe environments or environments where responders may be a primary or secondary target. Issues that will need to be addressed include:

- Distinguishing agency personnel who have been formally requested from those who self-dispatched.
- Identifying and credentialing (providing incident identification that allows access to the incident):
 - Officially dispatched mutual-aid resources.
 - Officially ordered contract or commercial resources.
 - Nonuniformed staff who may be unfamiliar to perimeter personnel.
- Establishing controlled points of access for authorized personnel.



Visual 4.11

Incident Transitions

Key transitions during which incident management issues arise:

- At the beginning of the incident
- During demobilization



Visual Description: Incident Transitions

Key Points

Historically, incident transition periods are points at which incident management issues arise. These transition points occur:

- At the beginning of the incident, when day-to-day policies and procedures must be exchanged for emergency protocols.
- During demobilization, when the incident winds down and procedures once again return to the routine.

It is at these two points that inefficiency in resource management occurs. In turn, these inefficiencies may lead to unnecessary incident costs, excess (or not enough) incident resources, and even increased safety issues.



Visual 4.12

Transitioning to a Larger Incident

ICS tools and principles help make transitions more smooth:

- Incident briefings (ICS Form 201)
- Formal delegations of authority
- A formal incident planning process and written incident action plans
- Documentation (ICS Form 214)



FEMA

Unit 4:
Resource Management During the Incident

Visual Description: Transitioning to a Larger Incident

Key Points

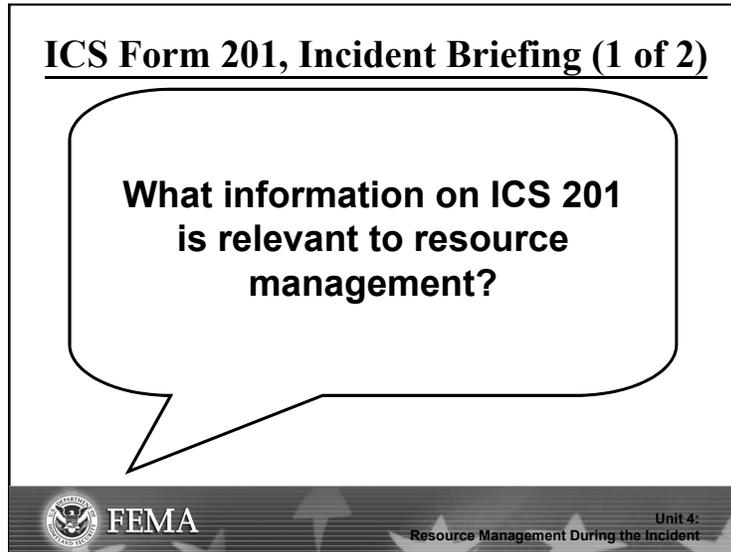
By definition, disasters are infrequent events. This means that few Emergency Managers or emergency response personnel will have many opportunities to "practice" on real events. Even the best-designed training and exercises cannot equal the stress and demands of a real disaster, and exercises cannot completely simulate having to accomplish a task under emergency conditions.

All of these issues mean that even the best trained and exercised organizations will be implementing relatively unfamiliar procedures at times of high stress, in short timeframes, and with incomplete information. ICS provides tools and principles to help organizations make the transition from normal to disaster operations smoothly. These include:

- Incident briefings (ICS 201, Incident Briefing Form).
- Formal delegations of authority.
- A formal incident planning process.
- Written incident action plans.
- Documentation (including ICS Form 214, Unit Log).



Visual 4.13



Visual Description: ICS Form 201, Incident Briefing (1 of 2)

Key Points

What information on ICS 201 is relevant to resource management?



Visual 4.14

ICS Form 201, Incident Briefing (2 of 2)

- Provides Command Staff with information about the incident situation and the resources allocated to the incident.
- Serves as a permanent record of the initial response to the incident.
- Can be used for transfer of command.

INCIDENT BRIEFING	INCIDENT NAME	DATE PREPARED	TIME PREPARED
<p>DESCRIPTION</p> <ul style="list-style-type: none"> ▪ Incident situation (map, significant events) ▪ Incident objectives ▪ Summary of current actions ▪ Status of resources assigned or ordered 			
<p>PREPARED BY (NAME AND POSITION)</p>			
<p>DATE/TIME</p>			



FEMA

Unit 4:
Resource Management During the Incident

Visual Description: ICS Form 201, Incident Briefing (2 of 2)

Key Points

The Incident Briefing Form (ICS 201) captures information about the response so that transfer of command from the initial to subsequent Incident Commanders can be accomplished efficiently. ICS 201 also provides a snapshot of the incident, including space to provide:

- A picture of the incident situation (map, significant events).
- The current incident objectives.
- The current actions taken.
- The status of resources assigned or ordered.



Visual 4.15

Delegations of Authority

- Are granted informally or formally from the Agency Administrator to the Incident Commander/Area Commander.
- Pass delegated authority from the Agency Administrator to the Incident Management Team.
- Provide explicit directions about:
 - Response policies.
 - Funding.
 - Political parameters.
- May be made part of the EOP or negotiated on a case-by-case basis.



Visual Description: Delegations of Authority

Key Points

Ultimate responsibility for emergency management rests with elected and appointed officials. The specific titles of these officials vary from agency to agency but may include:

- Department or agency heads.
- Elected officials or tribal leaders.
- Business owners.
- Others.

During this course, these officials will be called Agency Administrators.

On a day-to-day basis, emergency responders are provided with delegations of authority to manage emergencies. Additional delegations might be needed for large or unusual incidents, or if members of the Incident Management Team must operate outside their own agencies or jurisdictions or the scopes of their employment. In ICS, this is known as the formal delegation of authority. Formal delegations of authority pass specific authorities from the Agency Administrator to the Incident Management Team to manage the incident. Formal delegations of authority provide explicit directions about:

- Response policies.
- Funding.
- Political parameters.

Formal delegations of authority may be planned and made part of the jurisdiction's EOP, or they may be negotiated for the specific disaster. Either way, delegations clearly define the authorities, limitations, and reporting expectations for the Incident Management Team.

When an Agency Administrator gives a delegation of authority to an Incident Commander/Area Commander, it does not mean that the Agency Administrator is giving up all of his or her authority or responsibility. The Incident Commander/Area Commander is accountable to the Agency Administrator but has the complete authority to direct the operation.

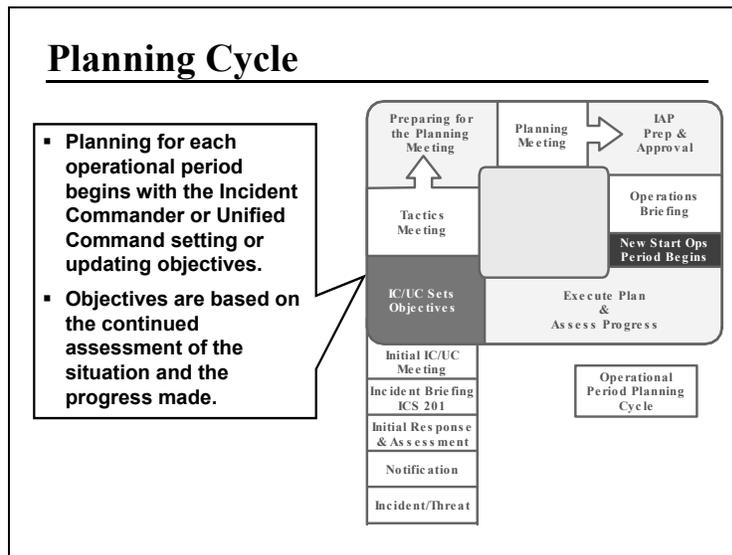
Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Commander.

The Agency Administrator must stay informed and ensure that the Incident Commander/Area Commander is functioning in a responsible manner. The Agency Administrator sets policy, establishes the mission to be accomplished, shapes the overall direction, and gives the trained responders the authority to accomplish the incident objectives.

The Incident Commander/Area Commander is the primary person in charge at the incident. The Incident Commander/Area Commander in turn delegates authority to the Command Staff (Public Information, Safety Officer, Liaison Officer) and General Staff (Section Chiefs) as personnel are added.



Visual 4.16



Visual Description: Planning Cycle

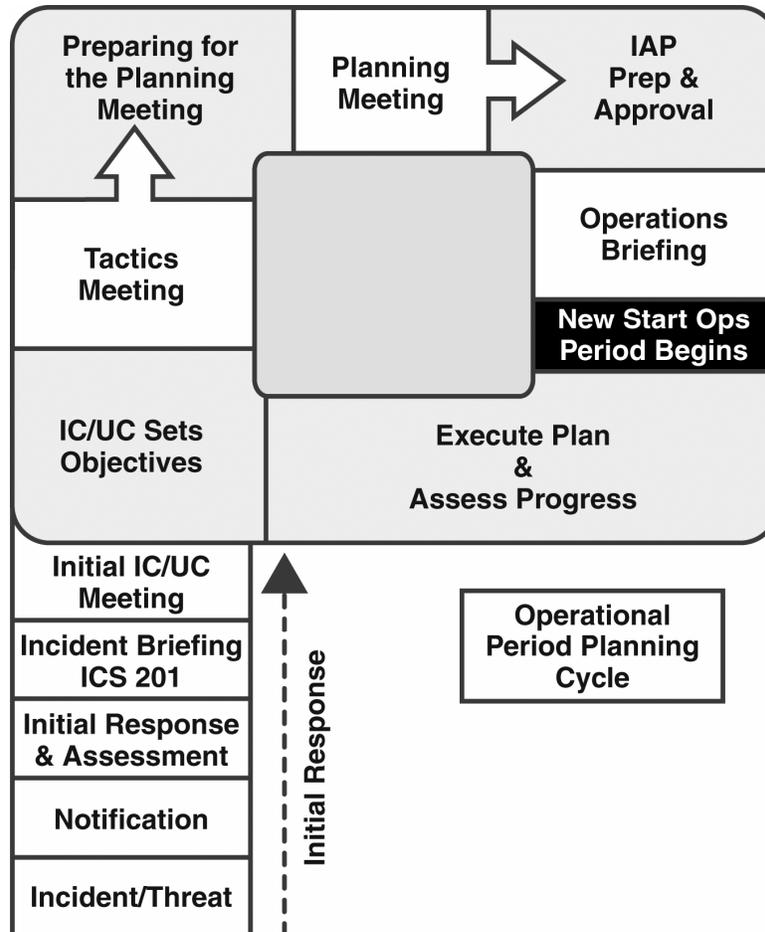
Key Points

The initial response process (see the “leg” of the Planning “P”) is for the immediate response actions. The formal planning process begins with the Incident Command (IC)/Unified Command setting objectives. Implementing a formal planning process is important when the incident is expanding or involves more than one incident period. Instituting a formal planning process early helps to reduce chaos, increases safety, and improves overall incident management.

- The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.
- The incident objectives must conform to the legal obligations and management objectives of all affected agencies.

A larger version of the Planning “P” is provided on the next page.

The Planning "P"

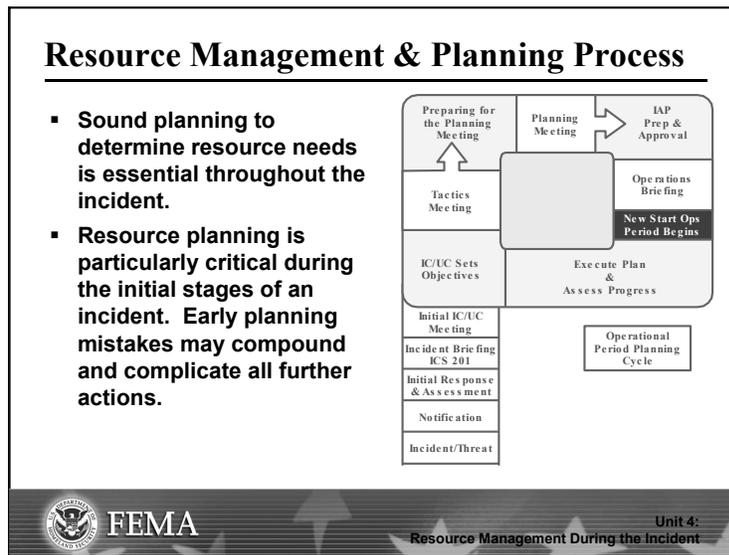


Caption: The Planning "P" illustrates the incident planning process.

- The leg of the "P" describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins anew with IC/UC Sets Objectives, etc.



Visual 4.17



Visual Description: Resource Management and Planning Process

Key Points

The Planning “P” is used to illustrate the incident planning process, and resource management is part of that process.

- Sound planning to determine resource needs is essential throughout the incident.
- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.

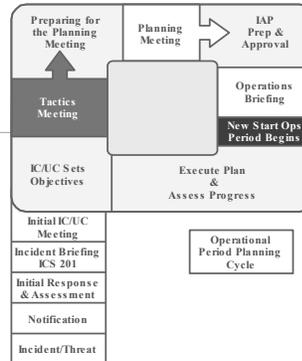


Visual 4.18

Identifying Resource Needs: Tactics Meeting

The Operational Planning Worksheet (ICS Form 215) identifies the resources needed to achieve the incident objectives and tactics.

OPERATIONAL PLANNING WORKSHEET		1. INCIDENT NAME Waster Storm										
4. DIVISION / GROUP OR OTHER		RESOURCE / CHEMICAL / STREET										
LOCATION	WORK ASSIGNMENTS	5. BURNES				6. POLICE OFFICERS		7. FIREW		8. TACKING TRUCKS		
		1	2	3	4	1	2	1	2	1	2	3
Parking Lot Group	Remove vehicles, EOC, fire hydrants, fire hydrants, and the spill of Parking Lots for night fire service.											
Division A	Remove water from all vehicles and structures.											



Visual Description: Identifying Resource Needs: Tactics Meeting

Key Points

The Operational Planning Worksheet, ICS Form 215, results from the Tactics Meeting and serves the following functions:

- Assists in establishing resource needs for an operational period.
- Communicates the decisions made during the Tactics Meeting.
- Provides information that is used for ordering resources for the incident.



Visual 4.19

OPERATIONAL PLANNING WORKSHEET		1. INCIDENT NAME Winter Storm												
4. DIVISION GROUP OR OTHER	5. LOCATION	6. WORK ASSIGNMENTS	RESOURCE BY TYPE (SHOW STRIKE TEAM AS ST)											
			ENGINES				POLICE OFFICERS		SNOW PLOWS		SANDING TRUCKS			
			1	2	3	4	1	2	1	2	1	2	3	4
Parking Lot Group		Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" max. accumulation.	Req							4				
			Have							4				
			Need							0				
Division A		Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drilling. 6" maximum accumulation.	Req							3				
			Have							3				
			Need							2				

Resources Needed Next Operational Period

Kind/Type Resources

Visual Description: Operational Planning Worksheet (ICS Form 215)

Key Points

The Operational Planning Worksheet indicates the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. Note that the number of resources onsite, ordered, and needed is indicated.

This worksheet is designed to help link incident objectives and resources needs. If a less formal planning process is used, the Incident Commander should still ensure that resource needs are based on incident objectives.



Visual 4.20

Activity: Determining Resource Needs

Working in your teams:

1. Review the sample ICS 215 in the Student Manual for a major snowstorm with power outages that has been occurring for the past 24 hours.
2. Identify the logistical support required for the resources that will be assigned.
3. Appoint a spokesperson and be prepared to report your findings to the class.



You have 5 minutes to complete this activity.



Unit 4:
Resource Management During the Incident

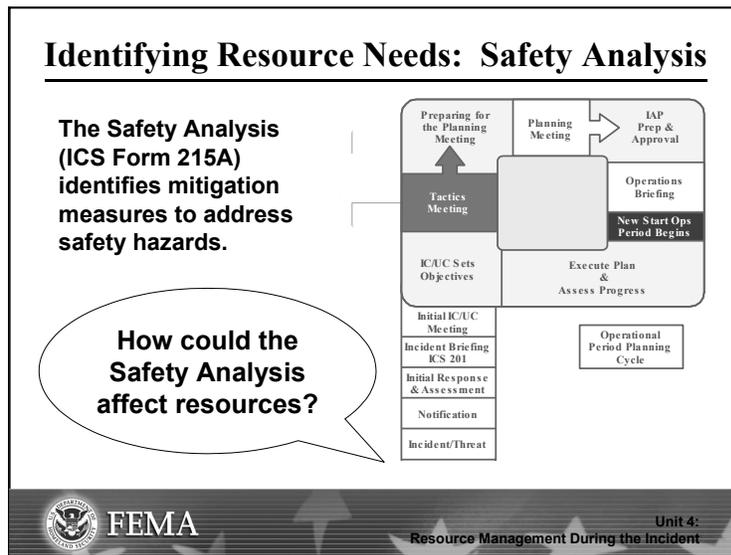
Visual Description: Activity: Determining Resource Needs

Key Points

Refer to the visual for the activity instructions.



Visual 4.21



Visual Description: Identifying Resource Needs: Safety Analysis

Key Points

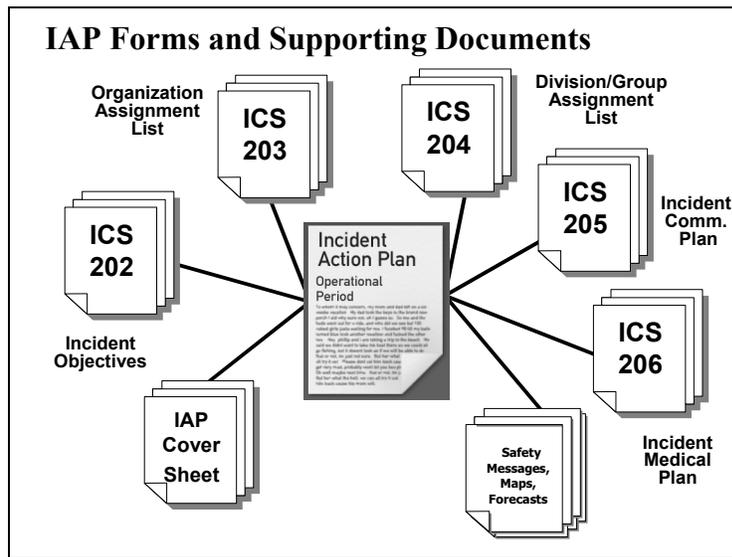
The Incident Safety Analysis (ICS Form 215A) is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

How could the Safety Analysis affect resources?



