IS-0703.b NIMS Resource Management

Instructor Guide

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FEMA

Contents

Lesson 1: Resource Management Overview

COURSE OVERVIEW AND OBJECTIVES

Course Description

This course introduces resource management as described in the National Incident Management System (NIMS), and shows how systems for managing resources can be used to improve incident response. The course includes examples of best practices, lessons learned, and job aids to assist the participant in planning for resource management.

Course Objectives

At the conclusion of this course, you should be able to:

- Define the four resource management tasks conducted in preparation for incident response.
- Identify the six primary tasks of resource management during an incident.
- Describe the use of mutual aid in incidents.

Target Audience

The target audience is Federal, State, tribal, and local emergency managers; first responders to include incident commanders from all emergency management disciplines; private industry personnel responsible for coordination activities during a disaster; and voluntary agency personnel.

Course Prerequisites

There are no prerequisites for this course. However, completion of IS 700.b, An Introduction to the National Incident Management System, is recommended.

Unit Lengths and Objectives

Unit Title	Unit Summary and Objectives	Length
Course Overview	The Course Overview includes a preview of the course goals and agenda, instructor and participant introductions, and administrative information.	30 minutes
Unit 1: Resource Management Overview	This unit presents an overview of the concepts and principles that are the foundation of National Incident Management System (NIMS) resource management.	1 hour
Unit 2: Resource Management Planning	This unit focuses on the relationship between planning and resource management. Jurisdiction and agency	2 hours 30 minutes

Unit Title	Unit Summary and Objectives	Length
	planning processes should include identifying resource needs based on the threats to and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.	
Unit 3: Resource Typing, Personnel Qualification, and Readiness	Emergency management and incident response activities require that resources (personnel, teams, facilities, equipment, and/or supplies) are prepared to meet incident needs. This unit covers standardized resource management concepts—such as typing, credentialing, training, and exercising—that facilitate the efficient and effective deployment of resources.	3 hours
Unit 4: Resource Management During Incidents	Following an incident, NIMS promotes the use of a standardized six-step cycle for managing resources. This unit discusses managing resources during an incident.	3 hours 30 minutes
Unit 5: Resource Management and Complex Incidents	This unit expands upon the content of the previous units to include the issues related to managing complex incidents.	2 hours
Unit 6: Tabletop Exercise	This unit involves a simulated incident to allow students to apply what they have learned throughout this course to their resource management systems.	2 hours 30 minutes
Unit 7: Course Summary and Final Exam	The final unit includes a brief review activity and provides the students with an opportunity to complete a self-assessment of their organizations' resource management preparedness. They will then complete the final exam and course evaluation	1 hour
	TOTAL	**16**

Unit Title	Unit Summary and Objectives	Length
		hours

METHODOLOGY AND INSTRUCTORS

Instructional Methodologies

Instructional methodologies include:

- Interactive lectures with PowerPoint visuals for presenting key concepts to participants.
- Group discussions.
- Small-group activities to promote creative thinking and problem-solving.
- Tabletop exercise with a simulated incident response.

Instructor Qualifications

It is recommended that this training be taught by instructors with the following minimum qualifications:

- Experience managing resources at a complex incident.
- Successfully completion of ICS-100, ICS-200, IS-700, and IS-800.
- Experience as an instructor teaching adults.

A minimum of two instructors is recommended.

Instructor Expectations

Participants benefit when instructors actively participate and inject their diverse experiences, expertise, and knowledge throughout the course. To achieve this, all instructors should:

- Remain in the classroom during all course delivery, even when they are not the lead instructor. Discussions may occur that require their input.
- Restrict the use of computers, phones, and other devices while class is in session.
- Maintain a positive, productive work environment.
- Set up the room for lectures and activities.
- Follow the agenda and time schedule.
- Manage PowerPoint, handouts, and course materials.
- Lead and facilitate class discussions.
- Inject “real world” experiences, knowledge, and examples into the course.

PREPARATION GUIDANCE

The instructors’ preparation and conduct of the course impact its effectiveness. This introductory section provides guidelines for preparing to instruct this course. Completing the following steps will help you prepare to conduct the course:

- Read the Instructor Guide (IG) and the Student Manual thoroughly.

- Complete all activities and be prepared to answer the questions that the participants will likely ask while completing the activities.
- Draft your own notes in the margins of the IG. Adding personal experiences helps to explain the concepts in the course.
- Draft or copy any supplemental materials from which you feel the participants will benefit. (Note: Be sure to obtain copyright releases when necessary.)

PREPARING THE CLASSROOM

As an instructor, you are responsible for preparing the classroom and ensuring that the general supplies that you will need for this course are available. Use the list on the following page to ensure that you have all of the materials and equipment required.

Room Setting

Set up the room so that the participants can work in small groups of 4 to 6 (depending on class size) during selected activities. Ensure that the tables are organized so that all participants can see the instructors, the visual display, and easel pads.

Place a table at the front of the room so that you can organize your materials. If you will be displaying other resources for the participants, be sure to add a table for the display, allowing for traffic past the table without interfering with the small-group setup.

Equipment and Materials

You will need the equipment and materials listed in the following chart to conduct this course. Be sure to test all of the equipment so that you feel comfortable with its operating requirements and are sure that all of the equipment is functional.

Unit Title	Equipment and Materials	Preparation Notes
All Units	• Student Manual, one per participant, double-sided • Computer projection system or overhead projector • Chart paper, easels, and markers • Pencils, pens, and writing tablets Name	• Set up the room to accommodate table group activities (4 to 6 per group). • Distribute one copy of the Student Manual, course agenda, and a name tent to each participant. • Distribute chart paper, an easel, and markers to each table group. • Test all equipment and have an extra projector bulb on hand.

Unit Title	Equipment and Materials	Preparation Notes
	tents	
Course Overview	• Unit visuals • Sign-in sheet	
Unit 1: Resource Management Overview	• Unit visuals	
Unit 2: Resource Management Planning	• Unit visuals	
Unit 3: Resource Typing, Personnel Qualification, and Readiness	• Unit visuals	
Unit 4: Resource Management During Incidents	• Unit visuals	
Unit 5: Resource Management and Complex Incidents	• Unit visuals	

Unit 6: Tabletop Exercise	• Unit visuals
	• Handouts:
	  ○ Exercise Inject 1
	  ○ Exercise Inject 2
	  ○ Exercise Inject 3	

Unit 7: Course Summary and Final Exam	• Unit visuals • Course Evaluation form • IS Test	

TIPS AND REMINDERS FOR INSTRUCTORS

As an instructor, you are setting an example for the participants. You will lose credibility with the class if you are not knowledgeable about the subject matter, if you appear unprepared, or if your instructional skills are poor. Some instructional tips to help you present the course effectively are shown below:

- **Don't answer questions if you are not sure of the answers.**

  If a participant asks you a question to which you do not know the answer:

  - Tell the participant that you do not know the answer.
  - Explain that you will find the answer and get back to the participant.

- **Make yourself part of the group.**

  Do not separate yourself physically from the group by standing behind a podium, an overhead projector, or a table. By physically separating yourself, you look as if you are trying to hide, and worse, as if you are not interested in or open to input from the group. Feel free to walk around the room while you are speaking.

- **Model activities and responses.**

  Verbal and written instructions should be models for the groups. Giving specific methods for completing the activity (e.g., walking through one example and writing a response on chart paper) and providing detailed sample responses will help the participants understand what is expected of them.

- **Remember that you are working with adults.**

  Value the resources that your participants bring to the group. Encourage them to share their experiences, knowledge, and ideas.

- **Observe how the group works together.**

  - Who participates most? Who participates least?
  - Do certain students try to dominate? Does anyone withdraw?
  - Are there any negative undercurrents in the group?
  - How do individuals react to one another in small groups?

    Watch for both verbal and nonverbal responses and clues. Use your observations to keep the session running smoothly. Share your observations with the group when appropriate.

- **Check for understanding.**

  Sticking to the agenda is important, but do not move to the next activity or lecture before ensuring that the group understands what has already been discussed. You can check understanding by asking for volunteers to summarize concepts and fill in gaps during your transitions.

- **Do not read or lecture to the group.**

  Think back to the last class that you attended. If the instructor lectured incessantly, chances are that you tuned out and did not learn much. This package is a guide, not your

script. Flexibility is the key to success. You may modify discussion questions to meet the needs of the group. If you do not like or do not understand a question, change it.

- **Do not go too long without a break.**

  As a general rule, groups need a break every hour for about 10 minutes. Although most participants will let you know when they need a break, you should watch for nonverbal signs, including glazed eyes or shifting in seats as indicators that a break is needed. Try to find natural breaking points in the course as needed. Adjust the timing of breaks as necessary according to what is going on in the class. **It is important to enforce break time limits. Resume training promptly at the end of a break!**

- **Use each group you instruct as a resource for the next group.**

  Consider the reaction of previous groups when you present the course to a new group. Do not be afraid to augment the materials or change your approach based on experience.

Visual 1: Course Welcome

This course introduces resource management as described in the National Incident Management System (NIMS), and shows how systems for managing resources can be used to improve incident response. The course includes examples of best practices, lessons learned, and job aids to assist the participant in planning for resource management. Descriptions and details about the other NIMS-related courses may be found on the FEMA EMI Web site: https://training.fema.gov/is/.

Course Objectives: At the conclusion of this course, you should be able to:

•Define the four resource management tasks conducted in preparation for incident response.

•Identify the six primary tasks of resource management during an incident.

•Describe the use of mutual aid in incidents.

Visual 2: Student Introductions

Introduce yourself by providing:

- Your name and organization
- Your job title
- 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.

Instructor Note

STUDENT INTRODUCTIONS

Ask the students to introduce themselves by providing:

- Their names and organizations.
- A brief statement of their experience with emergency or incident response, including resource management.
- One special issue about resource management that they would like to be able to resolve by taking this course.

Easel Chart

STUDENT EXPECTATIONS

Ask the students: What do you expect to gain from this course?

Allow the group time to respond. Record their responses on chart paper.

If possible, hang the list of their responses in the training room. Revisit the list at the end of the course to ensure that students have met their learning objectives.

Instructor Note

INSTRUCTOR EXPECTATIONS

Like the students, you, as the instructor, also have expectations for the course. You expect that everyone will:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.

Visual 3: Course Structure

This course is divided into the following units:

- Unit 1: Resource Management Overview
- Unit 2: Resource Management Planning
- Unit 3: Resource Typing, Personnel Qualification, and Readiness
- Unit 4: Resource Management During Incidents
- Unit 5: Resource Management and Complex Incidents
- Unit 6: Tabletop Exercise
- Unit 7: Course Summary and Final Exam

Course Logistics

Review the following housekeeping issues:

- Course agenda
- Sign-in sheet

Review the following information with the group:

- Breaks
- Message and telephone location
- Cell phone policy
- Facilities
- Other concerns

IS-703.b Unit 1 Overview - Objectives, Scope, Methodology, etc.