Visual 4.22



Visual Description: IAP Forms and Supporting Documents

Key Points

The decisions made during the planning process are documented on the written Incident Action Plan (IAP). All Incident Action Plans, whether written or oral, require the same primary elements. ICS provides specific forms to capture that information:

- What do we want to do? ICS Form 202: Incident Objectives
- Who is responsible for implementation? ICS Form 203: Organization Assignment List
- What do we need to do to accomplish objectives? ICS Form 204: Assignment List
- How will we communicate? ICS Form 205: Communications Plan
- What will we do if someone gets hurt? ICS Form 206: Medical Plan

Completing the standard forms helps make sure decisions are thought through and supported and provides a detailed level of documentation for historical, training, and liability issues. All IAPs become part of the final incident package.



Visual 4.23

Maintaining Continuity: ICS Form 214

The Unit Log (ICS 214):

- Captures critical actions that may not show up on the Incident Briefing or the written IAP.
- Helps ensure that vital information doesn't "slip through the cracks."



Visual Description: Maintaining Continuity: ICS Form 214

Key Points

Ensuring that vital information does not "slip through the cracks" at shift changes, personnel rotation, or intrafunctional briefings is part of information management. ICS Form 214, the Unit Log, is designed to capture critical actions taken that may not show up on the Incident Briefing (ICS 201) or the written IAP.

Documenting details of resource issues may keep you from being awakened by your replacement in the middle of the night!"

Examples of all ICS forms can be viewed online at the ICS Resource Center:
<http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>

A job aid listing the standard ICS forms and a description of each is provided on the following pages.

The ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and for distributing information. Listed below are the standard ICS form titles and descriptions of each form:

Standard Form Title	Description
Incident Action Plan Cover Page ICS 200	Indicates the incident name, plan/coordination period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information).
Incident Briefing ICS 201	Provides the (Unified) Command/JFO Coordination 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.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational/coordination period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Field Assignment ICS 204	Used to inform personnel of assignments. After the (Unified) Command/JFO Coordination Group approves the objectives, staff members receive the assignment information contained in this form.
Incident Communications Plan ICS 205	Provides, in one location, information on the assignments for all communications equipment for each coordination 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 Form 204-JFO).
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the External Affairs Officer for preparation of media releases.

Standard Form Title	Description
Check-In/Out List ICS 211	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.
General Message ICS 213	Used by: <ul style="list-style-type: none"> ▪ 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 to incident personnel that requires hard-copy delivery.
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational/coordination 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.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
Environmental Unit Summary ICS 224	Records and identifies details of the Environmental Unit including forecasts of activities. It also serves as the Environmental Plan.
General Plan ICS 226	Addresses long-term objectives approved by the (Unified) Command/JFO Coordination Group. These objectives are often expressed as milestones (i.e., timeframes 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 the tasks within the specified duration.



Visual 4.24

Demobilization

Signs that an incident is winding down:

- Fewer resource requests received.
- More resources spending more time in staging.
- Excess resources identified during planning.
- Incident objectives have been accomplished.

Begin planning for demobilization early, and demobilize resources in a timely manner.



Visual Description: Demobilization

Key Points

Demobilization is the other point in the incident life cycle at which resource inefficiencies can occur. Signs that the incident may be winding down include:

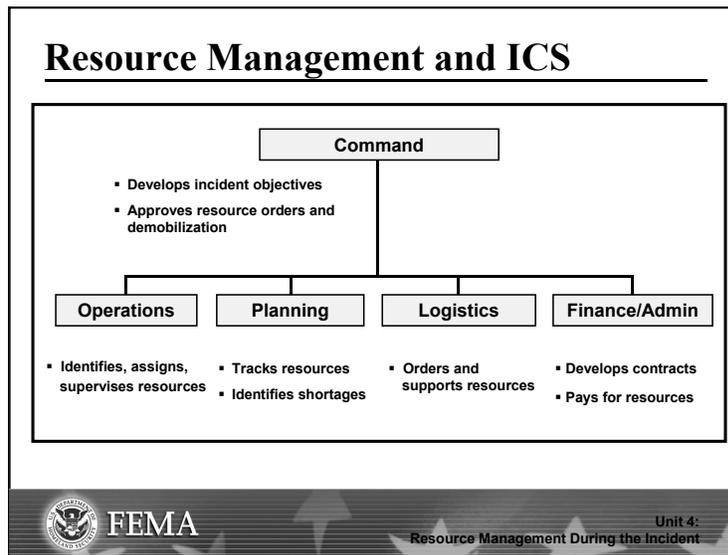
- Fewer resource requests being received.
- More resources spending more time in staging.
- Excess resources identified during planning process.
- Incident objectives have been accomplished.

Excess resources must be released in a timely manner to reduce incident-related costs and to "free up" resources for other assignments. Resource demobilization generally begins at the Operations Section level where the need for tactical resources is determined. When tactical resources are no longer needed, other parts of the incident organization can also be reduced.

On larger incidents, the planning for demobilization should begin almost immediately, and certainly well in advance of when demobilization actually takes place. Demobilization will be discussed in detail later in this lesson.



Visual 4.25



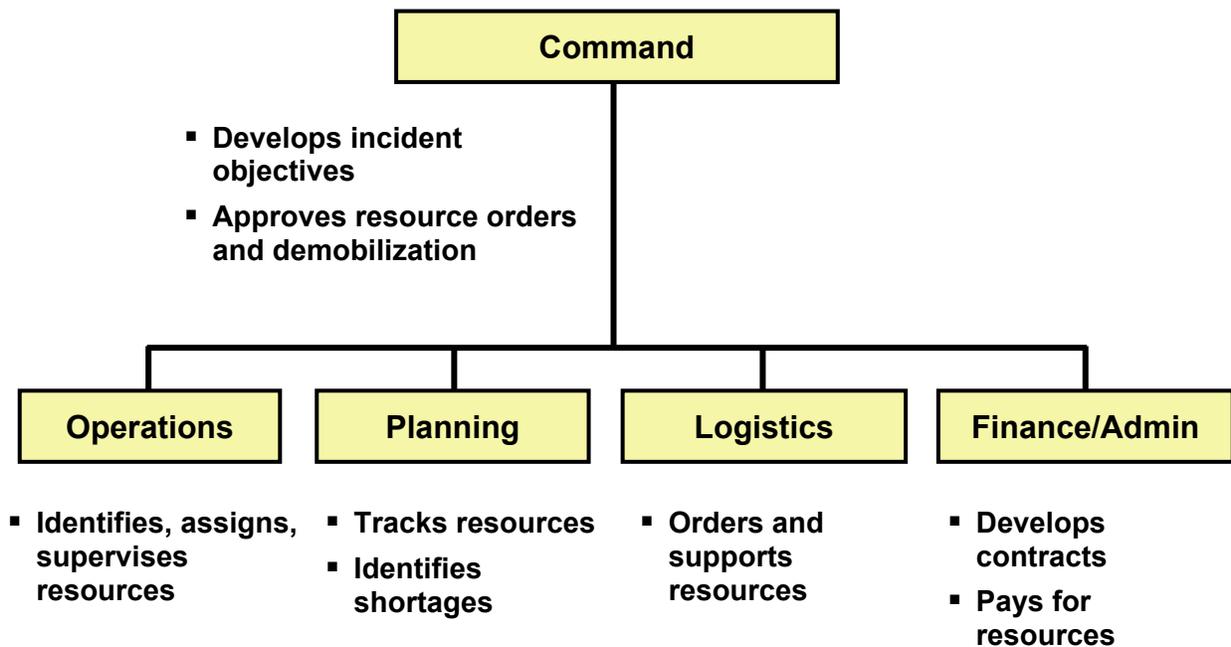
Visual Description: Resource Management and ICS

Key Points

Regardless of the role you play in resource management or the organization in which you will participate (ICS, EOC, MAC entity, etc.), it is important that you understand the resource management role of the ICS organization itself. Understanding how resource management fits into ICS will help you identify how your activities dovetail with the incident itself.

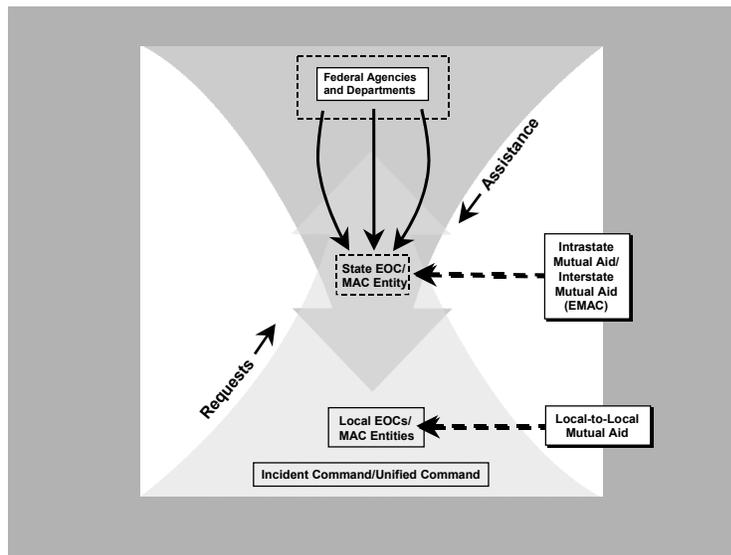
All five ICS functions play important roles in resource management. In a simplified way, these roles are:

- Command: Develops incident objectives, approves resource orders, and authorizes demobilization.
- Operations: Identifies, assigns, and supervises resources needed to accomplish the incident objectives. Uses the majority of resources assigned to an incident to accomplish incident objectives.
- Planning: Tracks resources assigned to the incident and identifies resource shortages.
- Logistics: Orders and supports resources.
- Finance/Administration: Develops contracts and pays for resources.





Visual 4.26



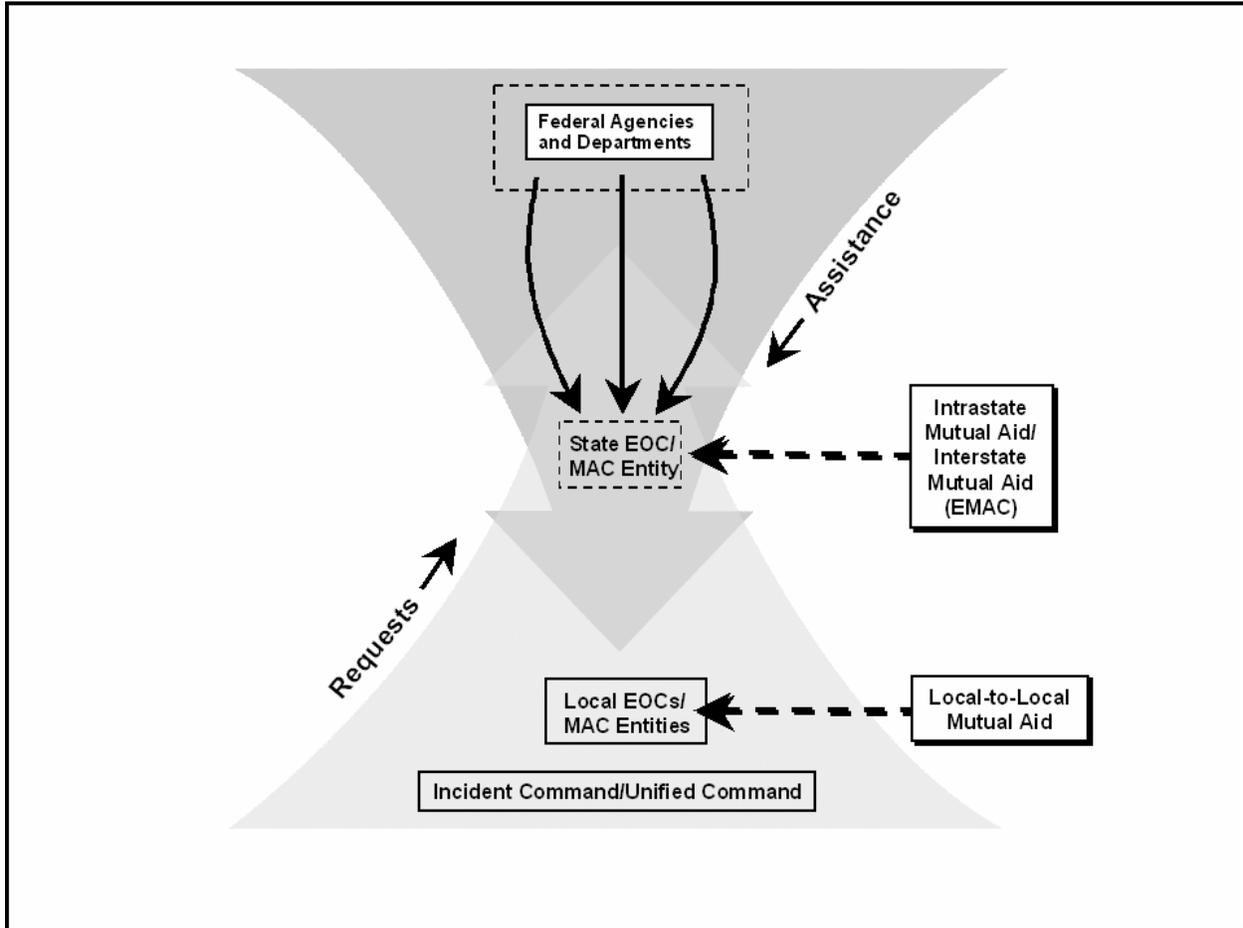
Visual Description: Flow of Resources

Key Points

This chart shows how resource requests flow from the on-scene Incident Command through the local EOC/MAC entity, and then if needed through State and Federal levels. Mutual aid can be used to augment resources, first at the local level and then if needed at the State level.

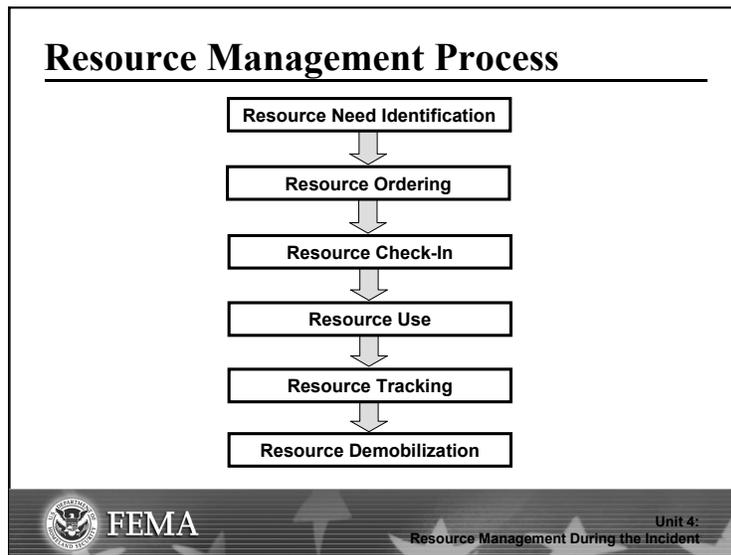
- A request for resources comes from the Incident Command (or Unified Command at a large incident).
- The request goes to the Area Command or the local EOCs/MAC entities. If possible, the request is satisfied at the local level, or with local-to-local mutual aid.
- If necessary, the request is passed on to the State EOC/MAC entity, where it may be satisfied by that State, or through intrastate mutual aid or interstate mutual aid (via EMAC).
- If the request still has not been met, it flows to Federal departments and agencies.

Independent of where the resources come from, the incident is still managed at the scene by the responsible jurisdiction.





Visual 4.27



Visual Description: Resource Management Process

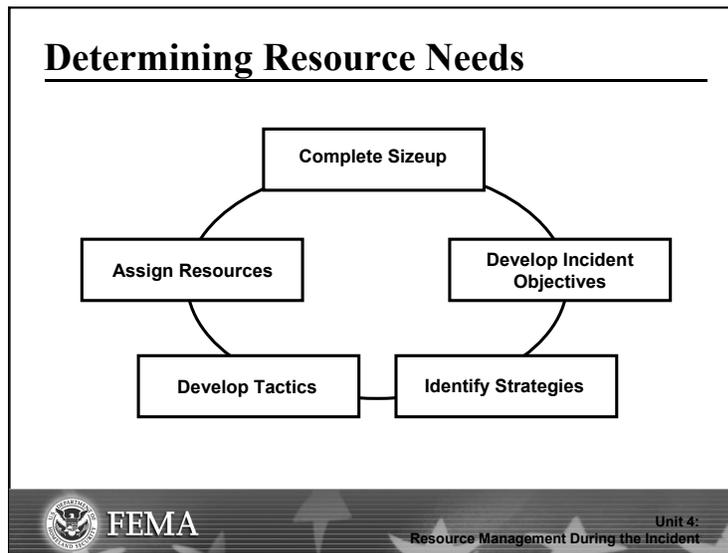
Key Points

The incident resource management process includes several interactive activities:

- Resource need identification
- Resource ordering
- Resource check-in
- Resource use
- Resource tracking
- Resource demobilization



Visual 4.28



Visual Description: Determining Resource Needs

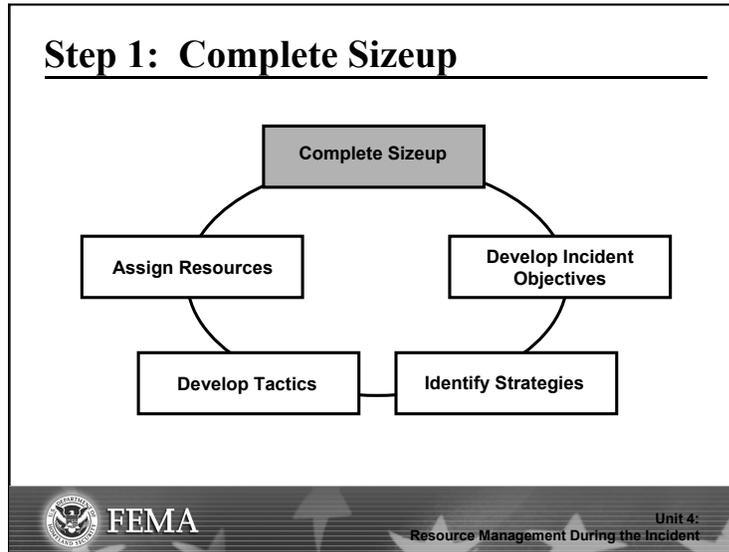
Key Points

The Incident Command System resource management process is based on management by objectives. In other words, the incident objectives and the tactics required to carry out those objectives drive the kind and number of resources assigned to the incident. The five-step process shown in the visual ensures an orderly approach to identifying incident resource needs.

Emphasize that the resource management cycle shown on the visual supports the Planning “P” presented earlier. Each of the steps in the resource management process will be discussed briefly on the following pages.



Visual 4.29



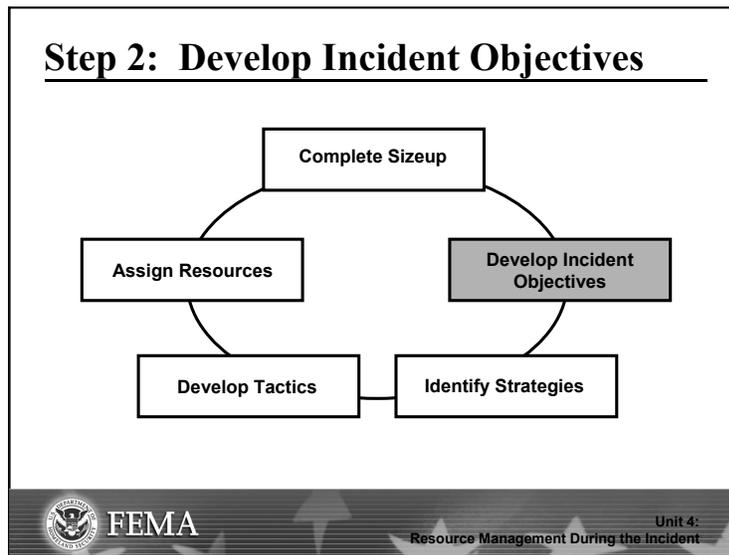
Visual Description: Step 1: Complete Sizeup

Key Points

The first step in determining resource needs is a thorough assessment or sizeup of the current incident situation and future incident potential. This assessment provides the foundation for the incident objectives, and without it, it is impossible to identify the full range of resources that will be needed.



Visual 4.30



Visual Description: Step 2: Develop Incident Objectives

Key Points

The Incident Commander develops incident objectives—the statement of what is to be accomplished on the incident. Not all incident objectives have the same level of importance. Incident objectives can be prioritized using the following simple mnemonic:

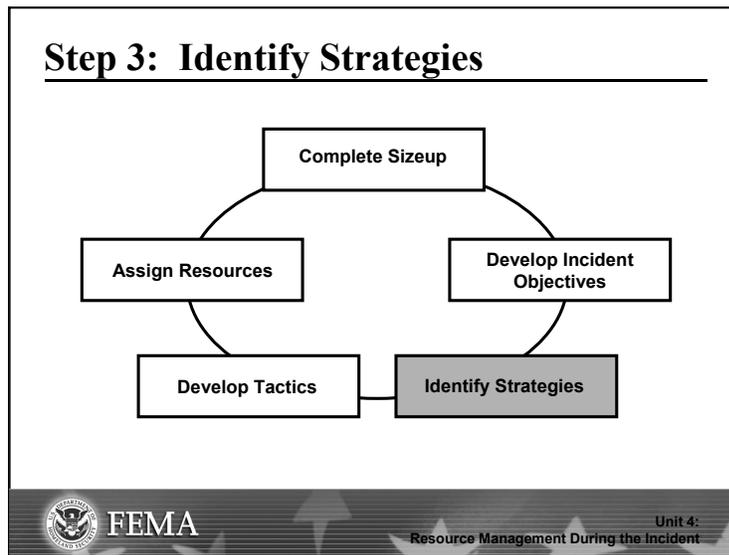
- **Life safety:** Objectives that deal with immediate threats to the public and responder safety are the first priority.
- **Incident stabilization:** Objectives that contain the incident to keep it from expanding and objectives that control the incident to eliminate or mitigate the cause are the second priority.
- **Property/Environmental Conservation:** Objectives that deal with issues of protecting public and private property or damage to the environment are the third priority.

Incident objectives are not necessarily completed in sequence but are determined by priority. For example, it may be necessary to complete an objective related to incident stabilization before a life safety objective can be completed.

Using the LIP mnemonic helps prioritize incident objectives. This mnemonic can also be used to prioritize multiple incidents, with those incidents with significant life safety issues being given a higher priority than those with fewer or no life safety issues.



Visual 4.31



Visual Description: Step 3: Identify Strategies

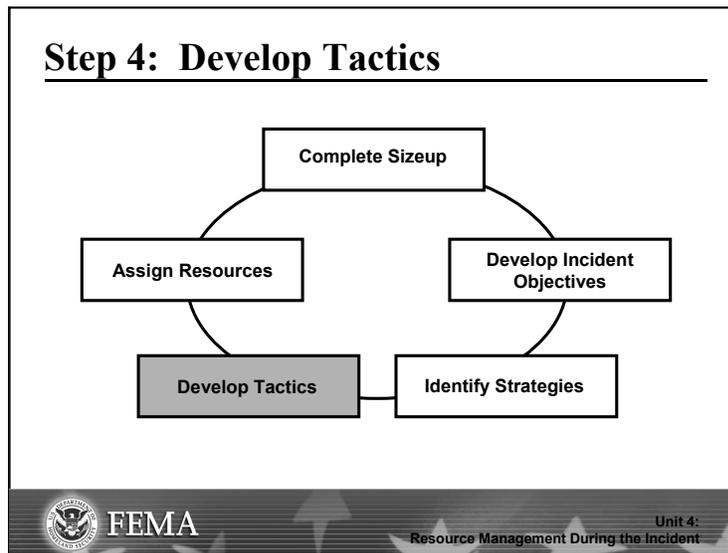
Key Points

The third step is to identify strategies to achieve the objectives. There can be—and usually are—several strategies to meet any single objective.

The Operations Section Chief will select one strategy, or a combination of strategies. Identifying a variety of strategies allows the Operations Section Chief flexibility in achieving each objective. The Operations Section Chief can select from any of the strategies, or combine them to meet a specific objective.



Visual 4.32



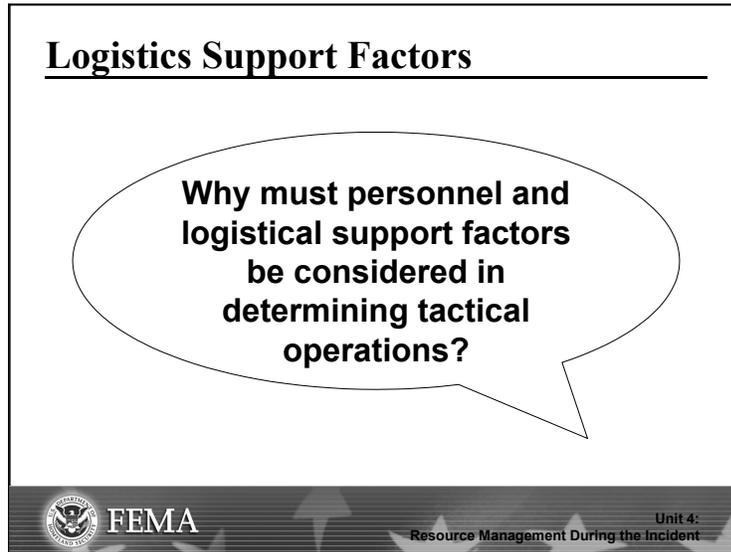
Visual Description: Step 4: Develop Tactics

Key Points

Step 4 is to develop detailed tactics that are the instructions to whomever is assigned to carry out the selected strategy. The instructions include how many and what type of resources, timelines, and technical approach will be required to implement the tactic.



Visual 4.33



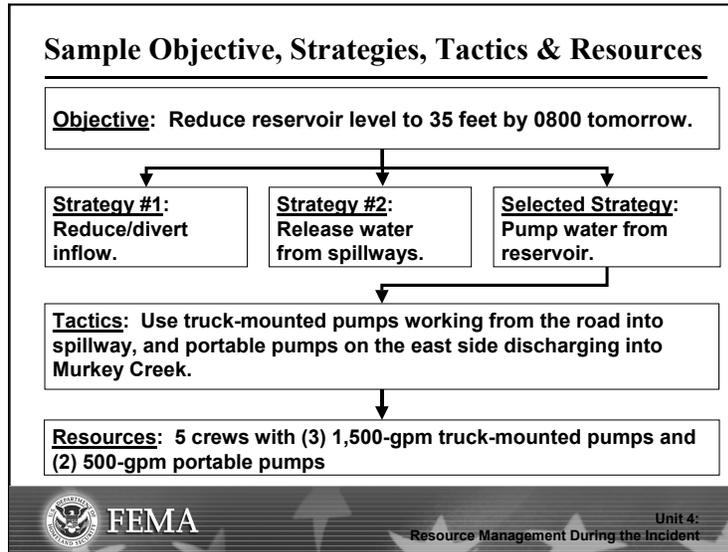
Visual Description: Discussion Question: Why must personnel and logistical support factors be considered in determining tactical operations?

Key Points

Why must personnel and logistical support factors be considered in determining tactical operations?



Visual 4.34



Visual Description: Sample Objective, Strategies, Tactics & Resources

Key Points

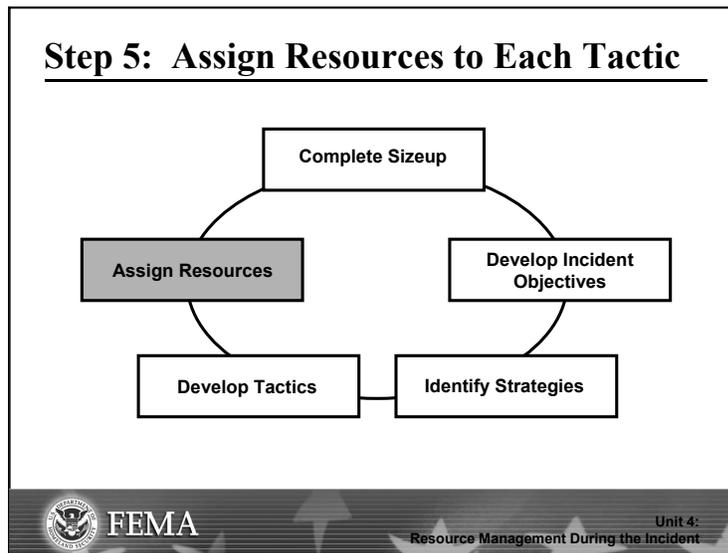
This visual depicts an objective with several strategies and one selected tactic.

- The **objective** is: Reduce reservoir level to 35 feet by 0800 tomorrow.
- Three possible **strategies** are identified and one is selected: Pump water from reservoir.
- The **tactics** for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

Resources needs are based on the tactic selected. The tactics are consistent with the selected strategy, which in turn supports the accomplishment of the objective.



Visual 4.35



Visual Description: Step 5: Assign Resources to Each Tactic

Key Points

The fifth and final step is to assign resources to each tactic.

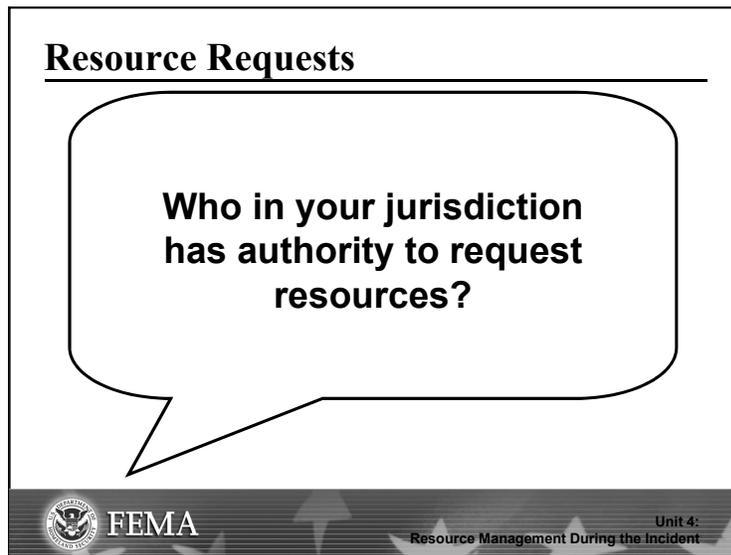
By following the five-step process described in this unit to identify resources, the organization can be certain that:

- The objectives meet the response needs of the incident.
- The strategies selected will achieve the objectives.
- The tactics are clear, and can be achieved with the assigned resources.

Sound planning to determine resource needs is essential at all stages of an incident. It is particularly critical during the initial stages of an incident. Mistakes made at this point may compound and complicate all further actions.



Visual 4.36



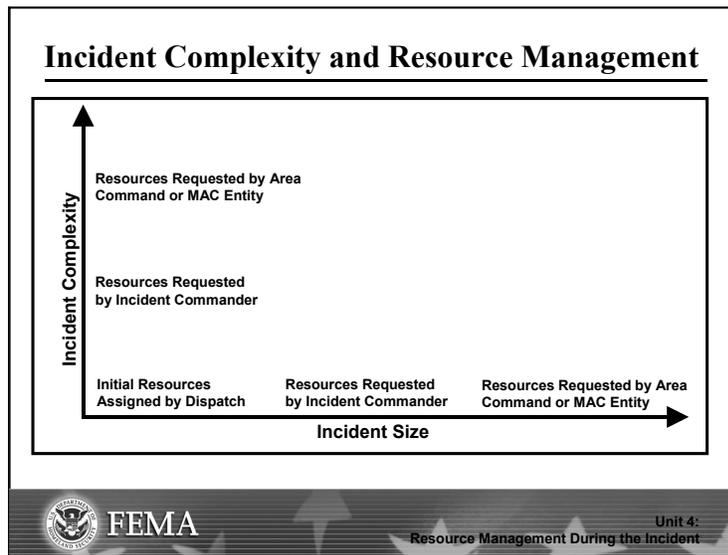
Visual Description: Resource Requests

Key Points

Who in your jurisdiction has authority to request resources?



Visual 4.37



Visual Description: Incident Complexity and Resource Management

Key Points

Usually, all incidents have an initial commitment of resources assigned. Resources can include key supervisory personnel in the ICS organization, and personnel and equipment assigned as tactical or support resources.

As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment.

It is important that the incident organization's ability to supervise and support additional resources is in place prior to requesting them. As a consequence, more supervisory personnel may be needed to maintain adequate span of control, and support personnel may be added to ensure adequate planning and logistics. The planning for additional resources now becomes more complex. On large, complex incidents extending over several Operational Periods, many resource orders may be executed.

At any incident, the procedure for ordering additional resources will depend on what parts of the incident's organizational structure have been activated at the time the ordering is done, and the administrative and emergency management procedures of the responsible agency or agencies. The next section will examine how resources are ordered for a growing incident.



Visual 4.38

Resource Ordering From the Incident

The Incident Commander will determine:

- Who may place an order with Logistics.
- What resource requests require Command approval.
- Guidelines for emergency purchasing.
- The ordering process from the incident to the “outside world.”



Visual Description: Resource Ordering From the Incident

Key Points

The Incident Commander will usually discuss ordering procedures with the Command and General Staff at the initial briefing, including:

- Who within the organization may place an order with Logistics. This authority may be restricted to Section Chiefs and/or Command Staff, or it may be delegated farther down the chain of command.
- What resource requests require Command approval. Ordinarily, it is not efficient use of the Incident Commander's time and energy to review and approve all resource orders for routine supplies, food, etc., on a major incident. The IC probably will want to review and approve any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications. An example of this might be a request for law enforcement resources from outside the jurisdiction to be used for crowd control.
- Guidelines for emergency purchasing. Finance/Administration and Logistics staff must understand purchasing rules, especially if different rules apply during an emergency than for day-to-day operations. Writing these directives in formal delegations of authority ensures that appropriate fiscal controls are in place, and that the Incident Management Team is operating under the direction of the jurisdiction's Agency Administrator as it expends funds.
- The ordering process from the incident to the "outside world." While the temptation to circumvent the ordering system is often great, especially when there is a real or perceived delay in getting critical resources, doing so simply compounds resource management problems. If the Logistics function is unable to meet the resource needs of the incident, this should be addressed in the normal planning, staffing, and supervision processes.



Visual 4.39

Resource Ordering Responsibilities

<p>Within ICS, three positions are authorized to place resource orders:</p> <ul style="list-style-type: none"> ▪ The Incident Commander ▪ The Logistics Section Chief ▪ The Supply Unit Leader 	<p>Others who may be involved include:</p> <ul style="list-style-type: none"> ▪ The Finance/Administration Section Chief ▪ The Procurement Unit Leader
--	---

Unit 4:
Resource Management During the Incident

Visual Description: Resource Ordering Responsibilities

Key Points

Within the ICS organization, there are three positions authorized to place resource orders:

- Incident Commander
- Logistics Section Chief
- Supply Unit Leader

Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the IC.

The Finance/Administration Section may also play a significant role in resource procurement, especially if the resource request requires a contractual obligation. In addition, cost estimates must be forwarded to the Finance/Administration Section so they can be included in the ongoing cost summary for the incident.

Ordinarily, in requests involving contracts, the Procurement Unit within the Finance/Administration Section will negotiate the contract, then the Logistics Section will formally place the order, bringing it into the incident resource management process.



Visual 4.40

Resource Ordering: Small Incidents



On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident, approved by the Incident Commander, and
- Transmitted from the incident to the jurisdiction or agency ordering point.