At the end of this unit, the participants will be able to:

- Explain the purpose of the course.
- Identify the course objectives.
- Identify the comprehensive approach to resource management.
- Identify the concepts and principles that are the foundation of NIMS resource management.

Scope

- Course Structure
- Course Objectives
- Introductions
- Expectations
- Course Logistics
- Course Completion
- Unit Overview
- What is NIMS?
- NIMS and Other Preparedness Efforts
- NIMS and NRF
- NIMS Components
- What is NIMS Resource Management?

Methodology

The instructors will welcome the students to the course and introduce themselves, providing a brief statement of their backgrounds and experience with resource management. Next, the students will introduce themselves, providing their names, agencies, and experience with resource management. They will also share their expectations of this course.

The instructors will explain their expectations of the students and provide the students with course administrative information. They will also present the criteria for successful course completion.

After introducing this unit and providing the unit objectives, the instructor will provide an overview of NIMS and the NIMS resource management concepts.

The instructor will summarize the key points of this unit and transition to Unit 2.

Materials

- Instructor Guide
- Student Manual
- Computer display system and visuals

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Overview	4 minutes
Course Structure	4 minutes
Course Objectives	3 minutes
Introductions	10 minutes
Expectations	5 minutes
Course Logistics	5 minutes
Course Completion	4 minutes
Resource Management Mandates	10 minutes
NIMS Overview	10 minutes
Resource Management Introduction	10 minutes
Resource Management Concepts	20 minutes
Unit Summary	5 minutes
Total Time	**1 hour 30 minutes**

Course Completion

Tell participants that in order to successfully complete this course, they must:

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation in accordance with your agency's policies and practices.

Visual 4: Lesson Overview

This lesson will introduce the National Incident Management System (NIMS) and NIMS resource management.

Instructor Note

Tell the participants that at the end of this unit, they should be able to identify:

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

Ask if anyone has any questions about what will be covered in this unit.

Visual 5: What is NIMS?

Video

What is NIMS? - Video

Tell the students that this video provides an introduction to the National Incident Management System (NIMS).

Instructions for playing the video: The videos are activated by a single click on the image in Slide Show mode. If you click a second time on the video, it will stop. The videos will not work unless you are in Slide Show mode.

Visual 6: Homeland Security Presidential Directives

HSPD-5, Management of Domestic Incidents, identified steps for improved coordination in response to incidents. It required 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 Framework (NRF) and a National Incident Management System (NIMS).

HSPD-8, National Preparedness, directed DHS to lead a national initiative to develop a National Preparedness System—a common, unified approach to "strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies."

Presidential Policy Directive 8 (PPD-8), National Preparedness, describes the Nation's approach to preparedness-one that involves the whole community, including individuals, businesses, community and faith-based organizations, schools, tribes, and all levels of government (Federal, State, local, tribal and territorial).

Instructor Note

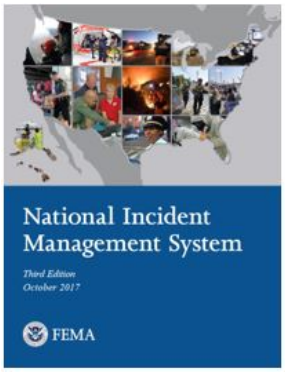
HSPD-8 and PPD-8

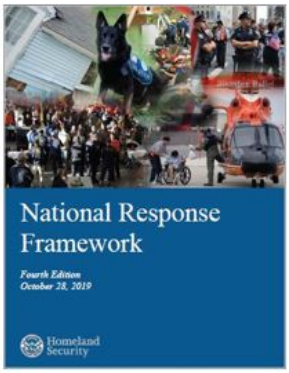
Provide copies of HSPD-8, National Preparedness, and Presidential Policy Directive 8 (PPD-8), National Preparedness, to the students in the classroom.

Visual 7: NIMS and NRF

NIMS guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems that guide how personnel work together during incidents. NIMS applies to all incidents, from traffic accidents to major disasters.

The NRF is a guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in NIMS to align key roles and responsibilities across the Nation. The NRF describes the principles, roles and responsibilities, and coordinating structures for delivering the core capabilities required to respond to an incident.

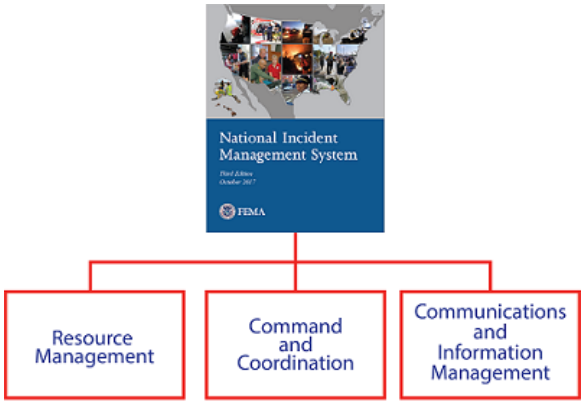




Visual 8: Major Components of NIMS

Jurisdictions and organizations involved in the management of incidents vary in their authorities, management structures, communication capabilities and protocols, and many other factors.

The major components of NIMS provide a common framework to integrate these diverse capabilities and achieve common goals.



Resource Management

Resource Management describes standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, both before and during incidents in order to allow organizations to more effectively share resources when needed.

Command and Coordination

Command and Coordination describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.

Communications and Information Management

Communications and Information Management describes systems and methods that help to ensure that incident personnel and other decision makers have the means and information they need to make and communicate decisions.

Note

Following is a synopsis of each major component of NIMS:

- **Resource Management**. Resource Management describes standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, both before and during incidents in order to allow organizations to more effectively share resources when needed.
- **Command and Coordination.** Command and Coordination describes leadership roles, processes, and recommended organizational structures for incident management at the operational

and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.

- **Communications and Information Management.** Communications and Information Management describes systems and methods that help to ensure that incident personnel and other decision makers have the means and information they need to make and communicate decisions.

Visual 9: What Is NIMS Resource Management?

Video

What is NIMS Resource Management? Video

Tell the students that this video provides an introduction to the NIMS Resource Management component.

Instructions for playing the video: The videos are activated by a single click on the image in Slide Show mode. If you click a second time on the video, it will stop. The videos will not work unless you are in Slide Show mode.

Transcript - What is NIMS Resource Management?

During an incident, getting the right resources, to the right place, at the right time, can be a matter of life and death.

Resource management involves collaboration and coordination across jurisdictions and organizations to systematically manage resources—including personnel, equipment, teams, supplies and facilities.

Since most jurisdictions or organizations cannot own and maintain all of the resources necessary to address all potential threats and hazards, effective resource management includes leveraging each jurisdiction's resources and encouraging the further development of mutual aid agreements.

Resource management preparedness involves four key activities: identifying and typing resources; qualifying, certifying, and credentialing personnel; planning for resources; and acquiring, storing, and inventorying resources.

Prior to an incident, resources are inventoried and categorized based on the characteristics of capability, category, kind and type.

Mutual aid partners exchange information about resource assets and needs. Resource readiness and credentialing are maintained through periodic training and exercises.

When an incident occurs, standardized procedures are used to:

- Identify resource requirements,
- Order and acquire resources, and
- Mobilize resources.

The purpose of tracking and reporting is accountability. Resource accountability helps ensure responder safety and effective use of incident resources. As incident objectives are reached, resources may no longer be necessary. At this point, the demobilization process begins.

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. Finally, reimbursement and restocking activities ensure that resource providers are paid for their expenses and resources that have been depleted are replenished.

When disaster strikes, we must be able to take full advantage of all available and qualified resources. In this lesson you will learn how NIMS provides the mechanisms for ensuring that we can be inclusive and integrate resources from all levels of government, the private sector, and nongovernmental organizations.

Visual 10: Unit Summary

This unit introduced you to NIMS and NIMS Resource Management. In the next lesson, you will learn how jurisdictions work together in advance of an incident to develop plans to:

- Identify resource needs based on the threats to and vulnerabilities of the jurisdiction.
- Develop alternative strategies to obtain the needed resources.
- Align policies, procedures, and protocols to ensure effective resource management.

Lesson 2: Resource Management Planning

IS-0703 Unit 2 Objectives, Scope, Methodology, etc.

Unit Objectives

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

- Describe the relationship of the jurisdiction's advance planning to resource requirements.
- Identify sources for emergency resources, including public, private, and nongovernmental organizations.
- Describe the mechanisms for ensuring that resources are available during incidents.
- Describe the relationships among various entities regarding resource management, and the enabling mechanisms that provide for seamless integration.

Scope

- Resource Management Planning Process Overview
- Risk-Based Planning
  - Activity 1: Identify Threats and Vulnerabilities of the Jurisdiction
  - Activity 2: Identify Resource Requirements
  - Researching Incidents
  - Common Resources
  - Knowledge Review
  - Resource Typing
  - Activity 3: Develop Strategies to Obtain Resources
  - Agency or Jurisdiction Resources
  - Mutual Aid
  - Emergency Management Assistance Compact
  - Lessons Learned: Mutual Aid Agreements and Compacts
  - Other Levels of Government
  - Volunteer Organizations
  - Involving Voluntary Agencies
  - Lessons Learned: Unsolicited Donations
  - Private-Sector Partners
  - Private-Sector Responsibilities
  - Donations
  - Knowledge Review
  - Activity 4: Review Resource Management Procedures
  - Systems and Protocols
  - Acquisition Strategies
  - Shelf-Life or Special Maintenance Considerations
  - Purchase Authority
  - Controlling Access to the Scene
  - Knowledge Review
  - Perform a Legal Review of Procedures
  - Additional Legal Considerations
  - Activity 5: Acquire, Store, and Inventory Resources

    - Keeping Information Up to Date
- Planning for Interorganizational Issues

Methodology

The instructors will introduce the unit and its objectives, then briefly overview the entire planning process and explain the importance of risk-based planning. This introduction leads into activity 1 of the planning process, which is identifying associated risks and consequences.

Next, they'll describe activity 2, which is projecting resource needs. The instructors will lead an exercise involving resource needs projections, to get students thinking about how the planning process could apply to their own communities.

Then the instructors will introduce resource typing and explain how it relates to the planning process. The instructors will describe different potential sources for filling resource needs, and use discussion questions to help the students apply the content to their own agencies or jurisdictions.

The students will then participate in a group exercise in which they'll imagine an incident that causes cascading effects, analyze what resources would be needed for response operations, and identify the most logical sources to fill those requirements.

Next, the instructors will cover procedures, systems, and protocols that must be developed and maintained for effective resource management. They'll explain how credentialing procedures help control access to an incident scene. The students will complete a scenario-based exercise where they identify issues to address to contract with a private-sector company for resources.