 FEMA Unit 4:
Resource Management During the Incident

Visual Description: Resource Ordering: Small Incidents

Key Points

Resource ordering is simplified on smaller incidents, where only one jurisdiction or agency is primarily involved. At a smaller scale incident, the resource order will typically be:

- Prepared at the incident site and approved by the Incident Commander, and then
- Transmitted to the jurisdiction's or agency's ordering point.



Visual 4.41

Resource Orders (1 of 2)

All resource orders should include:

- Incident name
- Order number
- Date and time of order
- Quantity, kind, type
- Reporting location
- Reporting contact
- Requested delivery time
- Communication system
- Requesting person/title
- Callback phone number



Visual Description: Resource Orders (1 of 2)

Key Points

The resource order is used to request personnel and tactical and support resources.

Different formats for resource orders exist, but every resource order should contain the following essential elements of information:

- Incident name
- Order and/or request number
- Date and time of order
- Quantity, kind, and type of resources needed (include special support needs as appropriate)
- Reporting location and contact (specific)
- Requested time of delivery (specific, not simply ASAP)
- Communications system to be used
- Person/title placing request
- Callback phone number for clarification or additional information
- For State and Federal agencies, a way to reference the originating office's order number



Visual 4.42

Resource Orders (2 of 2)

Resource orders should also document actions taken on a request:

- **Contacts with sources or potential sources for the resource**
- **The source for the responding resource**
- **Identification of the responding resource**
- **Estimated time of arrival**
- **Estimated cost**
- **Changes to the order**



Visual Description: Resource Orders (2 of 2)

Key Points

Resource orders should also document action taken on a request, including, but not limited to:

- Contacts with sources or potential sources for the resource.
- Source for the responding resource.
- Identification of the responding resource (name, ID number, transporting company, etc.).
- Estimated time of arrival.
- Estimated cost.
- Changes to the order made by Command, or the position placing the order.

This level of detail is often critical in tracking resource status through multiple staff changes and operational periods.



Visual 4.43

Mission Tasking

- Mission tasks are used when the specific resource or resource mix is not known.
- In a mission task:
 - The mission is described in detail.
 - The mix of resources is left to the discretion of the tasked organization.



Visual Description: Mission Tasking

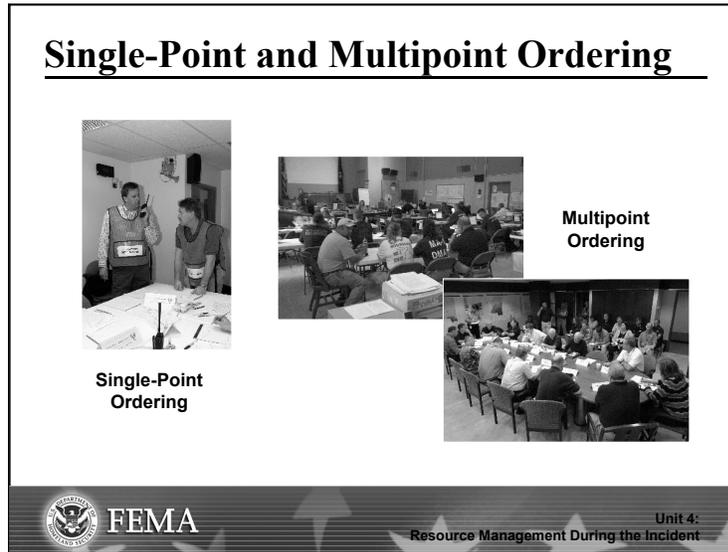
Key Points

Occasionally, incident personnel may not know the specific resource or mix of resources necessary to complete an identified task. In such situations, it may be possible to mission task, rather than request specific tactical or support resources. In a mission task request, the mission is described in detail, and the mix of resources and support to complete the mission is left to the discretion of the agency with which the order is placed.

For example, most local government entities use a mission tasking approach with the American Red Cross when they request that a shelter be opened. In such cases, the incident will describe the population needing shelter (location, size, special needs, and estimated timeframe), and the American Red Cross will select an appropriate facility and provide staff, equipment, supplies, and other resources necessary to manage the shelter. It also assumes any liability associated with the operation of the shelter. Liability is subject to specific State law.



Visual 4.44



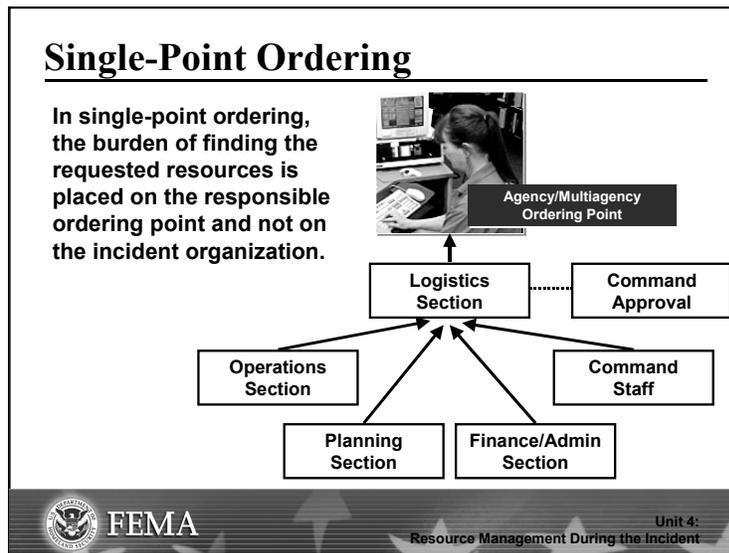
Visual Description: Single-Point and Multipoint Ordering

Key Points

Incidents may be supported by single or multiple ordering points. Ordering points may include dispatch centers, normal administrative offices, or MAC entities such as EOCs or Joint Field Offices.



Visual 4.45



Visual Description: Single-Point Ordering

Key Points

On smaller incidents where only one jurisdiction or agency has primary responsibility for the response, the resource order is prepared at the incident, approved by the Incident Commander, and transmitted to the jurisdiction or agency ordering point. Ways to place the order include:

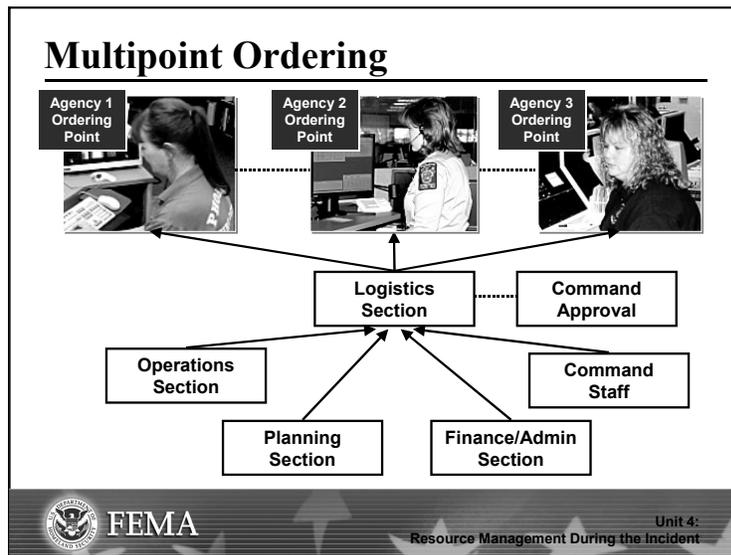
- Voice (by telephone or radio).
- Fax.
- Computer or digital display terminal.

This process is called single-point ordering.

The principle of single-point ordering is that the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization. From a standpoint of incident workload and ordering efficiency, single-point ordering is by far the most preferred method.



Visual 4.46



Visual Description: Multipoint Ordering

Key Points

Multi-point (off-incident) ordering is when the incident orders resources from several different ordering points and/or the private sector. Multipoint resource ordering should be done only when necessary because it:

- Places a heavier load on incident personnel by requiring them to place orders through two or more ordering points.
- Requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders.



Visual 4.47

Review: Single-Point vs. Multipoint Ordering

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?

 **FEMA** Unit 4:
Resource Management During the Incident

Visual Description: Review: Single-Point vs. Multipoint Ordering

Key Points

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?



Visual 4.48

Check-In (1 of 2)

- Establishes resource accountability.
- Managed by the Resources Unit.
- Personnel may check in at the:
 - Incident base.
 - Camp.
 - Staging area.
 - Resources Unit at the ICP.
 - Helibase.



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Unit 4:
Resource Management During the Incident

Visual Description: Check-In (1 of 2)

Key Points

ICS has a simple and effective resource check-in process to establish resource accountability at an incident.

The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be with the Incident Commander or Planning Section Chief. Formal resource check-in may be done on an ICS Form 211, Check-In List.

A check-in recorder will be assigned to each location where resources will check in. There are five incident locations where formal check-in can be done:

- Incident Base
- Camp
- Staging Area
- Resources Unit at the Incident Command Post
- Helibase



Visual 4.49

Check-In (2 of 2)

Check-in information is used for:

- Tracking.
- Resource assignment.
- Financial accounting.



Unit 4:
Resource Management During the Incident

Visual Description: Check-In (2 of 2)

Key Points

While tactical resources may need to report directly to a tactical assignment, they must complete formal check-in as soon as possible. Check-in recorders must have an adequate supply of check-in forms, and be briefed on the frequency for reporting check-in information to the Resources Unit.

Information collected at check-in is used for tracking, resource assignment, and financial purposes, and includes:

- Date and time of check-in.
- Name of resource.
- Home base.
- Departure point.
- Order number and resource filled.
- Resource Leader name and personnel manifest (if applicable).
- Other qualifications.
- Travel method.

Depending on agency policy, the Resources Unit may contact dispatch to confirm the arrival of resources, personnel may contact their agency ordering point to confirm their arrival, or the system may assume on-time arrival unless specifically notified otherwise.



Visual 4.50

Resource Tracking

- Resource tracking is essential for:
 - Personnel safety.
 - Accountability.
 - Fiscal control.
- Responsibility for resource tracking is shared between:
 - The Planning Section.
 - The Operations Section.



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Unit 4:
Resource Management During the Incident

Visual Description: Resource Tracking

Key Points

Tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared between:

- The Planning Section, which is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- The Operations Section, which is responsible for tracking the movement of resources within the Operations Section itself.



Visual 4.51

Resource Tracking Systems

The system used must:

- Account for overall status of resources.
- Track movement into and out of the “hot zone.”
- Handle day-to-day tracking and track large numbers of multidisciplinary resources.
- Incorporate a backup system.



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Unit 4:
Resource Management During the Incident

Visual Description: Resource Tracking Systems

Key Points

There are many resource tracking systems, ranging from simple status sheets to sophisticated computer-based systems. Regardless of the system used, it must:

- Account for the overall status of resources at the incident.
- Track movement of Operations personnel into and out of the incident "hot zone."
- Be able to handle day-to-day resource tracking, and also be flexible enough to track large numbers of multidisciplinary resources that may respond to a large, rapidly expanding incident.
- Have a backup mechanism in the event that on-scene tracking breaks down.

The more hazardous the tactics being implemented on the incident, the more important it is to maintain accurate resource status information.



Visual 4.52

Demobilization

- Casual for day-to-day assignments
- Complicated and formalized for large disasters or long-term assignments



Unit 4:
Resource Management During the Incident

Visual Description: Demobilization

Key Points

During day-to-day operations, incident demobilization is usually a casual affair. As resources complete their assignments, they are returned to service through normal dispatch procedures.

During disasters, where resources may come from other agencies and jurisdictions and/or travel some distance to reach the incident, demobilization becomes more complicated and should be formalized to ensure both safety and efficiency.



Visual 4.53

Demobilization Planning

Key factors:

- **Safety.** Avoid “first in, last out.”
- **Cost.** Monitor expensive resources carefully.

Evaluate personnel for fatigue
before release.



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Unit 4:
Resource Management During the Incident

Visual Description: Demobilization Planning

Key Points

On single-agency and/or smaller incidents, the planning and the process of demobilization may be quite simple and will not require a formal written demobilization plan or a Demobilization Unit to prepare it. Even at the most basic level, demobilization should take into account two factors:

- **Safety:** Organizations should watch for “first in, last out” syndrome. Resources that were first on scene should be considered for early release. They should also be evaluated for fatigue and the distance they will need to travel to their home base prior to release.
- **Cost:** Expensive resources should be monitored carefully to ensure that they are released as soon as they are no longer needed, or if their task can be accomplished in a more cost-effective manner.



Visual 4.54

Demobilizing Incident Personnel

- Be aware of potential liability issues.
- Activate a Demobilization Unit and prepare a written demobilization plan for:
 - Large incidents.
 - Incidents that may have tactical resources from several jurisdictions or agencies.
 - Incidents where there has been extensive integration of multijurisdiction or agency personnel.



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Unit 4:
Resource Management During the Incident

Visual Description: Demobilizing Incident Personnel

Key Points

Incident personnel are considered under incident management and responsibility until they reach their home base or new assignment. In some circumstances, this may also apply to contracted resources. For liability reasons, it is important that the incident organization mitigate potential safety issues (such as fatigue) prior to letting resources depart for home.

On large incidents, especially those which may have personnel and tactical resources from several jurisdictions or agencies, and where there has been an extensive integration of multijurisdiction or agency personnel into the incident organization, a Demobilization Unit within the Planning Section should be established early in the life of the incident. A written demobilization plan is essential on larger incidents.



Visual 4.55

Demobilizing Nonpersonnel Resources

- Report resources that are no longer needed to the Section Chief.
- The Operations Section Chief and Demobilization Unit will agree on release priorities.
- The Incident Commander will approve based on incident needs.



Visual Description: Demobilizing Nonpersonnel Resources

Key Points

Resources no longer needed within each Section should be reported to the Section Chief as soon as it is determined that the need for them no longer exists.

In coordination with the Operations Section Chief, the Demobilization Unit, if established, may recommend release priorities for the Incident Commander's approval based upon continuing needs both on and off the incident. The Operations Section will ensure that demobilization planning provides adequate reserve resources.



Visual 4.56

Release Priorities

- Release priorities and processes differ by agency.
- Demobilization should incorporate followup actions required before release:
 - Stress management
 - Medical checkups
 - Performance evaluations
 - Equipment servicing



Visual Description: Release Priorities

Key Points

Agencies will differ in how they establish release priorities for resources assigned to an incident. An example of release priorities might be (in order of release):

- Contracted or commercial resources.
- Mutual-aid resources.
- First-in agency resources.
- Resources needed for cleanup or rehabilitation.
- Command and General Staff needed to complete final incident package.

Also, the process for demobilization of resources from an incident will vary by agency and incident. Demobilization should incorporate any followup actions that may be needed prior to release from the incident, including stress management and other medical debriefings, personnel performance evaluations, equipment servicing, safety checks, etc. Participants at an incident should expect to see and accept the differences reflected by agency policy.



Visual 4.57

Key Resource Management Considerations

- Safety
- Personnel accountability
- Managerial control
- Adequate reserves
- Cost



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Unit 4:
Resource Management During the Incident

Visual Description: Key Resource Management Considerations

Key Points

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

A basic principle of resource management is that resource actions at all levels of the organization must be conducted in a safe manner. This includes ensuring the safety of:

- Responders to the incident.
- Persons injured or threatened by the incident.
- Volunteers assisting at the incident.
- News media and other nonresponders who are on scene observing the incident.

Current laws, liability issues, and future trends will continue to place additional emphasis on personnel safety.

ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, all resources will be fully accounted for at all times.

ICS has a built-in process that allows resource managers at all levels to assess performance and the adequacy of current action plans constantly. Strategies and actions to achieve objectives can and must be modified at any time if necessary. Information exchange is encouraged across the organization. Direction is always through the chain of command.

Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

Incident-related costs must always be a major consideration. The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind, type, and right number of resources. Careful documentation of all incident-related expenditures is critical in any event where reimbursement may be part of the recovery process.



Visual 4.58

The Cost Unit

Responsible for:

- Obtaining and recording all cost information.
- Preparing incident cost summaries.
- Preparing resource cost estimates for planning.
- Making recommendations for cost savings.



Visual Description: The Cost Unit

Key Points

The Finance/Administration Section's Cost Unit has the responsibility for:

- Obtaining and recording all cost information.
- Preparing incident cost summaries.
- Preparing resource use cost estimates for planning.
- Making recommendations for cost savings.

The Cost Unit can assist the IC in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident. Resource managers must be constantly aware that the decisions they make regarding the use of personnel and equipment resources will not only affect the timely and satisfactory conclusion of the incident, but also may have significant cost implications.



Visual 4.59

Summary and Transition

Resource management processes:

- System activation
- Dispatch
- Access to the incident
- Incident transitions
- Resource needs



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Unit 4:
Resource Management During the Incident

Visual Description: Summary and Transition

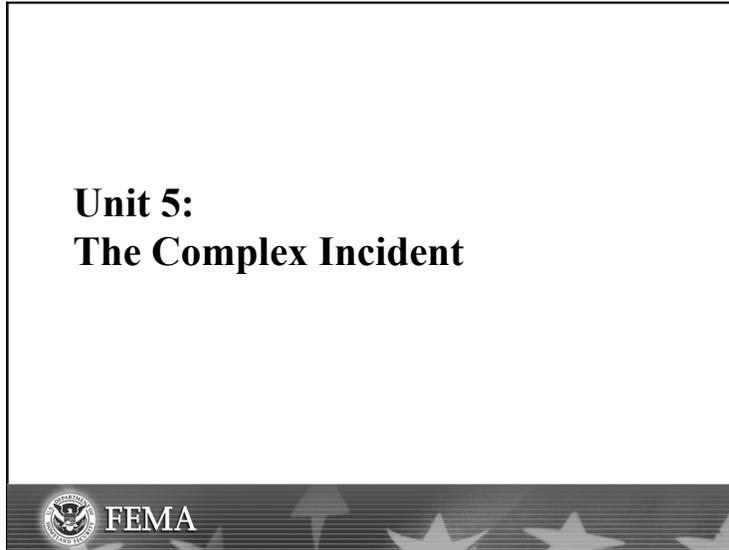
Key Points

This unit covered the key resource management processes from initial dispatch through supply replenishment.