After presenting the legal review step of the planning process, the instructors will describe interorganizational issues involved in any resource management process, and lead the students through a brainstorming session to develop solutions to some of their interorganizational issues. The instructors will summarize the unit and answer questions before moving to the next unit.

Materials

- Instructor Guide
- Student Manual
- Computer display system and visuals

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Overview	5 minutes
Risk-Based Planning	10 minutes
Resource Needs	10 minutes

Topic	Time
Activity 2.1: Projecting Resource Needs	5 minutes
Resource Typing	5 minutes
Potential Sources	30 minutes
Activity 2.2: Identifying Potential Sources	20 minutes
Procedures, Systems, and Protocols	10 minutes
Acquisition Strategies and Purchase Authority	5 minutes
Controlling Access to the Scene	5 minutes
Activity 2.3: Ordering Resources	5 minutes
Legal Review of Procedures	15 minutes
Interorganizational Issues	5 minutes
Activity 2.4: Addressing Interorganizational Issues	15 minutes
Unit Summary	5 minutes
Total Time	**2 hours 30 minutes**

Visual 1: Lesson Overview

Any jurisdiction's or agency's emergency management activities should be based on a thorough planning process, which is documented in its Emergency Operations Plan (EOP).

Jurisdiction and agency planning processes should include identifying resource needs based on the threats to and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.

This lesson will focus on the relationship between planning and resource management.

Instructor Note

Unit 2 will present an overview of the concepts and principles that are the foundation of National Incident Management System (NIMS) resource management.

Visual 2: Unit 2 Objectives

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

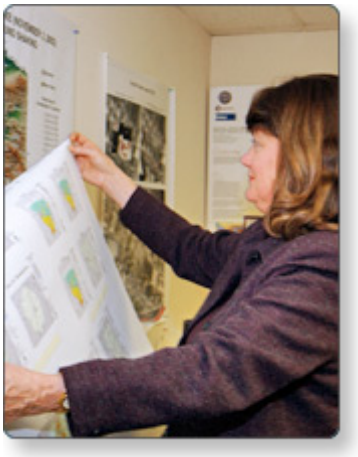
- Describe the relationship of the jurisdiction's advance planning to resource requirements.
- Identify sources for emergency resources, including public, private, and nongovernmental organizations.
- Describe the mechanisms for ensuring that resources are available during incidents.
- Describe the relationships among various entities regarding resource management, and the enabling mechanisms that provide for seamless integration.

Visual 3: Resource Management Planning Activities

This lesson is organized around the following planning activities:

Visual 4: Risk-Based Planning

The planning process includes identifying resource requirements based on the threats to, and vulnerabilities of, the jurisdiction or organization. Planning also includes developing alternative strategies to obtain needed resources. Resource management personnel should consider resources necessary to support all mission areas (Prevention, Protection, Mitigation, Response, and Recovery).



There are a number of methodologies that can be used for identifying your risks, but all methodologies should:

- Identify possible kinds of incidents and their related threats, risks, or consequences. (What might happen?)
- Quantify the likelihood of an occurrence of any given incident. (How likely is it to happen?)
- Assess the most likely magnitude of any given incident. (How bad is it likely to be?)
- Assess the percent of the population at risk from any given incident. (How many people might be injured or killed?)
- Assess the severity of impact or likely consequences of any given incident. (How much damage is there likely to be?)

This analysis will result in a picture of the most likely incidents, their potential consequences. Understanding what you are preparing to respond to will help you to identify the resources that are required.

Visual 5: Step 1: Identify Threats and Vulnerabilities of the Jurisdiction

The first activity in establishing resource needs is to consider the anticipated threats and vulnerabilities and their potential consequences for your jurisdiction.

In identifying threats and vulnerabilities, it is important to consider the cascading events or related emergencies that may follow an incident. For example, an earthquake may cause:

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

Your jurisdiction's Emergency Operations Plan should include hazard analysis information.

Visual 6: Activity 2: Identify Resource Requirements

After analyzing the threats and vulnerabilities, next determine what resources are needed to manage the identified incidents. Resources address the potential consequences of anticipated threats and vulnerabilities. Some resources will be specific to only one threat or vulnerability; others may be useful for multiple threats or vulnerabilities.

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

Visual 7: Researching Incidents

Identifying resource requirements for a threat or vulnerability that you have not experienced can be difficult.

For example, prior to the bombing of the Alfred P. Murrah Building in Oklahoma City emergency managers had not considered the need for resources that could dispose of large quantities of bio-hazard waste.

Another example of a frequently overlooked or underestimated resource requirement is the needs associated with populations that are not fluent in the English language. In an incident there will be distinct resource requirements related to these populations.

Researching infrequent or unfamiliar incidents can be useful. Consider reviewing case histories and incident after action reviews or interviewing managers of similar incidents to gain information.

Visual 8: Common Resources

Resources you identify fall into five general groupings:

- **Personnel**: Includes Incident Command System "overhead" or management staff, technical specialists, Emergency Operations Center staff, operations staff, etc.
- **Teams**: Refers to groups of specially trained and equipped personnel, including needed equipment and supplies.
- **Facilities**: Includes office space, shelters, warehouses, etc.
- **Equipment**: Refers to pieces of equipment, with or without the personnel needed to operate them.
- **Supplies**: Can span an enormous range from potable water to plywood. It is impossible to develop and maintain complete lists. A more efficient way to plan is to develop and maintain a current list of suppliers with comprehensive inventories.

IS-703.b Activity 2.1: Identifying Resource Requirements

Activity

Activity: Projecting Resource Needs

Instructions for Students: Working with your table group . . .

1. Read the scenario in the Student Manual and consider what resources would be needed for the response.
2. Write your answers on chart paper.
3. Select a spokesperson.
4. Be prepared to share your answers with the group in 5 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the groups when 2 minutes remain.
2. When time is up, ask each group's spokesperson to present the group's response.
3. Discuss any differences between responses, making the additional points presented on the following page if necessary.

Scenario: Following a heavy rainstorm, your community has experienced a massive landslide.

Acknowledge the students' responses. If not mentioned by the group, add the following:

- Earthmoving equipment such as dozers, loaders, and dump trucks
- Traffic control resources such as signs, cones, and barricades
- Soil stabilization supplies
- Technical assistance, such as engineering support

Visual 9: Resource Typing

Thinking ahead about the appropriate configuration and capabilities of emergency resources can ensure that incidents receive the right resource for the job.

- Resource typing is defining and categorizing incident resources by capability.
- Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies.
- Resource typing enables communities to plan for, request, and have confidence that the resources they receive have the capabilities they requested.

The next lesson presents additional information on resource typing.

Visual 10: Activity 3: Develop Strategies to Obtain Resources

Resources come from a variety of sources, including:

- Within your agency or jurisdiction
- Mutual aid and assistance
- Other levels of government
- Volunteer organizations
- Private-sector sources
- Donations

We will discuss these sources in detail on the following screens.

Visual 11: Agency or Jurisdiction Resources

The first source to consider is the current capability and inventory of your own agency or jurisdiction. During an incident, you will normally exhaust your own resources before you approach the next level of government for assistance. Consider:

- What resources are already owned by your agency, and are they suitable for use in emergencies?
- What supplies does your agency usually warehouse?
- What training and experience do your agency personnel have?

Analysis of personnel should include not only their job-related training, skills, and experience, but can include relevant additional experience, hobbies, or part-time job skills.

Visual 12: Mutual Aid

Mutual aid involves sharing resources and services between jurisdictions or organizations. Mutual aid occurs routinely to meet the resource needs identified by the requesting organization.

This assistance can include the daily dispatch of law enforcement, emergency medical services (EMS), and fire service resources between local communities, as well as the movement of resources within a state or across state lines when larger-scale incidents occur. Mutual aid can provide essential assistance to fill mission needs.

Mutual aid agreements and compacts establish the legal basis for two or more entities to share resources. They exist among and between all levels of government. These agreements support effective and efficient resource management.

Mutual Aid and Assistance

What Are Mutual Aid Agreements and Assistance Agreements?

Mutual aid agreements and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and after an incident. A signed agreement does not obligate the provision or receipt of aid, but rather provides a tool for use should the incident dictate a need.

What Are the Different Types of Agreements?

There are several types of these kinds of agreements, including but not limited to the following:

- **Automatic Mutual Aid:** Agreements that permit the automatic dispatch and response of requested resources without incident-specific approvals. These agreements are usually basic contracts; some may be informal accords.
- **Local Mutual Aid:** Agreements between neighboring jurisdictions or organizations that involve a formal request for assistance and generally cover a larger geographic area than automatic mutual aid.
- **Regional Mutual Aid:** Substate regional mutual aid agreements between multiple jurisdictions that are often sponsored by a council of governments or a similar regional body.
- **Statewide/Intrastate Mutual Aid:** Agreements, often coordinated through the State, that incorporate both State and local governmental and nongovernmental resources in an attempt to increase preparedness statewide.

- **Interstate Agreements:** Out-of-State assistance through the Emergency Management Assistance Compact (EMAC) or other formal State-to-State agreements that support the response effort.
- **International Agreements:** Agreements between the United States and other nations for the exchange of Federal assets in an emergency.
- **Other Agreements:** Any agreement, whether formal or informal, used to request or provide assistance and/or resources among jurisdictions at any level of government (including foreign), nongovernmental organizations (NGOs), or the private sector. Jurisdictions should be party to agreements with the appropriate jurisdictions and/or organizations (including NGOs and the private sector, where appropriate) from which they expect to receive, or to which they expect to provide, assistance. States should participate in interstate compacts and look to establish intrastate agreements that encompass all local jurisdictions. Authorized officials from each of the participating jurisdictions and/or organizations should collectively approve all mutual aid agreements and assistance agreements. Memorandums of understanding and memorandums of agreement are needed with the private sector and NGOs, including community-based, faith-based, and national organizations such as the American Red Cross and the Salvation Army, to facilitate the timely delivery of assistance during incidents.

What Is Included in Agreements?

Agreements, preferably written, should include the following elements or provisions:

- Definitions of key terms used in the agreement
- Roles and responsibilities of individual parties
- Procedures for requesting and providing assistance
- Procedures, authorities, and rules for payment, reimbursement, and allocation of costs
- Notification procedures
- Protocols for interoperable communications
- Relationships with other agreements among jurisdictions
- Workers' compensation
- Treatment of liability and immunity
- Recognition of qualifications, licensure, and certifications
- Sharing agreements, as required
- Termination clause

Visual 13: Emergency Management Assistance Compact

EMAC is a congressionally ratified mutual aid compact that defines a non-Federal, state-to-state system for sharing resources across state lines during an emergency or disaster.

Signatories include all 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands.