Unit 5: The Complex Incident



Visual 5.1



Visual Description: Unit 5: The Complex Incident

Key Points

In previous units, you learned about the evolution of incidents from routine operations through major events. You also learned about the resource-ordering process from the FEMA Regional Response Coordination Center (RRCC), and the flow of information that ensures that resource accountability is present at all levels.



Visual 5.2

Unit 5 Objective

List the issues that accompany an Incident of National Significance.



Unit 5:
The Complex Incident

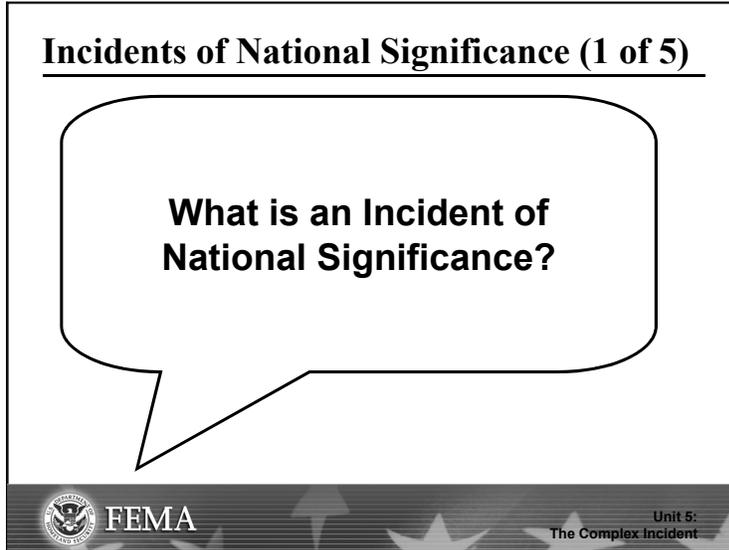
Visual Description: Unit 5 Objective

Key Points

At the end of this unit, you should be able to list the issues that accompany an Incident of National Significance.



Visual 5.3



Visual Description: Incidents of National Significance (1 of 5)

Key Points

What is an Incident of National Significance?



Visual 5.4

Incidents of National Significance (2 of 5)

- Actual or potential high-impact events . . .
- Requiring a coordinated and effective response by . . .
- Federal, State, local, tribal, nongovernmental, and/or private-sector entities . . .
- To save lives, minimize damage, and provide for long-term recovery and mitigation.



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Unit 5:
The Complex Incident

Visual Description: Incidents of National Significance (2 of 5)

Key Points

The National Response Plan (NRP) describes Incidents of National Significance as:

- Actual or potential high-impact events . . .
- Requiring a coordinated and effective response by . . .
- Federal, State, local, tribal, nongovernmental, and/or private-sector entities . . .
- To save lives, minimize damage, and provide for long-term recovery and mitigation.

The concept of Incidents of National Significance resulted from 9/11, but that most Incidents of National Significance are not terrorism related. Examples of Incidents of National Significance include:

- The Olympic Games.
- National political conventions.
- Hurricane Katrina.



Visual 5.5

Incidents of National Significance (3 of 5)

What do Incidents of National Significance have in common?

The slide features a large speech bubble containing the question. At the bottom left is the FEMA logo, and at the bottom right is the text 'Unit 5: The Complex Incident'.

Visual Description: Incidents of National Significance (3 of 5)

Key Points

What do Incidents of National Significance have in common?



Visual 5.6

Incidents of National Significance (4 of 5)

- Involve more than one agency.
- May involve more than one political jurisdiction.
- Have the most complex management and communications problems.
- Require more experienced, qualified supervisory personnel.
- Require the long-term commitment of large numbers of tactical and support resources.
- Cause more injury, illness, and death.



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Unit 5:
The Complex Incident

Visual Description: Incidents of National Significance (4 of 5)

Key Points

By definition, an Incident of National Significance is an incident that is well beyond business as usual. Incidents of National Significance have some or all of the following characteristics:

- Involve more than one agency (often many).
- May involve more than one political jurisdiction.
- Have the most complex management and communication problems.
- Require more experienced supervisory personnel.
- Require the long-term commitment of large numbers of tactical and support resources.
- Cause more injury, illness, and death.



Visual 5.7

Incidents of National Significance (5 of 5)

- Have potential to produce the most damage to property and the environment.
- Have extreme elements of crisis/psychological trauma.
- Last longer.
- Are the most costly to control.
- Require extensive mitigation, recovery, and rehabilitation.
- Have greater media interest.
- May require management of volunteers and donations.

Unit 5:
The Complex Incident

Visual Description: Incidents of National Significance (5 of 5)

Key Points

Incidents of National Significance also:

- Have the potential to produce the most damage to property and the environment.
- Have extreme elements of crisis/psychological trauma that diminish human capacity to function.
- Last longer.
- Are the most costly to control.
- Require extensive mitigation, recovery, and rehabilitation.
- Have greater media interest.
- May require management of volunteers and donations, both solicited and unsolicited.

Remember that Incidents of National Significance are inherently complex, presenting special issues to both command and coordination personnel. While the details of any given Incident of National Significance will vary depending on hazard and location, the characteristics we just discussed will hold true to some degree for all.

Keep these characteristics in mind throughout this unit.



Visual 5.8

Incident and IMT Types

- DHS is working with response organizations to:
 - Refine incident characteristics.
 - Correlate them to the configuration, skill requirements, and experience levels for Incident Management Teams (IMTs).
- This unit will focus on Type 1 and Type 2 incidents.



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Unit 5:
The Complex Incident

Visual Description: Incident and Incident Management Team Types

Key Points

The Department of Homeland Security is working with other response organizations to:

- Refine incident characteristics.
- Correlate them to the configuration, skill levels, and experience requirements that the assigned Incident Management Team (IMT) should have.

Note: Incidents of National Significance are the only instances in which the resource type corresponds to the incident type.

The sections that follow will describe:

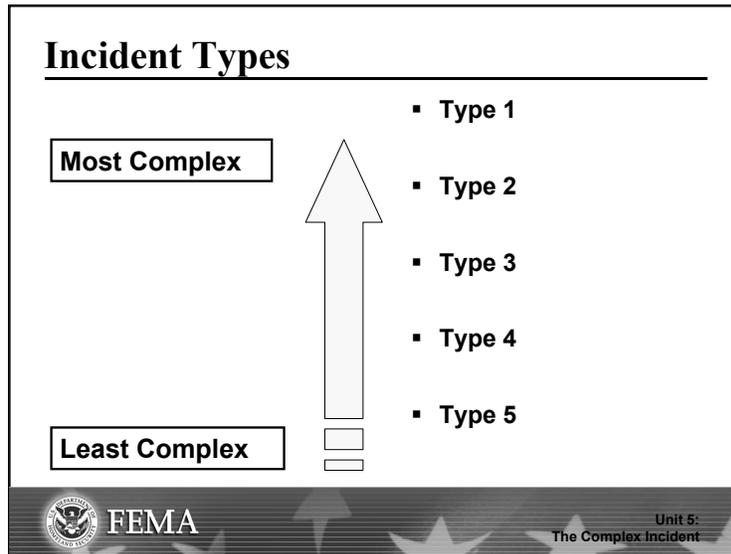
- Incidents from the least to the most complex.
- The type of Incident Management Team that might be assigned to manage them.

This unit will focus mostly on Type 1 and Type 2 incidents—those that are the most complex and offer the greatest resource management challenges.

Incidents of National Significance have major implications for both jurisdictions that experience such incidents and agencies that provide assistance to them. The remainder of this unit will explore strategies for resource management during Type 1 Incidents and/or Incidents of National Significance.



Visual 5.9



Visual Description: Incident Types

Key Points

There are five types of incidents. Each type is numbered, based on incident complexity, with Type 1 being the most complex incident.

Note: Incidents of National Significance need not be Type 1 incidents. Incidents of National Significance may have the potential to become Type 1 incidents, but State, Federal, and private-sector assets may become involved in Type 3 or Type 2 incidents, depending on the incident and its potential to grow.

Each incident type will be covered in this topic.



Visual 5.10

Type 5 Incidents

- Can be handled with one or two single resources (up to six personnel).
- Command and General Staff positions, other than the IC, are not activated.
- A written IAP is not required.
- Typically contained within 1-2 hours.



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Unit 5:
The Complex Incident

Visual Description: Type 5 Incidents

Key Points

The following characteristics describe a Type 5 incident:

- The incident can be handled with one or two single resources with up to six personnel.
- Command and General Staff positions (other than the Incident Commander) are not activated.
- A written IAP is not required.
- The incident is typically contained within an hour or two after resources arrive on scene.

Examples of Type 5 incidents include:

- A vehicle fire.
- An injured person.
- A police traffic stop.



Visual 5.11

Type 4 Incidents

- **Command and General Staff are activated as needed.**
- **Several resources are required to mitigate the incident.**
- **The incident is typically contained within one Operational Period.**
- **The Agency Administrator may have briefings.**
- **No written IAP is required, but documented operational briefings are completed for all incoming resources.**



Visual Description: Type 4 Incidents

Key Points

The following characteristics describe a Type 4 incident:

- Command Staff and General Staff functions are activated only if needed.
- Several resources are required to mitigate the incident, possibly including Task Forces and Strike Teams.
- The incident is typically contained within one Operational Period in the control phase, usually within a few hours after resources arrive on scene.
- The Agency Administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated.
- No written IAP is required, but a documented operational briefing will be completed for all incoming resources.



Visual 5.12

Type 3 Incidents

- Some or all Command and General Staff and other ICS positions are activated.
- A Type 3 IMT manages the incident until:
 - Containment/control is achieved.
 - Command is transferred to a Type 2 or Type 1 IMT.
- The incident extends into multiple Operational Periods.
- A written IAP is required.



Visual Description: Type 3 Incidents

Key Points

When incident needs exceed the capability of the initially assigned resources, the appropriate ICS positions should be added to match the complexity of the incident. The following characteristics describe a Type 3 incident:

- Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisors and/or Unit Leader level positions.
- A Type 3 IMT or incident command organization manages initial incident actions, employing a significant number of resources until containment/control is achieved or until it is determined that the incident is expanding and a transition to a Type 2 or Type 1 team is required.
- The incident typically extends into multiple Operational Periods.
- A written IAP is typically required for each Operational Period.

State and/or Federal resources may become involved in a Type 3 incident if it has the potential to grow into a Type 2 or Type 1 incident or if specialized resources that are outside the capabilities of local government are required.



Visual 5.13

Type 2 Incidents

- Most or all Command and General Staff positions are filled.
- A written IAP is required for each Operational Period.
- Many functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per Operational Period and total incident personnel do not exceed 500.
- The Agency Administrator is responsible for complexity analysis, briefings, and written delegations of authority.



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Unit 5:
The Complex Incident

Visual Description: Type 2 Incidents

Key Points

A Type 2 incident may require the response of out-of-area resources, including regional and/or national resources to manage operations effectively. The characteristics of a Type 2 incident include:

- Most or all of the Command and General Staff positions are filled.
- A written IAP is required for each Operational Period.
- Many of the functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per Operational Period, and total incident personnel do not exceed 500. (These numbers are guidelines only.)
- The Agency Administrator is responsible for the incident complexity analysis, Agency Administrator briefings, and written delegations of authority.

Explain that Type 2 incidents typically are of regional significance. State, Federal, NGO, and private-sector resources will typically be required.



Visual 5.14

Type 1 Incidents

- All Command and General Staff positions are activated.
- Operations personnel exceed 500 per Operational Period, and total personnel exceed 1,000.
- Branches may be required.
- The Agency Administrator will conduct briefings and ensure the complexity analysis and delegations of authority are updated.
- Resource advisors at the Incident Base are recommended.
- There is a high impact on the local jurisdiction.

Unit 5:
The Complex Incident

Visual Description: Type 1 Incidents

Key Points

Type 1 incidents are the most complex, requiring national resources to manage and operate safely and effectively. Type 1 incident characteristics are listed below:

- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per Operational Period, and total personnel will usually exceed 1,000.
- Branches may need to be established.
- The Agency Administrator will conduct briefings and ensure that the complexity analysis and delegations of authority are updated.
- Use of resource advisors at the Incident Base is recommended.
- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

Type 1 incidents are typically Incidents of National Significance.



Visual 5.15

Coordinating Resources

Resources are coordinated among various entities, to include:

- Local, State, and Federal EOCs.
- MAC Groups.
- FEMA RRCCs.
- JFOs.
- NRP agencies.
- DHS.



Unit 5:
The Complex Incident

Visual Description: Coordinating Resources

Key Points

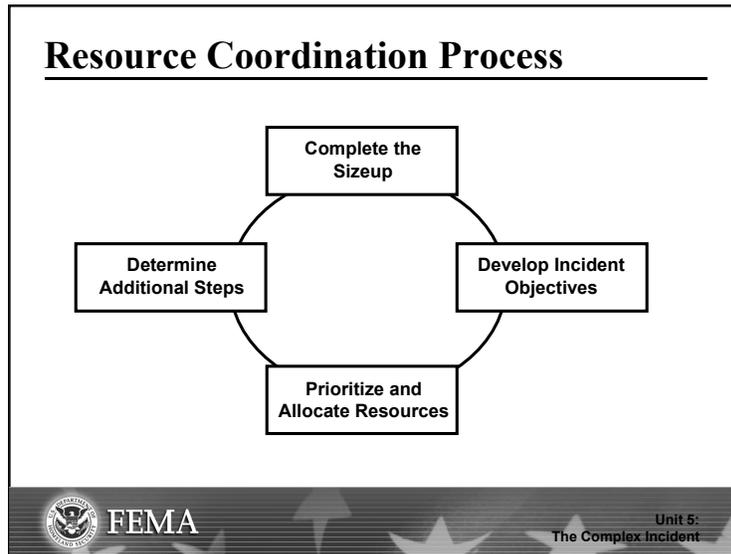
The process for coordinating resources for Incidents of National Significance dovetails with that used for smaller incidents. However, most of the action takes place within the coordination entities. These entities include but are not limited to:

- Local, State, and Federal EOCs.
- MAC Groups.
- FEMA Regional Response Coordination Centers (RRCCs).
- Joint Field Offices (JFOs).
- National Response Plan (NRP) agencies.
- Department of Homeland Security (DHS).

The authority and structure of EOCs, coordination entities, etc., vary from agency to agency and jurisdiction to jurisdiction.



Visual 5.16



Visual Description: Resource Coordination Process

Key Points

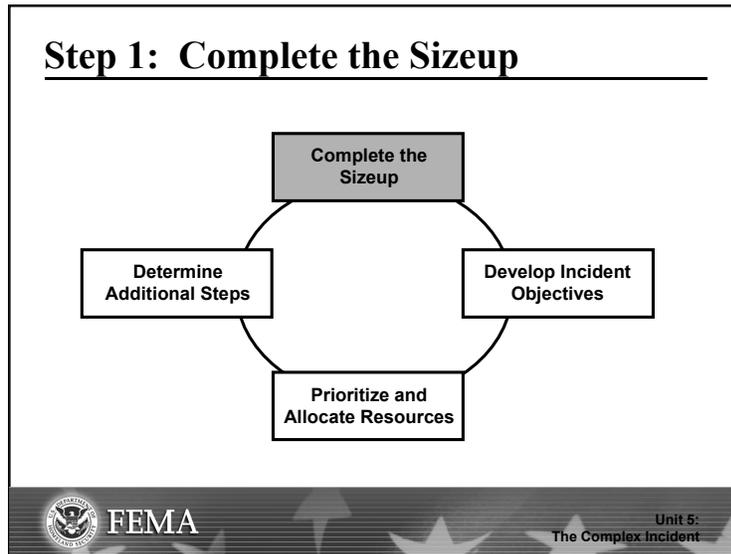
A four-step process is used to coordinate incident resources:

1. Complete a thorough assessment or sizeup.
2. Develop incident objectives.
3. Prioritize and allocate scarce resources.
4. Determine additional steps required.

Each step in the process will be covered in this unit.



Visual 5.17



Visual Description: Step 1: Complete the Sizeup

Key Points

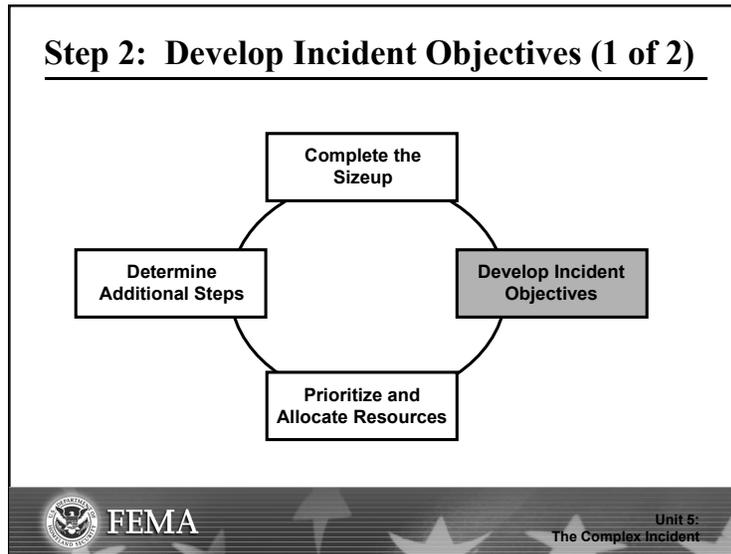
The first step in coordinating resource needs is to complete a thorough assessment or sizeup of the current incident situation and future incident potential. The scope and details of this assessment depend on the jurisdictional level of the organization.

Review the following example:

A County EOC must have a detailed understanding of the status of all jurisdictions and current incidents within its purview, and a good understanding of the status in surrounding counties. It should also maintain a general awareness of national conditions, especially for situations that may affect resource availability.



Visual 5.18



Visual Description: Step 2: Develop Incident Objectives (1 of 2)

Key Points

At the incident, the Incident Commander develops incident objectives. For the supporting coordination entities, these objectives may translate into requests for additional resources.

One of the characteristics of Incidents of National Significance is that there is competition for limited critical resources. To allocate these resources appropriately, the MAC entity must be able to prioritize the needs of multiple incidents happening simultaneously. Incident prioritization may be accomplished at any of a number of entities, including Area Command—a command entity designed to direct and coordinate the activities of several incidents in close proximity.

Explain that the benefits of using an Area Command at a complex incident include the following:

- Much of the cross-incident coordination typically performed by each Incident Commander is accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their incident management teams to focus their attention on their incident objectives, strategies, and tactics.
- Area Command sets priorities between incidents and ensures efficient resource use. Critical resources are allocated by the overall priorities established by the agency officials. Competition among incidents for critical resources is avoided. Often, agency dispatchers will recognize cross-incident coordination problems first.



Visual 5.19

Step 2: Develop Incident Objectives (2 of 2)

Incident prioritization can take place at MAC entities, including:

- Dispatch Centers.
- Local EOCs.
- MAC Groups.

Life safety issues are the highest priority.



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Unit 5:
The Complex Incident

Visual Description: Step 2: Develop Incident Objectives (2 of 2)

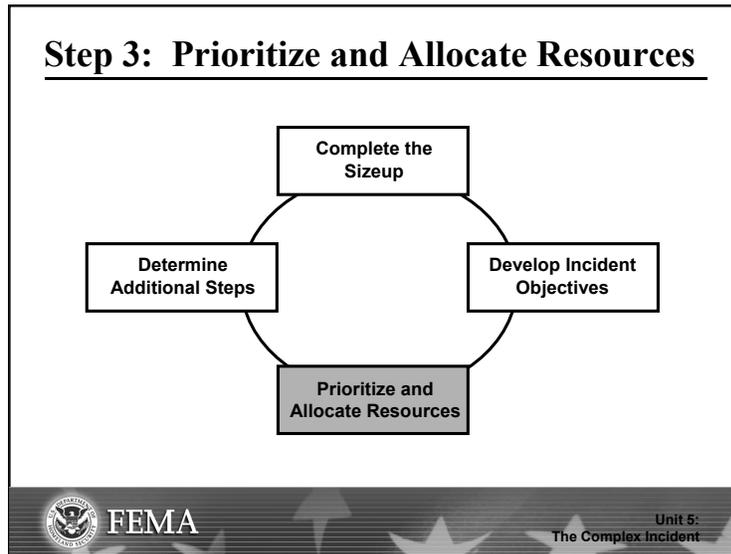
Key Points

In addition to Area Command, incident prioritization can take place in MAC entities such as:

- Dispatch Centers, which may prioritize incidents as resources are drawn down during a disaster.
- Local EOCs, which frequently perform incident prioritization for the incidents within their jurisdictions.
- MAC Groups, which are usually organized to prioritize interagency or multijurisdiction responses.



Visual 5.20



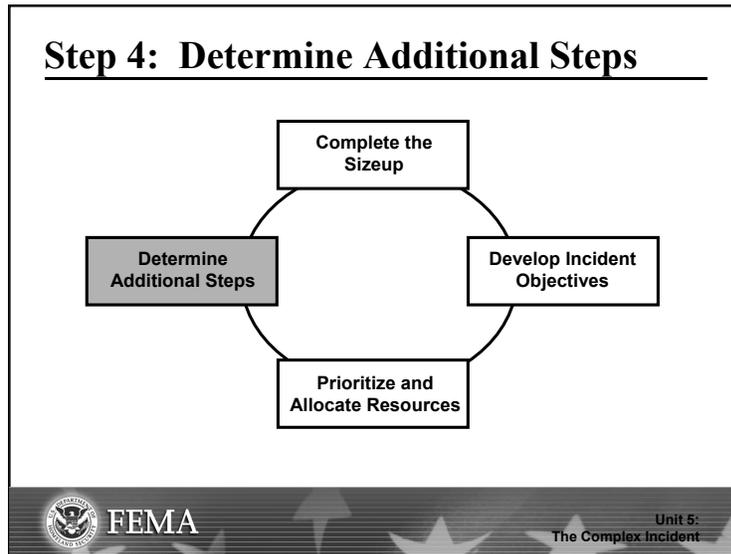
Visual Description: Step 3: Prioritize and Allocate Resources

Key Points

The third step is to prioritize and allocate scarce resources according to priority. Wherever incident prioritization is being accomplished, the MAC entities use life safety issues as their highest priority.



Visual 5.21



Visual Description: Step 4: Determine Additional Steps

Key Points

The fourth step is to determine additional steps that need to be taken. Possible steps could include:

- Mission taskings to other organizations for resources.
- Making policy decisions to assist in the response.
- Allocating donated goods and services, etc.



Visual 5.22

Mobilizing Resources

During Incidents of National Significance, resource mobilization becomes more complex as:

- More agencies and levels of government become involved.
- More incidents require assistance.
- Supply lines and response times get longer.
- More resources mobilize.



Unit 5:
The Complex Incident

Visual Description: Mobilizing Resources

Key Points

During Incidents of National Significance, resource mobilization becomes complex as:

- More agencies and levels of government become involved.
- More incidents require assistance.
- Supply lines and response times get longer.
- More resources mobilize.

Responding to the increased workload associated with the coordination effort has an impact on dispatch and EOC staff, and other MAC entities, that is frequently underestimated.

Maintaining ordering discipline within the coordination chain will assist in avoiding duplication of effort, additional expenses, and lost requests. However, it is important to remember that in some Incidents of National Significance, State and Federal resources may take up to 72 hours to arrive.



Visual 5.23

Dealing With Convergence Issues

Convergence issues may result from:

- Local resources converging at the scene.
- State and Federal agency resources converging at the scene.
- Unsolicited donations and emergent volunteers.
- VIP visits.



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Unit 5:
The Complex Incident

Visual Description: Dealing With Convergence Issues

Key Points

Convergence is the result of unstructured response to an incident. Convergence can come from several sources, and may severely hamper emergency response activities, as well as place an enormous logistical burden on an already burdened system. Convergence may also provide unexpected benefits, especially in the period of time between the occurrence of the incident and the arrival of State and Federal resources.

Convergence issues may result from any or all of the following:

- Local resources—both requested resources, and well-intentioned freelancing and self-dispatched emergency responders.
- State and Federal agency resources—both requested resources, and self-dispatched resources from field offices close to the disaster.
- Unsolicited donations and emergent volunteers arriving at the scene unexpectedly.
- VIP visits. Incident scenes often become a magnet for VIPs—from the mayor to Members of Congress and Senators to the President—who arrive to check the status of the response and determine their constituents' unmet needs.



Visual 5.24

Emergency Response Convergence (1 of 2)

- Under routine conditions, responder convergence:
 - Causes unnecessary exposure to hazards.
 - Makes access more difficult.
 - Complicates resource accountability and tracking.
- During major events, congestion can become aggravated by self-dispatched and freelancing personnel.

Unit 5:
The Complex Incident

Visual Description: Emergency Response Convergence (1 of 2)

Key Points

Even under "normal" incident conditions, the emergency scene can rapidly become clogged with apparatus, command staff vehicles, and bystanders. Such congestion:

- Causes unnecessary exposure to hazards (including incidents where responders may be the primary or secondary target).
- Makes access difficult for resources that are needed for the response.
- Complicates resource accountability and tracking.

During major events, this "normal" congestion can become aggravated by self-dispatched and freelancing emergency responders. Well intentioned as such responses may be, they cause serious problems. Convergence resulting from self-dispatch can have catastrophic consequences, as was the case in the World Trade Center attacks of 9/11.



Visual 5.25

Emergency Response Convergence (2 of 2)

Emergency responder convergence may also:

- Deplete reserve resources.
- Compromise mutual aid assistance.
- Interfere with evacuation.
- Hamper access of requested resources.
- Make it impossible to protect resources.



Unit 5:
The Complex Incident

Visual Description: Emergency Response Convergence (2 of 2)

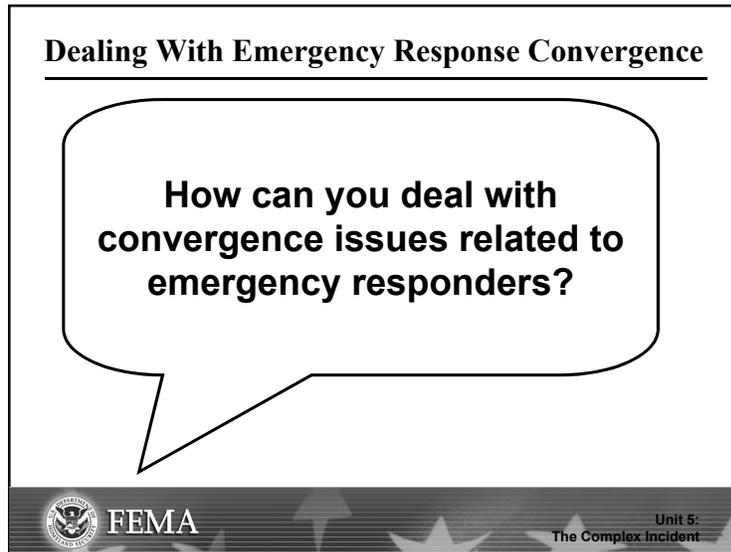
Key Points

In addition to those issues already noted, such emergency responder convergences may:

- Deplete reserve resources that are needed to provide continued services to the community.
- Compromise service to mutual-aid communities and disrupt orderly backup/moveup coverage.
- Interfere with evacuation.
- Hamper access of formally requested resources.
- Make it impossible to protect responders from additional threats.



Visual 5.26



Visual Description: Dealing With Emergency Response Convergence

Key Points

How can you deal with convergence issues related to emergency responders?



Visual 5.27

Emergency Response Convergence: Strategies

- **Develop local and regional capability to augment and sustain a reinforced response.**
- **Develop a plan for continued public safety.**
- **Establish and reinforce perimeters.**
- **Establish and enforce an access-control plan.**
- **Develop, establish, and enforce coordinated traffic management and evacuation plans.**
- **Establish and enforce Staging Areas.**



Visual Description: Emergency Response Convergence: Strategies

Key Points

There are several strategies for dealing with emergency responder convergence at the incident scene. These strategies include:

- Develop a local and regional capability to augment and sustain a reinforced response for up to 72 hours. This capability should be accompanied by instituting and enforcing policies governing self-dispatch and freelancing. Self-dispatch may be unavoidable—even necessary under certain extreme conditions, and should be part of the planning process. Freelancing represents an unacceptable risk, and should be discouraged.
- Develop a plan for the provision of continued public safety services. This plan should include policies and procedures for the orderly recall of personnel, as well as a policy to define the deployment of personnel to assist other agencies in times of emergency. Include backup for EOC personnel as well as emergency responders and ICS staff.
- Establish and enforce inner and outer perimeters. Exclude freelancing or self-dispatched resources as well as unauthorized civilian or volunteer access.
- Establish and enforce a controlled access plan for authorized personnel. This plan may require strategies, such as badges with differing colors indicating access areas, immediate access to large quantities of fencing materials, etc.

- Develop, establish, and enforce a coordinated traffic management and evacuation plan.
- Establish and enforce Staging Areas. Resources that have not been formally requested and designated as available for immediate deployment should not be permitted in Staging Areas.



Visual 5.28

State and National Mobilizations

- May take up to 72 hours to arrive.
- Can cause convergence issues even when self-sufficient.
- May need special assistance from local jurisdictions.

Unit 5:
The Complex Incident

Visual Description: State and National Mobilizations

Key Points

While interstate Emergency Management Assistance Compacts (EMACs) and the NRP provide vital resources to overwhelmed jurisdictions, their arrival can cause additional convergence issues. Even resources such as Urban Search and Rescue (US&R) Task Forces, which come prepared to be self-sufficient for 72 hours, will need a secure location in which to store equipment, conduct planning, eat, and sleep.

Other resources, such as Disaster Mortuary Operations Response Teams (DMORTs) and National Transportation Safety Board (NTSB) accident investigation teams, may need specific kinds of support from local government, including special facilities and utility needs, and security assistance.

Most Federal resources arrive with a full contingent of personnel, equipment, and supplies so that they are able to deploy immediately. A review of the components of the Federal US&R Task Forces reveals how significant the amount of resources may be.



Visual 5.29



Visual Description: Dealing With State and National Mobilizations

Key Points

What can you do to mitigate convergence issues related to State and national mobilizations?



Visual 5.30

Strategies for State/National Deployments (1 of 3)

- Ensure that Statewide agreements include full instructions.
- Review and assess support requirements of national assets.
- Develop a plan to integrate State and Federal assets into incident operations.
- Establish personal relationships with State and Federal officials.
- Identify suitable locations for key facilities.



Visual Description: Strategies for State/National Deployments (1 of 3)

Key Points

Some potential strategies for State and national deployments include:

- Ensuring that Statewide mutual-aid agreements include instructions on:
 - Staging.
 - Standards for ensuring interoperability of equipment and communication.
 - The expected degree of self-sufficiency.
 - The specific support expected from the host jurisdiction.
- Reviewing and assessing the support requirements of frequently deployed national resources.
- Developing a plan to integrate State and Federal assets into incident operations. Plan for the use of Unified Command and interdisciplinary tactical operations.
- Where possible, establishing personal relationships with State and Federal officials likely to respond to an Incident of National Significance. Training and exercising together will help develop those relationships.
- Identifying suitable locations for key facilities, including remote Staging Areas, Incident Bases, receiving and distribution centers, and mobilization centers.



Visual 5.31

Strategies for State/National Deployments (2 of 3)

Facilities needed to support State/national deployments may include:

- Airports/heliports.
- Aircraft hangars.
- Warehouses.
- Large parking lots.
- Campgrounds.
- Hotels, motels, and dorms.
- Office space.
- Conference space.



Unit 5:
The Complex Incident

Visual Description: Strategies for State/National Deployments (2 of 3)

Key Points

During State and national deployments, you will need to identify the facilities necessary to support State and Federal mobilizations. These may include, but not be limited to:

- Airports and heliports.
- Aircraft hangars.
- Warehouses.
- Large parking lots.
- Campgrounds.
- Hotels, motels, and dormitories.
- Office space.
- Conference space.



Visual 5.32

Strategies for State/National Deployments (3 of 3)

Consider incident and “off-incident” facilities.

Also consider requirements for support services:

- Security
- Parking
- Access
- Utilities
- Food, sanitation, lodging
- Janitorial and trash service



Visual Description: Strategies for State/National Deployments (3 of 3)

Key Points

Facilities will be required for the incident itself, including the Incident Command Post, Staging Areas (run by Operations), and Incident Bases (managed by Logistics). Facilities are also needed “off-incident,” such as receiving and distribution and mobilization/demobilization centers, where resources are gathered, housed, and supported while awaiting specific incident assignments, and locations for Disaster Recovery Centers (DRCs), Joint Operations Centers (JOCs), and Joint Information Centers (JICs).

In addition to the facilities themselves, resource considerations should include:

- Security.
- Parking.
- Access.
- Utilities.
- Access to commercial sources of food, sanitation, and lodging.
- Janitorial and trash service.

Identify and resolve issues around the potential for conflicting uses of both facilities and support services required by State and/or Federal assets.



Visual 5.33

Donations and Volunteer Assistance (1 of 2)

- Donated goods and services can be a significant political, psychological, and logistical opportunity—or a real problem.
- Develop a plan to manage the receipt, storage, and distribution of donated goods and services.

Working with the American Red Cross or other VOAD members can significantly reduce the strain of managing donated goods and services on local assets.



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Unit 5:
The Complex Incident

Visual Description: Donations and Volunteer Assistance (1 of 2)

Key Points

It is difficult to overstate the monetary and psychological importance of donations and volunteer assistance during a major disaster. Managing and tracking donations successfully and coordinating the efforts of volunteers (solicited or unsolicited) can be a significant political, psychological, and logistical opportunity—and a problem.

Donations take the form of either funds or donations of goods and services. The key to successful management of these assets during an incident is the ability to solicit and gather appropriate donations, prioritize them, and distribute them to those most in need.

Note: EMI has developed several courses and/or workshops dealing with how to establish an effective system for managing donated resources. Contact your State Training Officer for more information about the donations management courses.



Visual 5.34

Donations and Volunteer Assistance (2 of 2)

The donations management plan should also address what to do with inappropriate donations without bogging down distribution of essential goods and services.

Avoid the “disaster within a disaster” by planning, training, and exercising the Donations Management Annex before a disaster occurs.



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Unit 5:
The Complex Incident

Visual Description: Donations and Volunteer Assistance (2 of 2)

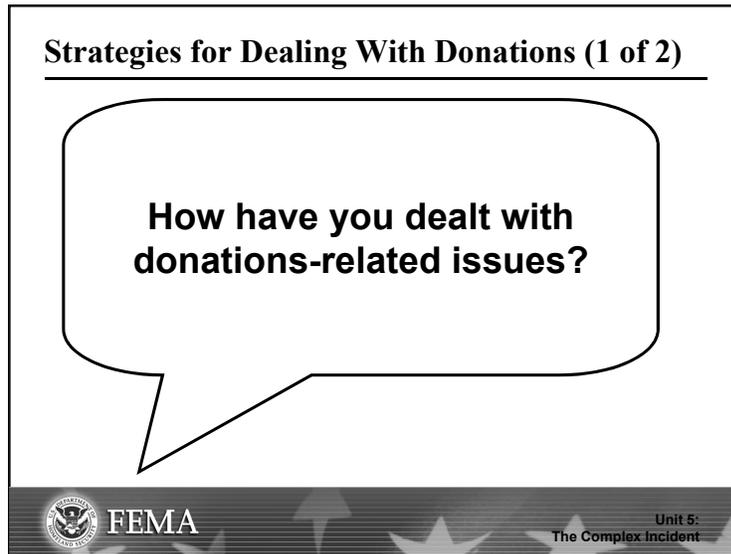
Key Points

The system must also be prepared to deal with inappropriate donations (horror stories abound!) without bogging down the distribution of essential goods and services.

The inability to manage donations can lead to a "disaster within a disaster." It may even become necessary for the jurisdiction to protect itself from charges of mismanagement, or for being billed at a later date for goods and services presented as "donations" at the time.



Visual 5.35



Visual Description: Strategies for Dealing With Donations (1 of 2)

Key Points

How have you dealt with donations-related issues?