EMAC's unique relationships with states, regions, territories, and Federal organizations, such as FEMA and the National Guard Bureau, enable it to move a wide variety of resources to meet the jurisdictions' needs.

To learn more about EMAC, visit this website: www.emacweb.org.

Visual 14: Lessons Learned: Mutual Aid Agreements and Compacts

Both local and State emergency managers have experience with mutual aid agreements and compacts. Here, State and local emergency managers talk about best practices using mutual aid and assistance agreements.

Lessons Learned Example:

Local Emergency Manager

We have negotiated mutual aid agreements with adjacent law enforcement, fire, public works, and EMS agencies. This expands our resource pool and also provides agreed-upon procedures for dispatch, resource management, and reimbursement. We are a pretty large jurisdiction for this State, but even so, we would not be able to manage a major disaster without help.

State Emergency Manager

Once our own State and local resources have been expended, our next best source of resources is through our EMAC agreements with the States adjacent to us. These resources are familiar, and able to respond in a relatively short time. The States also have clear procedures for dispatching them, managing them at the incident, and reimbursement. This ensures that no time is lost if we need assistance or to send resources to a neighboring jurisdiction.

Visual 15: Discussion Question: Mutual Aid Agreements and Compacts -

Discussion Question

Discussion Question: Mutual Aid Agreements and Compacts

Ask: What agreements has your agency or jurisdiction entered into?

Select a volunteer to answer the question. Facilitate a brief discussion of the various ways that mutual aid and assistance agreements can be developed and implemented. Point out that, while some jurisdictions prefer informal agreements, it is preferable to develop formal written agreements.

Discussion Question

What agreements has your agency or jurisdiction entered into?

Visual 16: Other Levels of Government

Public-sector emergency managers should have a good idea of resources available at all levels of government, their capabilities and support needs, and response times.

Consider that resource availability is not guaranteed. Planners should verify that multiple jurisdictions are not relying on the same resources. Some resources may be utilized elsewhere. For example, members of the National Guard may not be available as incident resources if they have been deployed overseas or are already being utilized elsewhere.

You should assume that resources outside the incident area (State and Federal resources) will take up to 72 hours to arrive. It should also be reinforced that all resource requests to other levels of government must follow the established request procedures.

Visual 17: Volunteer Organizations

Many volunteer nongovernmental organizations (NGOs) play major roles in emergency response. Commonly referred to as Volunteer Organizations Active in Disasters, or VOAD, the number and degree of formal organizations vary from State to State.

Knowing what volunteer agencies are active in your area, what resources they can provide, and how to effectively activate and incorporate these resources is critical to your resource analysis process. It is helpful to include these organizations in your planning process.

Some jurisdictions have VOAD Councils designed to coordinate with each other and with public-sector entities. Such councils can be an extremely useful tool in both the planning and the activation processes, especially if resource requests can be forwarded to the council for resolution.

Visual 18: Involving Voluntary Agencies

Failure to include voluntary organizations in your planning and exercises can result in duplication of effort or resource shortfalls.

A management challenge is that some may show up as "spontaneous volunteer organizations" and may not understand the need to check in with either the Incident Commander or the Emergency Operations Center. This can result in:

- Failure to integrate VOAD resources into formal response, leading to loss of accountability.
- Potential safety issues.
- Public relations problems.
- Lack of confidence in the jurisdiction's entire emergency management ability to respond to an incident.

Visual 19: Private-Sector Partners

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, emergency managers must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent.

During an incident, key private-sector partners should be involved in the local crisis decision-making process, or at least have a direct link to key local emergency managers. Communities cannot effectively respond to or recover from incidents without strong cooperative relations with the private sector.

Visual 20: Private-Sector Responsibilities

Essential private-sector responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for responding to and recovering from incidents that impact their own infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid agreements and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

Visual 21: Discussion Question

What can your agency or jurisdiction do to reduce costs associated with using private-sector sources?

Discussion Question

Discussion Question: Mutual Aid Agreements and Compacts

Ask: What can your agency or jurisdiction do to reduce costs associated with using private-sector sources?

Facilitate a discussion. Emphasize 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. Point out that many jurisdictions use standby contracts as a cost-effective way of getting the emergency resources they need from commercial sources.

Visual 22: Donations

During incidents, 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 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 the emergency. Making certain that the circumstances are clear helps ensure that donors are recognized for being good neighbors, and that there are no misunderstandings later.

Unsolicited donations are a specific concern that we cover briefly next. We will also discuss unsolicited donations later in this course.

Visual 23: Lessons Learned: Unsolicited Donations

No single jurisdiction has all required resources to respond to a catastrophic disaster. Mutual aid resources are a primary asset during a major emergency, and most jurisdictions have formal mutual aid agreements that support their needs. If not planned and coordinated, private-sector and donor assistance may not be effectively incorporated into the system, and could become a liability rather than an asset.

The City of Santa Cruz, CA has experienced the hazards of not planning for unsolicited donations. One time, a boat loaded with supplies donated to Santa Cruz arrived along the coast, but Santa Cruz has no port facilities to offload. On another occasion, Santa Cruz received a tractor trailer loaded with tennis shoes... but only for the left foot!

Visual 24: IS-703.b Activity 2.2: Identifying Potential Sources

Activity

Activity: Identifying Potential Sources

Instructions: Working with your table group . . .

Choose an incident that is likely to occur in your community, and use the diagram in your Student Manual to identify cascading events resulting from the incident. To focus your group's discussion, define a specific population that the incident would affect (i.e., how many people in a small, medium, or large jurisdiction).

Use the resource analysis worksheets to identify requirements and logical sources to meet these needs.

Select a team spokesperson and be prepared to share your answers in 20 minutes.

Note: One purpose of letting students choose their own incident is to allow them to apply personal experience and expertise to the learning point being made. However, encourage all types of incidents to be considered, including natural (e.g., flood, hurricane, earthquake) or human-caused/technological (e.g., hazmat, nuclear powerplant accident, terrorism event).

Instructor Debrief Instructions:

Monitor the time. Notify the groups when 5 minutes remain.

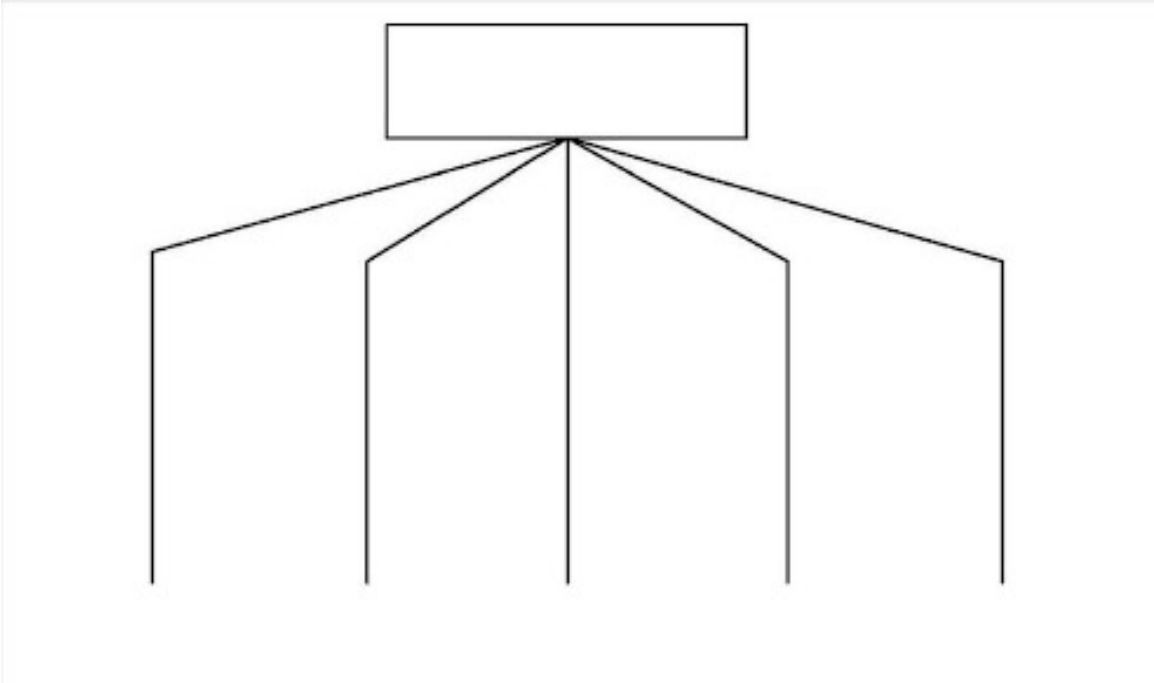
When all have finished, ask one of the groups to report out.

Request that subsequent groups list only the effects and resource requirements specific to their incident, rather than repeating items mentioned by earlier groups. Be sure to emphasize how the ability to accurately predict the escalating effects of an incident helps to ensure that you have adequately planned for the resource demands resulting from the incident.

Ordering Resources

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

You will have 20 minutes to complete this activity.



Resource Analysis Worksheet: Equipment

Type of Hazard:	
Population Affected:	
Likely Areas of Occurrence:	

EQUIPMENT

Most logical sources to meet these needs:

Item Description	Type, Function	Quantity Major Catastrohpc

Item Description	Type, Function	Quantity Major Catastrohpc

Resource Analysis Worksheet: Supplies

Type of Hazard:	
Population Affected:	
Likely Areas of Occurrence:	

SUPPLIES

Most logical sources to meet these needs:

Item Description	Type, Function	Quantity Major Catastrohpc

Item Description	Type, Function	Quantity Major Catastrohpc

Resource Analysis Worksheet: Personnel

Type of Hazard:	
Population Affected:	
Likely Areas of Occurrence:	

PERSONNEL AND SERVICES

Most logical sources to meet these needs:

Position/Service Description	Role, Function, Service	Quantity Major Catastrophic 1st 2nd 1st 2nd Shift

Position/Service Description	Role, Function, Service	Quantity Major Catastrophic 1st 2nd 1st 2nd Shift

Activity: Identifying Potential Sources

Instructions: Working with your table group complete the activity. Use your student manual to complete the worksheets.

You will have 20 minutes to complete this activity.

Visual 25: Step 4: Review Resource Management Procedures

Resource management procedures and protocols should detail the specific actions to implement a plan or system. Emergency management/response organizations should develop procedures and protocols that translate into specific, action-oriented checklists for use during incident response operations.

You may want to make sure that your procedures address the following resource management questions:

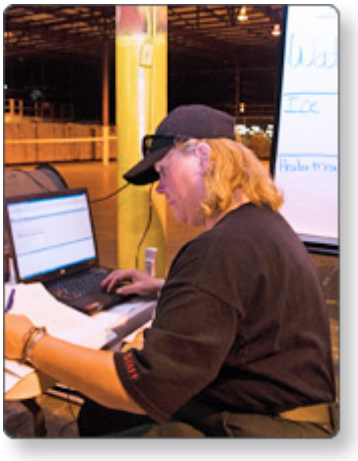
- How do you get that resource in the middle of the night on a weekend when the owner/supervisor is out of town?
- Do you have access to the necessary phone numbers and addresses?
- Will you have to pay for this resource? If so, what is the rate? Are there additional costs associated with emergency use or after-hours activation?
- Is purchasing authority delegated to the appropriate personnel in sufficient amounts to meet emergency needs?
- What emergency declarations or legal frameworks must be activated or invoked?
- How will the resource gain access to the incident scene?

Visual 26: Systems and Protocols

Effective resource management includes:

- Systems: Management information systems collect, update, and process resource data and track the status and location of resources. It is critical to have redundant information systems or backup systems to manage resources in the event that the primary system is disrupted or unavailable.
- Protocols: Preparedness organizations develop standard protocols to request resources, prioritize requests, activate and mobilize resources to incidents, and return resources to normal status.

Visual 27: Acquisition Strategies



Effective resource management includes establishing resource acquisition procedures. It is important to consider the tradeoffs (e.g., shelf life, warehousing costs) and determine the optimal acquisition strategies, including:

- Acquiring critical resources in advance and storing them in a warehouse (i.e., "stockpiling").
- Supplying resources "just in time," typically using a pre-established contract.

Planning for acquisition, storage and inventorying of resources should accommodate both resource acquisition strategies.

Visual 28: Shelf-Life or Special Maintenance Considerations

An important part of the process is managing inventories with shelf-life or special maintenance considerations. Strict reliance on stockpiling raises issues concerning shelf life and durability; however, strict reliance on “just in time” resources raises its own concerns related to timely delivery.

Assets that are counted on for "just in time" need to be accurately accounted for to ensure that multiple jurisdictions or private-sector organizations are not relying solely on the same response asset, which can lead to shortages during a response. Those with resource management responsibilities should build sufficient funding into their budgets for periodic replenishment, preventive maintenance, and capital improvements. An integral part of acquisition procedures is developing methods and protocols for the handling and distribution of donated resources.

Visual 29: Purchase Authority

Most jurisdictions limit purchasing authority to specific people and specific limits. While administrative rules addressing financial issues may work fine in the 40-hour/daylight-only workweek, it may not serve the organization well in an off-hour emergency. Stories abound of responders forced to purchase supplies with personal credit cards because official fiscal support was not available.

Each organization must:

- Determine who, at what level in the organization, has what amount of purchasing authority.
- Ensure that appropriate financial controls are observed at all levels.
- Ensure that appropriate training and refresher training on jurisdiction purchasing and documentation procedures is completed.

Visual 30: Controlling Access to the Scene

Planning efforts must consider procedures to manage the issues related to incident scene access. Convergence and self-dispatching represent a significant threat to scene safety and resource management. Your plans should include:

- 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 survivors.
- Methods for securing the cleared scene and limiting access points.

Personnel qualifications, certification, and credentialing will be discussed in the Resource Typing lesson.

IS-703.b Activity 2.3: Ordering Resources

Activity

Activity: Ordering Resources

Instructions: Working with your table group . . .

1. Read the scenario in the Student Manual and consider what would need to be addressed in order to use the construction company's resources.
2. Write your answers on chart paper.
3. Select a spokesperson.
4. Be prepared to share your answers with the group in 5 minutes.

Scenario: Ajax Construction Company has a good selection of heavy equipment that you can foresee needing to respond to a hurricane-caused landslide. The owner is eager and willing to do anything he can to assist.

What would need to be addressed in order to use the construction company's resources?

Activity

Activity: Ordering Resources

Instructions: Working with your table group . . .

1. Read the scenario in the Student Manual and consider what would need to be addressed in order to use the construction company's resources.
2. Write your answers on chart paper.
3. Select a spokesperson.
4. Be prepared to share your answers with the group in 5 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the groups when 2 minutes remain.
2. When time is up, ask each group's spokesperson to present the group's response.
3. Discuss any differences between responses, making the additional points presented on the following page if necessary.

Instructions: Read the following scenario and discuss issues that will need to be addressed in order to use the construction company's resources. Select a spokesperson and record the group's responses. When 5 minutes have elapsed, be prepared to present your group's answers.

Scenario: Ajax Construction Company has a good selection of heavy equipment that you can foresee needing to respond to a hurricane-caused landslide. The owner is eager and willing to do anything he can to

assist.

Acknowledge the participants' responses. If not mentioned by the group, add the following:

- Cost
- Emergency contacts
- Response times
- Support needs
- Prequalification
- Who can order

Visual 31: Perform a Legal Review of Procedures

You may want to have your legal counsel review your organization's legal foundations for resource management as well as your resource management plan and/or annex to the Emergency Operations Plan. For example:

- Goods and services frequently make a major leap in price following an incident. Many jurisdictions have put in place ordinances to prevent price gouging.
- Contracting procedures, such as the amount of time contracts must be advertised, may need to be suspended following an incident.

Emergency purchasing authority may need to be delegated to Incident Commanders, department heads, Logistics Section Chiefs, or emergency managers.

Instructor Note

Note: The following pages include a sample resolution to contract during a special emergency and an example of emergency purchasing authority.

Instructor Note

Sample Resolution To Contract During a Special Emergency

Whereas, the city council of _____(City name)____ has declared that a special emergency is in effect;

And Whereas, immediate action to respond to the situation is needed in order to protect the health, safety, and welfare of the community;

And Whereas, the immediate purchase of _____(goods/equipment/supplies)___ is required to respond to the emergency;

And Whereas,_____(applicable statutes)____provide that the emergency contract is not subject to the normal purchasing and competitive bidding requirements because of the emergency;

Therefore, be it resolved that the city council resolves to purchase the following _____(goods/equipment/supplies)___ from ___(person or company selling the item)__ for the sum of $_____:

[Describe the specific goods/equipment/supplies that will be purchased.]

Be it further resolved that the Mayor and the City Clerk are directed to

contract on behalf of the city for the _____(goods/equipment/supplies)___.
Passed by vote of the council on ___(date)___

_____
Mayor

Sample Emergency Purchasing Authority

Dollar Thresholds – What To Do – Attachment B-1

Non-Competitively Bid (NCB) Contracts IT Goods and Services

*Non-Competitively Bid Contracts (NCBs) over $500,000 may reference CMAS/Master terms and conditions but can only be awarded by DGS.

Amendments	Amendments to contracts must be in compliance with this MM 03-10 paragraph 7 and Attachment D, paragraph 7.a.
SPECIAL CATEGORY NCB All $$ levels Pre-Approval by Category/Type	1) Only source (PCC 12102(a)(1)) 2) Emergency (PCC 12102(a)(2)) 1. See Attachment D, paragraph 11. 2. Departments must use the Special Category NCB Request (SCR) document provided by PD (available on PD's webpage at www.dgs.ca.gov/pd. 3. DGS must execute all contracts for approved SCR's for departments without delegated purchasing authority and for transactions exceeding a department's delegated purchasing authority. Procurement requests must be submitted to PD on a Purchase Estimate (Std. 66) for IT goods and on a memo for IT services and must include the approved SCR number.
Emergency contracts All $$ levels	1) Emergency (PCC 12102(a)(2)) Departments may contract for emergencies regardless of dollar limits. Departments must obtain prior approval via the Form 42 process except for natural disasters – contact DGS-PD. The department must submit the Notice of Contract Award (NCA) within 5 working days of award. If the emergency purchase is required to be made by the department in response to a natural disaster (earthquake, fire, flood, etc.) the department must submit the NCA within 20, rather than 5, working days. All NCAs

	must include a justification describing the nature of the emergency.
$25,000.01 and above	1) Only source (PCC 12102(a)(1)) 1. Requires approval by Agency Secretary and Department Director or immediate next ranking official OR, for entities not reporting to an Agency Secretary, approval authority is limited to the highest two ranking executive officials. Approval by DGS-PD is required. 2. Departments with delegated authority will submit NCBs $25,000.01 and above to DGS-PD for approval. DGS-PD will return approved NCBs to departments for execution of contracts. Notice of Contract Award (NCA) reports must be submitted to DGS-PD for all DGS-PD approved NCBs for IT goods and services within 5 days of award of the contract. 3. If the contract exceeds delegated purchasing authority, the contract must be approved and issued by DGS-PD. Procurement requests must be submitted to PD on a Purchase Estimate (Std. 66) for IT goods and on a memo for IT services and must include the approved NCB contract justification and, for services, must include an Exemption from Advertising (Std. 821).
$5,000.00 to $25,000.00	1) Only source (PCC 12102(a)(1)) When only one source is known, an NCB is required. Requires approval by Agency Secretary and Department Director or immediate next ranking official OR, for entities not reporting to an Agency Secretary, approval authority is limited to the highest two ranking executive officials. Departments with delegated purchasing authority do not need DGS approval up to this limit; however, the approved NCB contract justification must be maintained in the transaction file.
Under $5,000.00	1) Only source (PCC 12102(a)(1)) No NCB justification is required if fair and reasonable pricing has been established and documented. If fair and reasonable pricing cannot be

	established and documented or two bids cannot be obtained, an NCB justification is required (see $5,000 to $25,000). Departments without IT delegated purchasing authority must submit a procurement request to PD and attach an approved NCB contract justification.

Sample Emergency Purchasing Authority (Continued)

Dollar Thresholds – What To Do – Attachment B-2

Non-Competitively Bid (NCB) Contracts Non-IT Services

Note: NCBs for non-IT services do not require submission of a Notice of Contract Award, except for emergencies.

Amendments	Amendments to contracts must be in compliance with MM 03-10 paragraph 7.a. and Attachment D, paragraph 7.b.
SPECIAL CATEGORY NCB All $$ levels Pre-Approval by Category/Type	1) PCC 10340 Only source or DGS Director determines compliance with the state's best interest 1. See Attachment D, paragraph 11. 2. Departments must use the Special Category NCB Request (SCR) document provided by PD (available on PD's webpage at www.dgs.ca.gov/pd).
Emergency contracts All $$ levels	1) PCC 10340 Departments may contract for emergencies regardless of dollar limits. The department must submit the Notice of Contract Award (NCA) within 5 working days of award. If the emergency purchase is required to be made by the department in response to a natural disaster (earthquake, fire, flood, etc.) the department must submit the NCA within 20, rather than 5, working days.
$5,000.00 and above	1) PCC 10340 Only source or DGS Director determines compliance with the state's best interest. Requires approval by Agency Secretary and Department Director or immediate next ranking official OR, for entities not reporting to an Agency Secretary, approval authority is limited to the highest two

	ranking executive officials. All Non-Competitively Bid Contract requests must be submitted to DGS-PD for approval. Attach a Std. 821.
Under $5,000.00	1) GC 14838.5 DGS approval not required. However, fair and reasonable pricing must be established and documented. If fair and reasonable cannot be established and documented, an NCB is required and the signed form must be maintained in the transaction files for documentation purposes.

Sample Emergency Purchasing Authority (Continued)

Dollar Thresholds – What To Do – Attachment B-3

Non-Competitively Bid (NCB) Contracts Non-IT Goods

Note: Non-Competitively Bid Contracts (NCBs) over $500,000 may reference CMAS/Master terms and conditions but can only be awarded by DGS.

Amendments	Amendments to contracts must be in compliance with this MM 03-10 paragraph 7.a. and Attachment D, paragraph 7.a.
SPECIAL CATEGORY NCB All $$ levels Pre-Approval by Category/Type	1) Only source (PCC 10301) 2) Emergency (PCC 10302) 1. See Attachment D, paragraph 11. 2. Departments must use the Special Category NCB Request (SCR) document provided by PD (available on PD's webpage at www.dgs.ca.gov/pd). 3. DGS must execute all contracts for approved SCRs for departments without delegated purchasing authority and for transactions exceeding a department's delegated purchasing authority. Procurement requests must be submitted to PD on a Purchase Estimate (Std. 66) and must include the approved SCR number.
Emergency contracts All $$ levels	1) Emergency (PCC 10302) Departments may contract for emergencies regardless of dollar limits. Departments must obtain prior approval via the Form 42 process except for natural disasters – contact DGS-PD. The department

	must submit the Notice of Contract Award (NCA) within 5 working days of award. If the emergency purchase is required to be made by the department in response to a natural disaster (earthquake, fire, flood, etc.) the department must submit the NCA within 20, rather than 5, working days. All NCAs must include a justification describing the nature of the emergency.
$25,000.01 and above	1) Only source (PCC 10301) 1. Requires approval by Agency Secretary and Department Director or immediate next ranking official OR, for entities not reporting to an Agency Secretary, approval authority is limited to the highest two ranking executive officials. Approval by DGS-PD is required. 2. Departments with delegated authority over $25,000 will submit NCBs $25,000.01 and above to DGS-PD for approval. DGS-PD will return approved NCBs to departments for execution of contracts. Notice of Contract Award (NCA) reports must be submitted to DGS-PD for all DGS-PD approved NCBs for IT goods and services within 5 days of award of the contract. 3. Notice of Contract Award (NCA) reports must be submitted to DGS-PD for all DGS-PD approved NCBs for non-IT goods within 5 days of award of the contract. 4. If the contract exceeds delegated purchasing authority, the contract must be approved and issued by DGS-PD. Procurement requests must be submitted to PD on a Purchase Estimate (Std. 66) and must include the approved NCB contract justification.
$5,000.00 to $25,000.00	1) Only source (PCC 10301) When only one source is known, an NCB is required. Requires approval by Agency Secretary and Department Director or immediate next ranking official OR, for entities not reporting to an Agency Secretary, approval authority is limited to the highest two ranking executive officials. Departments with

	delegated purchasing authority do not need DGS approval up to this limit; however, the approved NCB contract justification must be maintained in the transaction file.
Under $5,000.00	1) Only source (PCC 10301) No NCB justification is required if fair and reasonable pricing has been established and documented. If fair and reasonable pricing cannot be established and documented or two bids cannot be obtained, an NCB justification is required (see $5,000 to $25,000). All departments have purchasing authority up to $100; however, departments without goods delegated purchasing authority must submit a procurement request (Purchase Estimate, Std. 66) to DGS-PD and attach an approved NCB contract justification for NCBs above $100.

Visual 32: Additional Legal Considerations

Additional legal questions to consider include:

- Does the jurisdiction have authority under specific circumstances (such as lifesaving) to make use of personal property?
- Are liability measures in place to protect both your jurisdiction and volunteers and their organizations?
- Does your organization have an incident contingency fund? Who can access it, and under what conditions?
- Do you have sufficient intergovernmental agreements in place to provide and receive mutual aid?

Visual 33: Activity 5: Acquire, Store, and Inventory Resources

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, location, and procurement procedures.

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 stored at different locations. If the primary inventory is electronic, it may be advisable to have paper copies available for key Logistics and Finance/Administration workers, dispatchers, and Emergency Operations Center (EOC) staff.

Visual 34: Keeping Information Up to Date

Maintaining such resource inventories 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 you do not have an after-hours contact for hardware stores when you need plywood at 3:00 in the morning.

Most organizations update on an annual or semiannual basis. There is software available that will e-mail your contacts and ask for updates automatically.

Visual 35: Inventory Systems

Inventory systems for resource management should be adaptable and scalable and should account for the potential of double-counting personnel and/or equipment. In particular, resource summaries should clearly reflect any overlap of personnel across different resource pools. Personnel inventories should reflect single resources with multiple skills, taking care not to overstate the total resources.

For example, many firefighters also have credentials as emergency medical technicians (EMTs). A resource summary, then, could count a firefighter as a firefighter or as an EMT, but not as both. The total should reflect the number of available personnel, not simply the sum of the firefighter and EMT counts.

FEMA provides a "no cost" resource inventory tool. The Incident Resource Inventory System (IRIS) features the capability for users to inventory resources and share resource information with other agencies. Furthermore, users are able to define non-typed resources and select specific resources for mutual aid purposes based upon mission requirements, the capability and availability of resources, and desired response times. https://preptoolkit.fema.gov/web/nims-tools/home

Visual 36: Planning for Interorganizational Issues (1 of 2)

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 an incident. Included in this analysis should be:

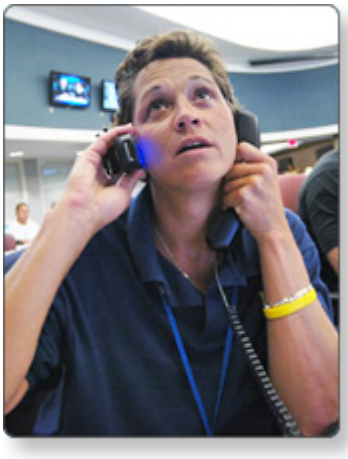
- ICS organization on incident.
- Dispatch organizations.
- Mutual aid cooperators.
- Unified Command.
- Area Command.
- Emergency service districts or other special mission governmental entities.
- Local, county, regional, and State EOCs.
- MAC Groups, VOAD Councils, State Emergency Boards, etc.
- FEMA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

A solution that works in one jurisdiction might be inappropriate (or illegal) in another.

Visual 37: Planning for Interorganizational Issues (2 of 2)

Dispatch centers or offices and agency ordering points manage resources on a day-to-day basis. Therefore, it is important to establish procedures that allow those who are unfamiliar with resource management procedures to integrate smoothly into these administrative structures during the stress and uncertainty inherent in an incident.

It is important that planners consider carefully the relationships among these structures as they relate to resource management.



Activity

Activity: Addressing Interorganizational Issues

Instructions: Working with your table group . . .

1. Select an interorganizational issue you have encountered.
2. Brainstorm potential solutions and make a list on chart paper.
3. Select a team spokesperson and be prepared to share your answers with the class in 15 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the group when 2 minutes remain.
2. When time is up, ask each group's spokesperson to present the group's response.
3. Facilitate a discussion, encouraging the group to offer different solutions for each other's issues.
4. Note that the next unit covers typing, training, and exercises—all of which can help resolve interorganizational issues.

Interorganizational Issues Worksheet

Instructions: Work with your assigned small group to complete this activity. Select an interorganizational 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:

Unit Summary

In this unit, you learned that the resource management planning process:

- Should include identifying resource needs based on the threats to and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.
- May include the creation of new policies to encourage positioning of resources near the expected incident site in response to anticipated resource needs.
- Should identify conditions or circumstances that may trigger a specific reaction, such as the restocking of supplies when inventories reach a predetermined minimum.

The next unit focuses on ensuring interoperability and compatibility of resources though typing, personnel qualification, and readiness.

Lesson 3: Resource Typing, Personnel Qualification, and Readiness

IS-0703 Unit 3 Objectives, Scope, Methodology, etc.

Unit Objectives

At the end of this unit, the participants will be able to:

- Define resource typing and describe its purpose.
- Describe qualification, certification, and credentialing of personnel.
- Describe the importance of training and exercising resource capabilities prior to an incident.

Scope

- Resource Management Preparedness Activities
- Introduction to Resource Typing
- Resource Typing Overview
- National Resource Typing Definitions
- Typing Resources that are not National in Scope
- NIMS Resource Type Definitions
- Implementing Resource
- Typing Resources Not Matching Type Definitions
- Information Management Systems
- Equipment Preparedness
- Interoperability
- Communications Issues
- Standard Operating Procedures
- Testing Interoperability
- Personnel Qualifications and Certification
- Credentialing
- Credentialing Process
- Training Exercises
- Homeland Security Exercise and Evaluation Program
- Continuum of Exercises

Methodology

After introducing the unit objectives, the instructor will begin this unit with a brief review of how resources are categorized by kind and type. The instructor will describe the resource typing process.

Next, the instructor will discuss the importance of information management and describe the FEMA Incident Resource Inventory System. Then, he or she will explain the importance of equipment preparedness, interoperability, standard operating procedures, and credentialing. The instructor will describe the credentialing process and lead a discussion about the advantages of credentialing.

Finally, the instructor will explain the elements of an effective exercise program, and stress the need for training and a progressive exercise program to ensure that the resource management

process works. At the end of this unit, the students will work, either individually or in teams, to assess their jurisdiction's readiness for managing resources effectively.

The instructor will summarize the key points of this unit and transition to Unit 5. (Note: This unit includes a sample Resource Management Annex.)

Materials

- Instructor Guide
- Student Manual
- Computer display system and visuals

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Overview	4 minutes
Resource Typing	1 hour
Information Management	15 minutes
Equipment Preparedness	10 minutes
Interoperability	5 minutes
Standard Operating Procedures	5 minutes
Personnel Qualification and Certification	5 minutes
Credentialing	25 minutes
Testing, Training, and Exercises	25 minutes
Activity: Assessing Readiness	20 minutes
Unit Summary	5 minutes
Total Time	**3 hours**

Visual 1: Unit 3 Objectives

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

- Define resource typing and describe its purpose.
- Describe qualification, certification and credentialing of personnel.
- Identify the importance of training and exercising resource capabilities prior to an incident.

Visual 2: Resource Management: Preparedness Activities

In the last lesson we discussed identifying, planning for and acquiring, storing and inventorying resources. In this lesson we will examine two additional resource management preparedness activities:

- **Typing Resources:** Assigning a standardized typing designation to each resource that allows Incident Commanders to request and deploy resources.
- **Qualifying, Certifying and Credentialing Personnel:** Ensuring personnel meet common standards that provide a foundation for mutual aid requests.

Additionally, in this lesson we will explore Training and Exercising as methods to support readiness, interoperability and compatibility of resources.

The next screen introduces resource typing.

Visual 3: Introduction to Resource Typing

Introduction to Resource Typing - Video

Video

Introduction to Resource Typing: Video Transcript

Emergencies occur throughout America every day. Emergency response involves a wide range of resources: people, equipment, and tools. But what resources are required to meet incident needs? How does the Incident Command know what to ask for? And how do resource managers know that they are fulfilling the request accurately?

The answer to all of these questions is by categorizing resources by capability—**resource typing.**

Resource typing is a continuous process that facilitates accuracy in requesting and obtaining needed resources. Clear measurable resource definitions are the basis for resource typing.

Resource typing enhances emergency preparedness, response, and recovery by using consistent definitions that allow Incident Commanders to request and deploy the resources they need, and emergency management personnel to identify, locate, request, order, and track outside resources quickly and effectively.

Visual 4: Resource Typing Overview (Screen 1 of 2)

Resource typing is the categorization, by capability, of the resources requested, deployed, and used in incidents. Measurable definitions identifying the characteristics and capabilities for resources serve as the basis for typing.

- Capability: The core capability for which the resource is most useful
- **Category**: The function for which a resource would be most useful (e.g., firefighting, law enforcement, health and medical)
- **Kind**: A broad characterization, such as personnel, teams, facilities, equipment and supplies
- **Type**: A resource's level of minimum capability to perform its function

Resource typing is a continuous process designed to be as simple as possible to facilitate frequent use and accuracy in obtaining needed resources. For example, a construction dump truck and a dump truck with a snow plow have different capabilities, capacities, and purposes. They would, therefore, be of different types.

Visual 5: Resource Typing Overview (Screen 2 of 2)

The FEMA National Preparedness Directorate (NPD) has identified, promoted, and published resource typing definitions for the most commonly requested interstate resources. Resource typing definitions provide information to emergency managers and response personnel to ensure that they request and receive the appropriate resources.

For example, resource typing definitions help ensure that generators used for pumping water are not sent to fill a request for generators that provide electricity to buildings.

NIMS encourages States, tribes, and local governments to use the national resource typing definitions to define their response assets.

Jurisdictions can identify and inventory deployable incident resources consistently with national NIMS resource typing definitions and job titles/position qualifications, available through the Resource Typing Library Tool at this website: http://www.fema.gov/resource-management-mutual-aid.

Visual 6: National Resource Typing Definitions

At the national level, FEMA leads the development and maintenance of NIMS resource typing definitions that are national in scope.

States should inventory their assets to determine if national resource types are in the State. If they are, the State should maintain an inventory of these national resource types for use in the event of an incident. States that do not have any national resource types in their inventories are not required to purchase them.

Urban search and rescue task forces are an example of a resource that is national in scope and should be inventoried.

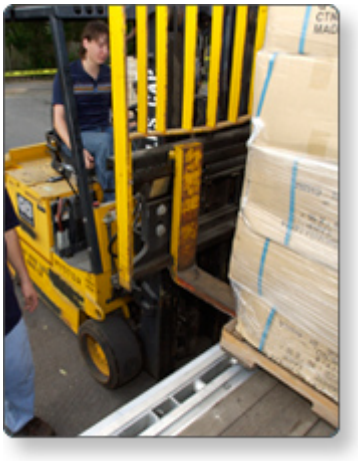
These NIMS resource typing definitions can serve as a useful guide for States when developing their own definitions for resource types that are not included in the NIMS resource typing definitions.

Visual 7: Typing Resources That Are Not National in Scope

State, territorial, tribal and local governments should also type and inventory their assets that are not national in scope.

Typing and inventorying these resources makes resource sharing under mutual aid agreements and compacts more efficient.

Fork lifts are an example of a resource that is not national in scope and does not have a NIMS resource typing definition in the Resource Typing Library Tool.



Visual 8: NIMS Resource Type Definitions

Resources are categorized by resource type definition. Emergency management and Response personnel can use these definitions to inventory their resources.

NIMS resource type definitions use the resource characteristics Capability, Category, Kind and Type.

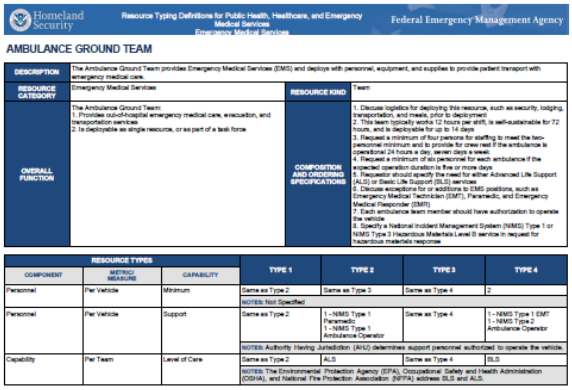
Capability is the core capability for which the resource is most useful (32 core capabilities are outlined in the National Preparedness Goal).

Category is the function for which a resource would be most useful (firefighting, law enforcement, medical, etc...).

Kind is the broad classes that characterize like resources (personnel, teams, facilities, equipment and supplies).

Type is a resource's level of minimum capability to perform its function.

- A resource's type is determined based on the kind of resource and mission. For example a mobile kitchen unit is typed according to the number of meals it can produce, while dump trucks are typed according to haul capacity.
- The resource type includes capability level of 1-4. Type 1 is the highest capability and type 4 is the least.
- The level of capability is based on size, power, and capacity (for equipment) or experience and qualifications (for personnel or teams).



Homeland Security — Resource Typing Definitions for Public Health, Healthcare, and Emergency Medical Services — Federal Emergency Management Agency

AMBULANCE GROUND TEAM

DESCRIPTION	The Ambulance Ground Team provides Emergency Medical Services (EMS) and deploys with personnel, equipment, and supplies to provide patient transport with emergency medical care.		
RESOURCE CATEGORY	Emergency Medical Services	RESOURCE KIND	Team
OVERALL FUNCTION	The Ambulance Ground Team: 1. Provides out-of-hospital emergency medical care, evacuation, and transportation services 2. Is deployable as single resource, or as part of a task force	COMPOSITION AND ORDERING SPECIFICATIONS	1. Discuss logistics for deploying this resource, such as security, lodging, transportation, and meals, prior to deployment 2. This team typically works 12 hours per shift, is self-sustainable for 72 hours, and is deployable for up to 14 days 3. Request a minimum of four persons for staffing to meet the two-personnel minimum and to provide for crew rest if the ambulance is operational 24 hours a day, seven days a week. 4. Request a minimum of six personnel for each ambulance if the expected operation duration is five or more days 5. Requestor should specify the need for either Advanced Life Support (ALS) or Basic Life Support (BLS) services 6. Discuss exceptions for or additions to EMS positions, such as Emergency Medical Technician (EMT), Paramedic, and Emergency Medical Responder (EMR) 7. Each ambulance team member should have authorization to operate the vehicle 8. Specify a National Incident Management System (NIMS) Type 1 or NIMS Type 3 Hazardous Materials Level B service in request for hazardous materials response

RESOURCE TYPES						
COMPONENT	METRIC/ MEASURE	CAPABILITY	TYPE 1	TYPE 2	TYPE 3	TYPE 4
Personnel	Per Vehicle	Minimum	Same as Type 2	Same as Type 3	Same as Type 4	2
			NOTES: Not Specified			
Personnel	Per Vehicle	Support	Same as Type 2	1 - NIMS Type 1 Paramedic 1 - NIMS Type 1 Ambulance Operator	Same as Type 4	1 - NIMS Type 1 EMT 1 - NIMS Type 2 Ambulance Operator
			NOTES: Authority Having Jurisdiction (AHJ) determines support personnel authorized to operate the vehicle.			
Capability	Per Team	Level of Care	Same as Type 2	ALS	Same as Type 4	BLS
			NOTES: The Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and National Fire Protection Association (NFPA) address BLS and ALS.			

Instructor Note

Resources are categorized by type definition. Measurable definitions identifying the capabilities and performance levels of resources are the basis for each category. Emergency management and response personnel may apply these definitions to inventory their resources.

Resources may be classified by kind. Resource kinds are broad classes that

characterize like resources. The NIMS resources include the following kinds:

- Teams
- Equipment
- Supplies
- Vehicles
- Aircraft

The next page includes more information about each of the steps in resource typing.

Identifying and Typing Resources

Resource typing categorizes, by **capability**, the resources sought and mobilized in incident response and management. Measurable definitions identifying the capabilities and performance levels of resources serve as the basis for categories. Resource users at all levels utilize these definitions to identify and inventory resources easily. Resource typing is a continual process designed to be as simple as possible to facilitate frequent use and accuracy in obtaining needed resources. To allow resources to be deployed and used on a national basis, FEMA is responsible for facilitating the development of national guidance for the typing of resources and ensuring that these typed resources reflect operational capabilities.

Instructor Note

Type specifically defines the level of capability a resource has. Type may vary by power, size, or capacity. Therefore, assigning a Type 1 label to a resource implies that it has a greater level of capability than a Type 2 of the same resource. The National Resource Typing definitions are broken into four distinct types. In some cases, a resource may have less than or more than four types. The type assigned to a resource or a component is based on a minimum level of capability described by the identified metric(s) for that resource.

Resource typing ensures that the Incident Command requests, receives, and deploys the resources it needs. Typing also ensures that emergency management and response personnel have the correct definitions available to request and/or deploy the correct resources to the incident.

Category describes the function for which a resource would be most useful. The table below lists the categories used in the national resource typing protocol (as of June 2007).

Category

- Transportation
- Communications
- Public works and engineering

- Firefighting
- Information and planning
- Law enforcement and security
- Mass care
- Resource management
- Health and medical
- Search and rescue
- Hazardous materials response
- Food and water
- Energy
- Public information
- Animals and agricultural issues
- Volunteers and donations

Kind refers to broad classes that characterize like resources, such as teams, equipment, supplies, vehicles, and aircraft.

Measures (definitions) are used based on the kind of resource being typed. The mission envisioned determines the specific measure selected. The measure must be useful in describing a resource's capability to support the mission. Measures should identify the capability and/or capacity.

Resources are also designated in terms of tiers. **Tier I** resources include those resources that could be requested for deployment to a national incident. **Tier II** resources include those resources that do not have the capability to be requested as national resources but that may be deployed to State, tribal, or local incidents.

Visual 9: Implementing Resource Typing

Jurisdictions must be working to achieve the NIMS implementation in order to qualify for FEMA federal preparedness (non-disaster) grant awards.

Included in the NIMS Implementation objectives is the identification and inventory of deployable incident resources consistent with national NIMS resource typing definitions and job titles/position qualifications.

These resource definitions and position qualifications are available through the Resource Typing Library Tool.

Discussion Question

What can you do if your resources do not match the NIMS resource typing definitions?

Instructor Note

Ask: What can you do if your resources do not match the NIMS resource typing definitions?

Acknowledge the students' responses. If not mentioned by the group, explain that if your resources do not match the NIMS resource typing definitions, you have two options:

- Work with your mutual aid and assistance agreement partners, State counterparts, etc., to inventory and type your resources within a Type II definition.
- Create and inventory all resources for local use only. Include these resources in the Resource Management Annex of your Emergency Operations Plan (EOP).

Do **not** try to force your resources into the NIMS resource typing definitions if they clearly don't fit. States and tribes should not purchase new resources to comply with the NIMS resource typing definitions.

Visual 10: Jurisdictional Resource Typing Definitions

If FEMA does not have an established resource typing definition for a resource that a jurisdiction uses and shares, the jurisdiction may develop its own resource typing definition. Jurisdiction staff should involve subject matter experts and other stakeholders to help define the minimum capabilities for the resource. Jurisdictions should also consider the following:

- **Resource typing definitions apply to deployable resources**: The point of typing resources is to ensure that resource providers and requestors have consistent expectations of a resource's capability levels. If the resource will not support incident operations outside its own jurisdiction, typing the resource may not be beneficial.
- **Focus on capabilities**: Resource typing definitions are intended to be guidelines for minimum capabilities.
- **Do not create resource typing definitions that conflict with NIMS resource typing definitions**: Creating new resource types that conflict with NIMS resource typing definitions undermines the value of the standardized national system. Jurisdictions should create new resource typing definitions only if they do not conflict with NIMS definitions.

If a jurisdiction establishes its own resource typing definition, it should share that definition with FEMA and mutual aid partners to promote common language and understanding of the resource's capabilities and to facilitate planning and future resource sharing. FEMA may also consider that resource type for inclusion in the NIMS resource typing definitions.

Visual 11: Information Management Systems

Information Management Systems are used to:

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

These tools 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. Examples include:

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

Visual 12: Equipment Preparedness

Two best practices for resource management preparedness are:

- Acquiring equipment that will perform to certain standards (as designated by organizations such as the National Fire Protection Association or National Institute of Standards and Technology), including the capability to be interoperable with equipment used by other jurisdictions or participating organizations.
- Developing a common understanding of the capabilities of distinct types of equipment, to allow for better planning before an incident and rapid scaling and flexibility in meeting the needs of an incident.

Visual 13: Lessons Learned: Resource Management Example

In 1991 the City of Oakland, California, suffered a major conflagration in which hundreds of homes were lost and millions of dollars in damages were incurred. A major contributor to the problem was equipment incompatibility. The City of Oakland had water hydrant connections that did not meet the national standard. While the City had a special dispensation to use 2" rather than 2.5" connections, the difference meant that some mutual aid fire engines did not carry adaptors and could not access the city water supply. When the fire began, close-in, mutual aid engines that had adaptors were quickly depleted, and the City of Oakland did not have enough additional adaptors to equip the number of engines that responded from outside the immediate mutual aid area. This is an extreme example of the need for a standardized approach to emergency resource management. One of the primary goals of the National Incident Management System is to identify and establish the essential concepts and principles of resource management that will be covered in this course.

Visual 14: Interoperability

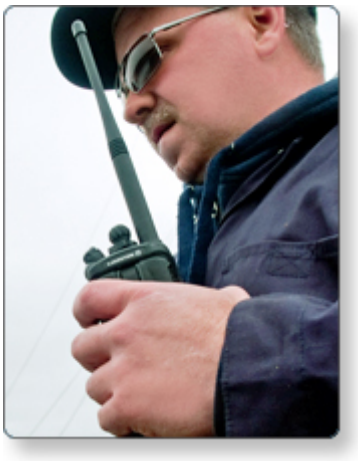
The NIMS Guiding Principle of Standardization is essential to interoperability.

No jurisdiction has all of the resources that could conceivably be needed during a major incident. Interoperable resources can be moved and assigned across jurisdictional boundaries. This expands the resource pool and increases the likelihood of an effective response.

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.
- Where possible, make collective bulk orders to help ensure both best price and interoperability.

Visual 15: Communications Issues



Interoperability may be a major issue with communications equipment.

Interoperability does not necessarily require matching hardware, but it must be compatible. 800 or 900 MHz systems may be proprietary, making communication with others who are not registered users on the system more difficult.

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

Some other issues with communications equipment are backup power and redundancy, as well as alternative communication methods for alert and warning systems.

Visual 16: Standard Operating Procedures

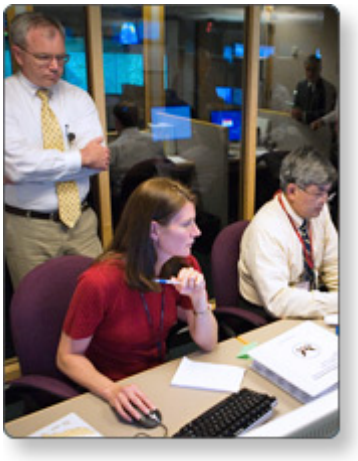
Consideration should be given to coordinating standard operating procedures (SOPs) where they might affect how a resource can be deployed.

For example, law enforcement agencies have different policies and procedures on issues such as restrictions on the use of arrest authorities. Where possible, mutual aid partners should agree on such policies. When policies and procedures cannot be reconciled, it is important that mutual aid partners know the differences up front.

Visual 17: Testing Interoperability

Short of actual incident activation, the final test of all planning activities is to assess whether or not equipment and systems work under simulated conditions.

Testing equipment and systems should be incorporated into training and comprehensive exercises.



Visual 18: Personnel Qualifications and Certification

Qualifying, certifying, and credentialing are the essential steps, led by an Authority Having Jurisdiction (AHJ), that help ensure that personnel deploying through mutual aid agreements have the knowledge, experience, training, and capability to perform the duties of their assigned roles.

These steps help to ensure that personnel across the Nation are prepared to perform their incident responsibilities based on criteria that are standard nationwide.

Qualification is the process through which personnel meet the minimum established criteria—training, experience, physical and medical fitness, and capability—to fill specific positions.

Certification/Recertification is the recognition from the AHJ or a third party7 stating that an individual has met and continues to meet established criteria and is qualified for a specific position.

Visual 19: Credentialing

Credentialing occurs when an AHJ or third party provides documentation—typically an identification card or badge—that identifies personnel and authenticates and verifies their qualification for a particular position. While credentialing includes issuing credentials such as identification cards, it is separate from an incident-specific badging process, which includes identity verification, qualification, and deployment authorization.

Certain positions require third-party certification and/or credentialing from an accredited body such as a state licensure board for medical professionals.

Credentialing is separate from badging, which takes place at the incident site in order to control access.

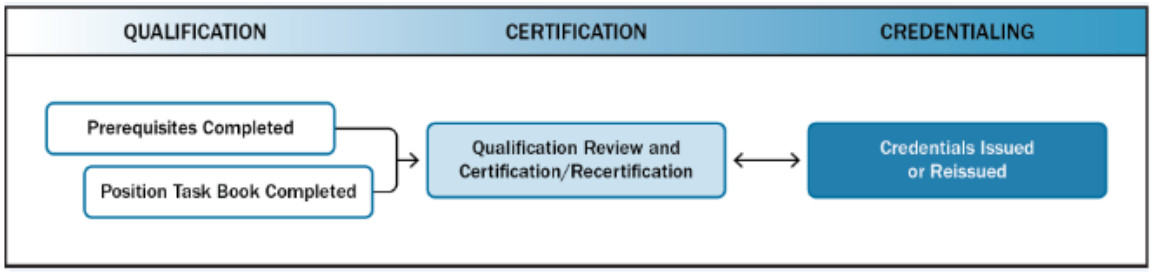
Visual 20: Credentialing Process

The NIMS qualification, certification, and credentialing process uses a performance-based approach. This process enables communities to plan for, request, and have confidence in personnel assigned from other organizations through mutual aid agreements.

Nationally standardized criteria and minimum qualifications for positions provide a consistent baseline for qualifying and credentialing the incident workforce. Along with the job title and position qualifications, the position task book (PTB) is a basic tool that underpins the NIMS performance-based qualification process. PTBs describe the minimum competencies, behaviors, and tasks necessary to be qualified for a position. PTBs provide the basis for a qualification, certification, and credentialing process that is standard nationwide.

FEMA recommends minimum qualifications, but it is AHJs across the Nation that establish, communicate, and administer the qualification and credentialing process for individuals seeking qualification for positions under that AHJ's purview. AHJs have the authority and responsibility to develop, implement, maintain, and oversee the qualification, certification, and credentialing process within their organization or jurisdiction. AHJs may impose additional requirements outside of NIMS for local needs. In some cases, the AHJ may support multiple disciplines that collaborate as a part of a team (e.g., an Incident Management Team [IMT]).

As a part of the National Qualification System (NQS), FEMA also has developed NIMS Job Titles/Position Qualifications and accompanying Position Task Books (PTB), and the NIMS Guideline for Mutual Aid which you can access at https://www.fema.gov/national-qualification-system



Visual 21: Discussion Question - Credentialing

What are the advantages of credentialing?

Instructor Note

<u>Ask:</u> What are the advantages of credentialing?

Acknowledge the students' responses. If not mentioned by the group, include the following:

Some advantages of credentialing are that it:

- Ensures qualification.
- Makes ordering personnel resources easier.
- Assists incident personnel.
- Allows integration of outside personnel.
- Reduces liability.

Visual 22: Training

Qualification has a training component. All incident personnel should receive the appropriate training to perform in their assigned incident roles.

The term incident personnel includes all individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

Not all training occurs in a classroom. The best approach to a training need will vary based on the skills and capabilities to be acquired and may include:

- Self-study or Web-based courses
- Classroom instruction
- Experience based training under a mentor during incidents or exercises
- Observing others perform a task by observing or "shadowing" experienced practitioners during incidents or exercises

The *NIMS Training Program* provides guidance for organizations and jurisdictions in the development of their training plans. https://www.fema.gov/training-0

Visual 23: Exercises

Exercises bring together and strengthen the whole community in its efforts to prevent, protect against, mitigate, respond to, and recover from all hazards.

Exercises that employ interoperable systems, equipment and personnel enable jurisdictions and organizations to understand their capabilities and limitations before an incident.

Exercises enable preparedness by testing and validating plans and capabilities, and identifying capability gaps and areas for improvement.

For personnel qualification, exercises can be a venue to develop competency in position specific competencies, behaviors and tasks.

Visual 24: Homeland Security Exercise and Evaluation Program