Visual 5.36

Strategies for Dealing With Donations (2 of 2)

- Consult with organizations that manage donations regularly (e.g., the Red Cross).
- Develop public information and media releases that provide information about donations.



Unit 5:
The Complex Incident

Visual Description: Strategies for Dealing With Donations (2 of 2)

Key Points:

There are strategies for dealing with donations.

- Involve organizations that are used to soliciting, managing, and distributing donated goods, services, and funds.
- Develop public information and media releases that provide direction for those who wish to donate. These media releases should stress that cash is the best donation.



Visual 5.37

Strategies for Managing Volunteers (1 of 2)

Volunteers come in two varieties:

Trained and organized	Spontaneous and untrained
	

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Unit 5:
The Complex Incident

Visual Description: Strategies for Managing Volunteers (1 of 2)

Key Points

It is a fact that civilian volunteers are among the first to respond to a disaster. Often, they are witnesses to the disaster and are on the scene before emergency responders arrive. Their intervention saves lives, but can also cost lives, as they are usually not trained or equipped to respond safely to the disaster. Consideration needs to be given to how to manage this resource.

Volunteers come in two varieties: trained and organized, and spontaneous and untrained. The first can be an important asset during a disaster. The second presents both an opportunity and the potential for serious liability issues.

Volunteers such as amateur radio operators, search and rescue teams, Community Emergency Response Teams (CERTs), police and fire auxiliaries, and reserves are valued members of emergency management organizations in many jurisdictions. Such resources are known quantities that train and exercise to play specific roles in an emergency. They have long-standing formal relationships that are spelled out in written agreements and SOPs. Individual members have credentials and identification issued by the volunteer organization itself and/or the emergency management organization with which it has the agreement.



Visual 5.38

Strategies for Managing Volunteers (2 of 2)

- Assign emergent volunteers to an established VOAD or the local CERT.
- Have on-scene management either:
 1. Turn back volunteers, or
 2. Implement a management structure for handling them.
- Develop public information releases.



Visual Description: Strategies for Managing Volunteers (2 of 2)

Key Points

Spontaneous (also called emergent) volunteers just show up. Knowing that they will is half the battle. Making use of their energy and goodwill safely and effectively is the other half.

You should consider:

- When possible, assigning emergent volunteers to an established VOAD, or to the jurisdiction's CERT organization.
- Having the on-scene incident management organization either 1) turn back emergent volunteers or 2) be prepared to implement a management structure to receive, catalog the skills of, provide on-the-job training for, deploy, and supervise spontaneous volunteers.
- Developing public information and media releases that provide direction for those who wish to volunteer.



Visual 5.39

VIP Visits

Disadvantages:

- Can disrupt operations.
- Can cause traffic congestion.
- Will attract additional media attention.

Advantages:

- Provide VIPs with a realistic view of the issues.
- May result in enhanced resources.
- Provide a morale boost to responders and victims.



Visual Description: VIP Visits

Key Points

VIP visits cause yet another convergence issue for incidents. Depending on who the visitors are and where they want to visit, VIP visits can disrupt incident operations, cause additional traffic congestion, and attract additional media representation. On the other hand, such visits are valuable in providing VIPs with a realistic view of the problems posed by the disaster, may result in enhanced resources, and provide a morale boost to responders and victims. Most VIPs are aware of the impact their presence may have on operations and will be willing to coordinate visits with the incident management organization.



Visual 5.40

Strategies for Dealing With VIP Visits (1 of 2)

You know VIP visits will occur on all large incidents. How can you deal with them to minimize disruption?

 **FEMA** Unit 5:
The Complex Incident

Visual Description: Strategies for Dealing With VIP Visits (1 of 2)

Key Points

You know VIP visits will occur on all large incidents. How can you deal with them to minimize disruption to operations?



Visual 5.41

Strategies for Dealing With VIP Visits (2 of 2)

- Encourage VIPs to wait until after the 72-hour window for successful rescues has passed.
- Attempt to schedule visits to areas where the response is not time sensitive.
- Identify appropriate background shots, photo ops, etc. before the visit.
- Confirm availability of key personnel before the visit.
- Try to limit the VIP's time on scene.



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Unit 5:
The Complex Incident

Visual Description: Strategies for Dealing With VIP Visits (2 of 2)

Key Points

Some strategies for dealing with VIP visits include:

- When possible, encourage VIPs to wait until after the 72-hour window for successful rescues has passed.
- If visits must be scheduled before then, attempt to schedule visits to less time-sensitive operations.
- Identify appropriate background shots, photo opportunities, etc., before the visit.
- Confirm availability of key personnel (Public Information Officers, Incident Commanders, etc.) before the visit.
- Try to limit the time VIPs spend on scene. Conduct business away from the scene, if possible.



Visual 5.42

Self-Dispatched Resources

- Present both risk and opportunity.
- Risks usually outweigh the opportunities.

HOWEVER . . .

Self-dispatched resources are trained and capable during the initial life-safety phase of the incident.



Unit 5:
The Complex Incident

Visual Description: Self-Dispatched Resources

Key Points

Self-dispatched resources represent both risk and opportunity. The risks have been addressed in the previous discussion, and also include issues related to liability and reimbursement. If your incident assigns a resource outside of the normal activation and request process, it is possible that your agency or jurisdiction may become liable for their actions, or for any accidents or injuries they incur while working. Your agency or jurisdiction may also be responsible for any expenses or reimbursement.

Ordinarily, the risks associated with assigning self-dispatched resources outweigh the advantages. However, they may present an opportunity in the form of trained and capable resources during the initial life-safety phase of the incident when such resources are desperately needed.



Visual 5.43

Dealing With Self-Dispatched Resources

- Instruct perimeter personnel to refer self-dispatched resources to staging or mobilization points.
- Include accepted/assigned self-dispatched resources in resource tracking and incident planning.
- Inspect and complete formal contracts with commercial resources as soon as possible.
- Report the presence of private-sector resources to their home agencies.



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Unit 5:
The Complex Incident

Visual Description: Dealing With Self-Dispatched Resources

Key Points

There are strategies for dealing with self-dispatched resources. If self-dispatched resources must be used, you should consider the following strategies:

- Self-dispatched resources may become freelancers if the incident organization cannot organize to use them. Instruct perimeter personnel to refer self-dispatched emergency resources to staging or mobilization points. Staging Area Managers and Resource Unit Check-In Recorders must be ready to inventory resources for skills and readiness, check them in, organize them into appropriate tactical configurations, and assign them to the incident. If their skills are not needed, they should return to normal status to avoid unnecessary impact on overall public safety coverage.
- A self-dispatched resource that has been accepted and assigned to the incident must be included in the resource tracking and incident planning process. Share information about the resource with the rest of the Command and General Staff, especially the Liaison Officer, and the Planning, Logistics, and Finance/Administration Section Chiefs.
- If resources come from commercial/private-sector sources, the resource should be inspected and a formal contract completed as soon as possible.
- If resources come from private-sector sources, their presence and status on the incident should be reported to their home agency.



Visual 5.44

Learning From Past Incidents

1. Think about Incidents of National Significance that you have experienced.
2. Consider:
 - Resource-related issues that arose during the incident.
 - How those issues could be handled more effectively.
 - How you could incorporate the lessons learned into your planning process.
3. Participate in a class discussion around the lessons learned.



Unit 5:
The Complex Incident

Visual Description: Learning From Past Incidents

Key Points

Refer to the visual for discussion guidelines.



Visual 5.45

Summary and Transition

- How complex incidents affect resource management
- Issues that commonly arise during complex incidents and how to deal with them
- A model for managing resources



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Unit 5:
The Complex Incident

Visual Description: Summary and Transition

Key Points

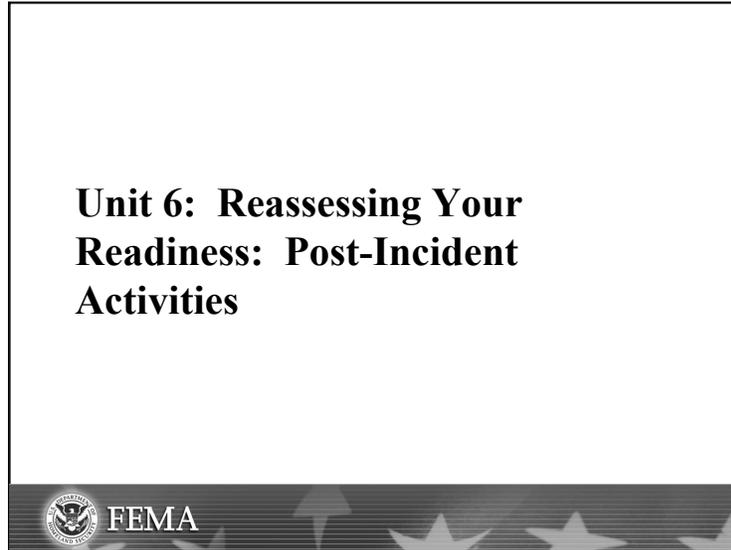
This unit covered the special resource management issues that often arise during complex incidents, especially Incidents of National Significance.

Unit 6 will address with post-incident assessment and corrective actions.

Unit 6: Reassessing Your Readiness: Post-Incident Activities



Visual 6.1



Visual Description: Unit 6: Reassessing Your Readiness: Post-Incident Activities

Key Points

Previous units discussed resource management in planning and preparedness, response, and Incidents of National Significance.



Visual 6.2

Unit 6: Objective

Describe the activities that need to take place following a deployment.



Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Unit 6 Objective

Key Points

At the end of this unit, you should be able to describe the activities that need to take place following a deployment.



Visual 6.3

Post-Incident Activities

Four general categories:

- **Actions needed to return the organization to pre-incident readiness**
- **Actions needed to return equipment and supplies to pre-incident status**
- **Activities and documentation required for reimbursement**
- **Activities to assess the response and capture lessons learned**



Visual Description: Post-Incident Activities

Key Points

The activities that need to take place following a deployment fall into four general areas:

- Actions needed to return the organization to its pre-incident readiness status
- Actions needed to return the equipment and supplies (including servicing, maintenance, repairs, restocking, etc.) to pre-incident readiness status
- Activities and documentation required for reimbursement
- Activities required to assess the response and capture lessons learned



Visual 6.4

Restoring Capabilities: Personnel

Long-term personnel issues may include:

- On-scene and long-term stress management.
- On-scene medical debriefings and long-term medical followup.
- The need to recruit, screen, and hire workers.
- Unforeseen demands on finances.
- Additional training needs.
- Recognition programs or awards for excellence.



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Restoring Capabilities: Personnel

Key Points

Personnel issues range from the need for simple rest and fluid replacement and rehabilitation to replacing a significant part of the workforce, as was the case in New York City following the September 11, 2001, attacks on the World Trade Center.

In extreme cases, personnel consequences may verge on the catastrophic. It is not unusual for jurisdictions to experience a higher than normal retirement or resignation rate following a disaster. A higher than usual number of personnel may also require retirement or reassignment for medical or psychological disabilities.

The New York City Fire Department, which experienced the on-duty deaths of a significant number of its emergency responders and Command Staff at the World Trade Center, found itself contemplating the need to recruit, screen, and train a large number of new firefighters, as well as holding promotional assessments to replace department managers.

Some issues have a long-term effect on the jurisdiction's finances, preparedness, and morale. Personnel issues may include:

- On-scene stress management defusing and long-term stress management debriefings and counseling.
- On-scene medical debriefings and long-term medical followup.
- The need to recruit, screen, and hire temporary and permanent workers.
- Unforeseen demands on jurisdiction finances to fund medical, leave, and pension funds.
- Additional training and supervision needed to address substandard performance.
- Recognition programs or awards for excellence, performance above and beyond the call of duty, etc.



Visual 6.5

Restoring Capabilities: Equipment/Supplies

Long-term activities may include:

- Replacing lost, stolen, or damaged equipment.
- Re-outfitting supply caches and response kits.
- Dealing with sensitive property items.
- Investigating and documenting property loss.



Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Restoring Capabilities: Equipment/Supplies

Key Points

Restoring response capabilities following a major disaster requires attention to both equipment and supplies.

Restocking and rehabilitating emergency resources after deployment is critical to returning the organization to its pre-incident level of readiness. For equipment and supplies, these activities may include:

- Replacing lost, stolen, or damaged equipment.
- Re-outfitting supply caches and response kits, including refurbishing, decontamination, updating, etc.
- Dealing with sensitive property items.
- Investigating and documenting property loss.



Visual 6.6

Reimbursement

- Reimbursement includes both accounts payable and accounts receivable.
- Response expenses may be reimbursable under several scenarios, including:
 - Reimbursement from the State.
 - Reimbursement from responsible parties.



Visual Description: Reimbursement

Key Points

Jurisdictions must ensure that processes and procedures are in place to ensure that resource providers are reimbursed in a timely manner. Procedures must include mechanisms for collecting bills, validating costs against the scope of the work, and ensuring that proper authorities are involved.

Managers must also have a thorough understanding of various reimbursement programs that may be available at the State level or locally. Response expenses may be reimbursable under several scenarios:

- Some States have reimbursement programs that shift costs from participating jurisdictions to the State for certain kinds and levels of incidents. Planners should review these programs to be sure they understand what is reimbursable and what documentation is required.
- Some jurisdictions have ordinances that allow them to recoup response costs under certain conditions. For example, it may be possible to pursue reimbursement from the responsible party at a hazardous materials incident. Planners should review ordinances to be sure they understand what is reimbursable, and what action is required to process a claim.



Visual 6.7

The Stafford Act (1 of 2)

Costs that may be reimbursable in Presidentially declared disasters:

- Debris/wreckage clearance
- Protective measures
- Road systems
- Water control facilities



Visual Description: The Stafford Act (1 of 2)

Key Points

Under the Stafford Act, certain response costs are reimbursed for Presidentially declared disasters. While it is beyond the scope of this course to discuss Stafford Act reimbursements in detail, generally reimbursement is possible (under certain conditions) in the following categories:

- Debris/wreckage clearance: This category of assistance includes clearance on public or private land or public waterways; demolition and removal of public or private buildings; cleaning reservoirs, catch basins, streams, and drainage facilities; and clearance to rough grading. Debris removal in the public interest must be approved by the State/Federal Coordinating Officer to be eligible for assistance.
- Protective measures: Protective measures may include overtime related to the disaster, costs associated with mutual aid (such as callback coverage), inventory replacement, mitigation of health hazards, vector control, emergency hiring, flood and fire control efforts, communications and dispatch, and food.
- Road systems: Reimbursable road system work may include emergency detours or bypass roads; public and nonpublic road and bridge repair; repair or replacement of manholes, curbs, culverts, public sidewalks/boardwalks; and repair or replacement of road or street signs and other traffic control devices.
- Water control facilities.



Visual 6.8

The Stafford Act (2 of 2)

Costs that may be reimbursable in Presidentially declared disasters:

- Public buildings and equipment
- Public utilities
- Facilities under construction
- Private nonprofit facilities



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: The Stafford Act (2 of 2)

Key Points

Additional categories under which your jurisdiction may receive reimbursement include.

- Public buildings and equipment: Reimbursement under this category may include replacement or repair of fire, law enforcement, or public works vehicles or equipment; roof and window repair or replacement; electrical, communications, or data processing equipment repair or replacement; temporary storage; replacement of office supplies, stores, shop stock, books, and publications; and rental of temporary office space.
- Public utilities: Reimbursement for public utility repair may include inspection, cleaning and repair of sewer and water lines, pumps, and hydrants.
- Facilities under construction.
- Private nonprofit facilities.

Under certain conditions other facilities, equipment, or systems may qualify for reimbursement under the Stafford Act.

Note: You should check with your State Training Officer for information about training that is available to address Stafford Act programs.



Visual 6.9

Documentation for Reimbursement

1. Document!
2. Document!
3. DOCUMENT!



Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Documentation for Reimbursement

Key Points

Extensive documentation is required for reimbursement under the Stafford Act. FEMA accepts records in a number of formats; however, any tracking system for reimbursement should be able to:

- Distinguish between straight time and overtime hours by department.
- Document:
 - Contract or mutual-aid equipment and personnel costs.
 - Damage to jurisdiction facilities, infrastructure, equipment, or vehicles.
 - Expenses for supplies.
 - Expenses for food.
 - Expenses for renting facilities.
- Identify the specific location of work.
- Identify the eligible category and activities for Federal reimbursement.



Visual 6.10

Capturing Lessons Learned

Capture for:

- Historical and training purposes.
- Revisions and corrections to plans and procedures.
- Support for budget requests to replace, repair, upgrade, or purchase new equipment.



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Capturing Lessons Learned

Key Points

The old adage that experience is the best teacher applies to emergency management as well as the rest of life. The best-designed training and exercise programs cannot compete with the experience of actually implementing plans and procedures and responding during a disaster. Because, fortunately, such events are a rarity, it is critical that lessons learned be captured for:

- Historical and training purposes.
- Revisions and corrections to plans and procedures.
- Support for budget requests to replace, repair, upgrade, or purchase new equipment.



Visual 6.11

Capturing Your Experience (1 of 2)

- The review process must be:
 - Thorough.
 - Honest.
 - Transparent.
- All agencies involved in the response should be involved in after-action activities.



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Capturing Your Experience (1 of 2)

Key Points

To capture an accurate and meaningful picture of the response, the review process must be thorough, honest, and transparent. Because major disasters and Incidents of National Significance are, by definition, interagency in scope, so should be the review process. This can mean airing what could be perceived as agency dirty laundry in a public forum. Difficult as this can be, such candor is vital to the review process. Because it can be assumed that no one deliberately sets out to perform poorly, the review philosophy should always be supportive, and have as its base assumption that personnel don't fail the system; the system fails its personnel.



Visual 6.12

Capturing Your Experience (2 of 2)

- Use after-action activities as a basis for:
 - Retraining personnel.
 - Modifying or upgrading systems.
 - Reviewing and updating plans and procedures.
- Develop and follow a concrete plan for implementing recommendations.



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Capturing Your Experience (2 of 2)

Key Points

Such a review, especially after a traumatic incident, takes an emotional toll on participants. It is incumbent on managers to make sure that lessons learned result in real change when necessary. Nothing is more demoralizing than going through a traumatic disaster response followed by an equally traumatic review process, only to see recommendations ignored by management. This may include:

- Retraining personnel.
- Modifying or upgrading systems.
- Reviewing and updating plans and protocols.

Management should be prepared to develop and present a concrete plan for implementation of those recommendations that cannot be implemented immediately. The plan should include a tracking mechanism to assign responsibility for completing the action and identifying progress toward each identified performance goal.



Visual 6.13

After-Action Reviews

Document the answers to four questions:

1. What was planned?
2. What actually happened?
3. Why did it happen?
4. What can be done better next time?



Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: After-Action Reviews

Key Points

There are many formats for post-incident analysis. A simple format that is easy to adapt to any kind of review (incident, event, or exercise) is the After-Action Review (AAR) process. An AAR is a learning tool intended to improve performance by sustaining strengths and correcting weaknesses. An AAR is performed as immediately as possible after the event by the personnel involved. An AAR should encourage input from participants that is focused on four questions:

- What was planned?
- What actually happened?
- Why did it happen?
- What can be done better next time?

It is a tool that can be used to get maximum benefit from the experience gained on any incident or project.



Visual 6.14

Learning From Others

- Meet with responders and managers after they have had time to analyze their experience.
- Contact the Learning Resource Center at EMI to access case-specific lessons learned.



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Learning From Others

Key Points

It is also possible to learn from others. Sometimes it is possible to actually visit the disaster site, but a site visit could cause major problems to an already stressed response organization and may not provide as valuable a learning experience as would be possible if you sat down with responders and managers after they have had a chance to analyze their experiences.

The Learning Resource Center (LRC) at the Emergency Management Institute maintains a large number of case studies that have valuable information for planners. Contact LRC personnel for lessons learned information. They will be happy to help locate appropriate case studies.



Visual 6.15

Discussion: Learning From Others

Share resource-management lessons learned from recent responses.

- How did you document them?
- How did you track progress?



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Discussion: Learning From Others

Key Points

Sharing lessons learned is an important way of improving resource management capabilities.



Visual 6.16

Summary and Transition

- Post-incident activities fall into four general categories.
- Resource managers should learn from their own experiences and the experience of others.
- Document, track, and follow up on lessons learned.



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Unit 6:
Reassessing Your Readiness: Post-Incident Activities

Visual Description: Summary and Transition

Key Points

This unit covered the following concepts:

- Post-incident activities fall into four general categories:
 - Actions needed to return the organization to pre-incident readiness.
 - Actions needed to return equipment and supplies to pre-incident readiness.
 - Activities and documentation required for reimbursement.
 - Activities required to assess the response and capture lessons learned.
- Resource managers should learn from their own experiences and from the experience of others. After-action discussions should involve personnel from all agencies that were involved in the response. The discussion should be honest, thorough, and transparent, yet nonthreatening.
- After-action discussions should be documented in a concrete plan and followed up to track progress toward the stated goals.

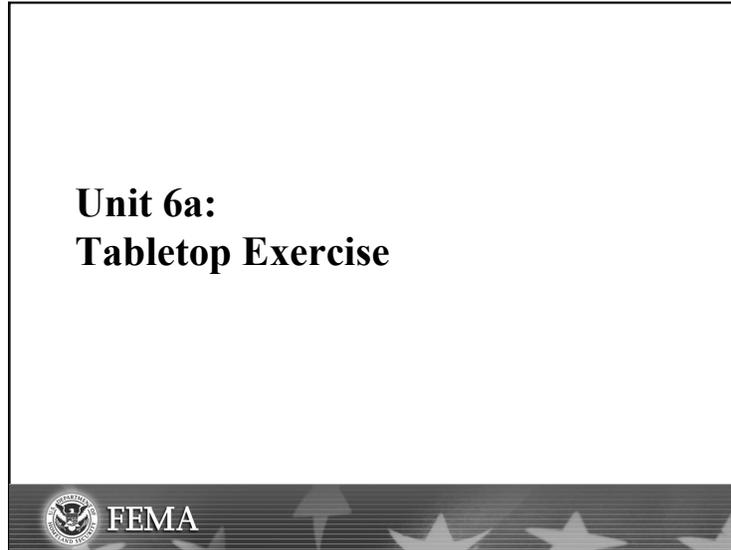
During Unit 6a, you will participate in a tabletop exercise that will allow you to apply what you have learned in this course.

Notes:

Unit 6a: Tabletop Exercise



Visual 6a.1



Visual Description: Exercise Introduction

Key Points

This tabletop will allow you to apply what you have learned throughout this course in the context of a simulated emergency.



Visual 6a.2

Unit 6a Objective

Apply what you have learned throughout this course in response to a simulated emergency.



Unit 6a:
Tabletop Exercise

Visual Description: Unit 6a Objective

Key Points

This tabletop exercise is intended to allow you to apply what you have learned throughout this course. The exercise describes a severe weather event and resultant response issues. The exercise provides the opportunity to identify the resource-management issues that could arise in an emergency and make the decisions to resolve those issues.

The exercise simplifies and orders the event during a period of time that, in reality, would be characterized by confusion and complexity. The incident is presented as an unfolding event with the initial incident scenario introducing the emergency and new information being introduced by means of injected messages throughout the exercise.

The scenario and injects presented in this exercise are not intended to reflect a jurisdiction's political context, but you should consider how political issues might influence your actions and decisions.

Background Information

The Murkey River flows south through the Granite Mountain foothills and then through Prosperous Valley. Severe weather followed by flooding caused by the emergency release of water at a weakened upstream dam has caused several major incidents along the east bank of the river in Jackson County. More rain and wind are expected during the next several days.

Jackson County is located in the State of New Columbia. The county seat is Jackson City, where the county Emergency Operations Center (EOC) and county jail are located. Jackson City has a population of 48,552 and covers 12.5 square miles. To the southeast are the towns of Baytown, with a population of 8,012, and Fryville, with a population of 20,499. There are three major highways running through the county: Highway 57, Highway 23, and Highway 46. There is one train track that crosses Highway 57 and Highway 46. Jackson County has mutual-aid agreements with Washington County to the north, Adams County to the south, Wilson County to the east, and Taft County to the west.

Topic

Background Information and Exercise Scenario (Continued)

Resources

Jackson City

10 School Buses
 20 Police Vehicles
 5 Fire Engines
 4 Fire Trucks
 1 Ambulance (ALS)
 4 Ambulance (BLS)
 20,000 Sandbags
 3 Dump Trucks
 1 Backhoe
 2 Dozers
 5 Message Boards

Baytown

4 School Buses
 3 Police Vehicles
 1 Fire Engines
 1 Fire Truck
 1 Ambulance (BLS)
 500 Sandbags
 1 Dump Trucks

Fryville

10 School Buses
 12 Police Vehicles
 2 Fire Engines
 2 Fire Trucks
 1 Ambulance (BLS)
 10,000 Sandbags
 1 Dump Truck
 1 Backhoe
 2 Message Boards

Jackson County

16 School Buses
 32 Sheriff Vehicles
 1 Mobile Command Vehicle
 8 Fire Engines
 6 Fire Trucks
 2 400-Gallon Tenders (non-potable water)
 1 HAZMAT Team
 3 Ambulance (ALS)
 5 Ambulance (BLS)
 1 Medical Airlift Helicopter
 45,000 Sandbags
 8 Dump Trucks
 3 Backhoes
 2 Dozers
 1 County Multiagency Type III Incident Management Team
 12 Message Boards

Washington County

10 School Buses
 24 Sheriff Vehicles
 1 Mobile Communications Trailer
 5 Fire Engines
 4 Fire Trucks
 1 400-Gallon Tender (non-potable)
 1 HAZMAT Team
 2 Ambulance (ALS)
 2 Ambulance (BLS)
 50,000 Sandbags
 2 Dump Trucks
 4 Backhoes
 8 Dozers
 3 Message Boards

Taft County

15	School Buses
21	Sheriff Vehicles
1	Mobile Command Vehicle
5	Fire Engines
5	Fire Trucks
1	Ambulance (ALS)
1	Ambulance (BLS)
2	Dump Trucks
1	Backhoe
1	Dozer
9	Message Boards

Wilson County

15	School Buses
1	Mobile Communications Trailer
21	Sheriff Vehicles
3	Fire Engines
3	Fire Trucks
2	Ambulance (ALS)
5	Ambulance (BLS)
2	Dump Trucks
2	Backhoes
2	Dozers
10	Message Boards

Adams County

19	School Buses
42	Sheriff Vehicles
7	Fire Engines
8	Fire Trucks
2	Hazmat Teams
4	Ambulance (ALS)
3	Ambulance (BLS)
2,500	Sandbags
3	Dump Trucks
3	Backhoes
2	Dozers
16	Message Boards

Scenario

It is 5:45 p.m. on Friday, August 21. A 10-block area of Baytown has had extensive flooding. Search and rescue and evacuations are underway. There is no electrical power and the water and sewer systems have been damaged. An Incident Command Post has been established to cover the event. The Baytown Police Department has designated an Incident Commander from the department.

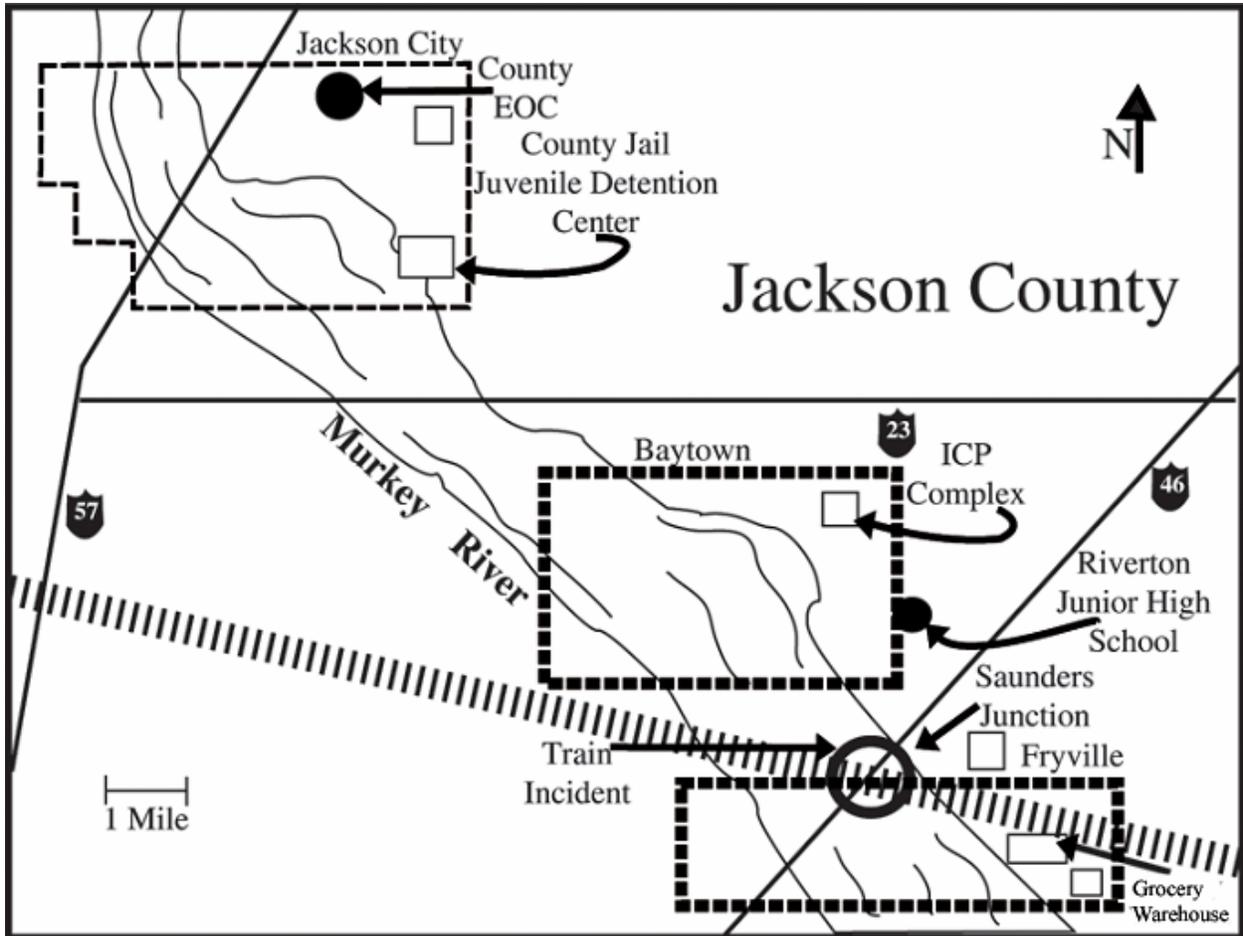
The county jail has suffered extensive damage. All electrical power and water are out. Population is 450 adult males, 175 females, and 250 male juveniles. Relocation may be required. Only cold meals and limited water are available. A county sheriff's captain is the Incident Commander.

Discussion Questions:

Your group is the staff for the Jackson County EOC. Based on the background information and incident scenario:

1. With cascading events in mind, what types of resources might be needed in the county?
2. Where can these resources be found?
3. What are the overall resource priorities?
4. What are two resource management challenges?

JACKSON COUNTY MAP



Lessons Learned From This Exercise. Record the lessons you learned from the exercise so you can use them back on the job.

Key Points

Even a smaller incident can grow or extend beyond a jurisdiction's resource management capability. Ensure that you have mutual-aid and other agreements (including agreements with private-sector entities) in place and that they are trained and exercised before an incident occurs.

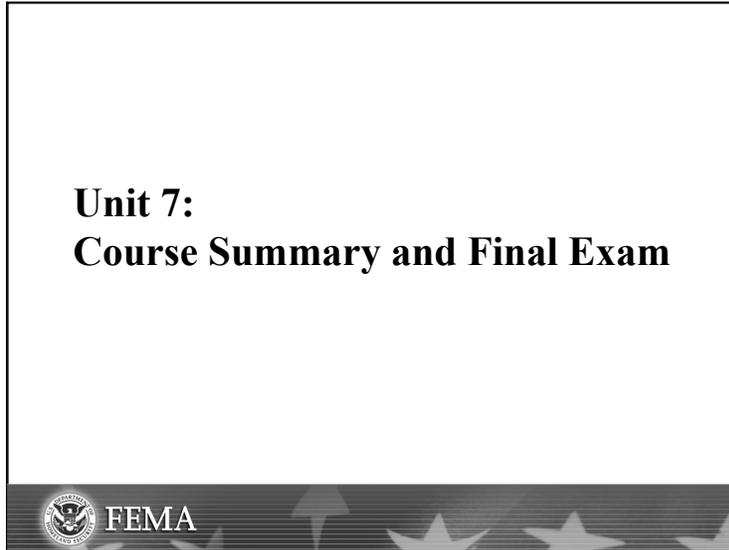
Unit 7 will include the course summary and final examination.

Notes:

Unit 7: Course Summary and Final Exam



Visual 7.1



Visual Description: Unit 7: Course Summary and Final Exam

Key Points

This course discussed resource management in planning and preparedness, response, Incidents of National Significance, and post-incident activities. The tabletop exercise that you completed gave you the opportunity to apply what you learned throughout the course to a simulated incident.



Visual 7.2

Unit 7: Objective

Demonstrate your knowledge of resource management by passing a final exam.



Unit 7:
Course Summary and Final Exam

Visual Description: Unit 7 Objective

Key Points

At the end of this unit, you should be able to demonstrate your knowledge of resource management by passing a final exam.



Visual 7.3

Resources: NIMS

<http://www.fema.gov/emergency/nims>

Unit 7:
Course Summary and Final Exam

Visual Description: Resources: NIMS

Key Points

This slide shows the NIMS Homepage on the FEMA Website. By clicking on the “Resource Management/Mutual Aid” link, you can access NIMS-oriented information and tools on resource typing, emergency responder credentialing, EMAC, mutual aid, and other topics.



Visual 7.4

Resources: ICS

ICS Resource Center Contents

ICS Review Document
A summary of key ICS features and principles.

ICS Training Materials and Opportunities
Access to ICS Training Materials and independent-study courses.

ICS Job Aids
Printable job aids related to ICS positions and activities.

ICS Forms
Printable versions of standard ICS forms.

ICS Position Checklists
Printable checklists of roles and responsibilities for ICS positions.

Glossary of Related Terms
Alphabetical list of terms and acronyms, with definitions.

Reference Documents
Printable versions of relevant reference documents including NIMS, NRP, and Directives.

Links
A list of applicable resource documents and web sites.

Click on a link above to view the resource center assets.

<http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>

FEMA

Unit 7:
Course Summary and Final Exam

Visual Description: Resources: ICS

Key Points

This slide shows the main page of EMI's ICS Resource Center. From this page, you can access documents on a wide range of ICS topics, and tools such as job aids and forms.



Visual 7.5

Activity: Summary of Key Points

1. Work in table groups to complete this activity.
2. Review the material covered in this course.
3. Identify the three most critical points from the course.
4. Present your points to the class.



 You have 10 minutes to complete this activity.



Visual Description: Activity: Summary of Key Points

Key Points

Refer to the visual for the activity instructions.



Visual 7.6

Taking the Exam

Instructions:

1. Read each item carefully.
2. Circle your answer on the test.
3. Check your work and transfer your answers to the computer-scan (bubble) answer sheet or enter the answers online.

→ You may refer to your Student Manuals when completing this test.



Visual Description: Taking the Exam

Key Points

Refer to the visual for instructions on taking the final exam.

To submit your answers online:

1. Go to <http://training.fema.gov/EMIWeb/IS/is703.asp>.
2. Click on "Download Final Exam Questions" (found at the bottom of the page). You may want to print the test.
3. Click on "Take Final Exam" (found at the bottom of the page).



Visual 7.7

Feedback



Please complete the course evaluation form.

Your comments are important!

 FEMA Unit 7:
Course Summary and Final Exam

Visual Description: Feedback

Key Points

Completing the course evaluation form is important. Your comments will be used to evaluate the effectiveness of this course and make changes for future versions.

Thank you!

Notes: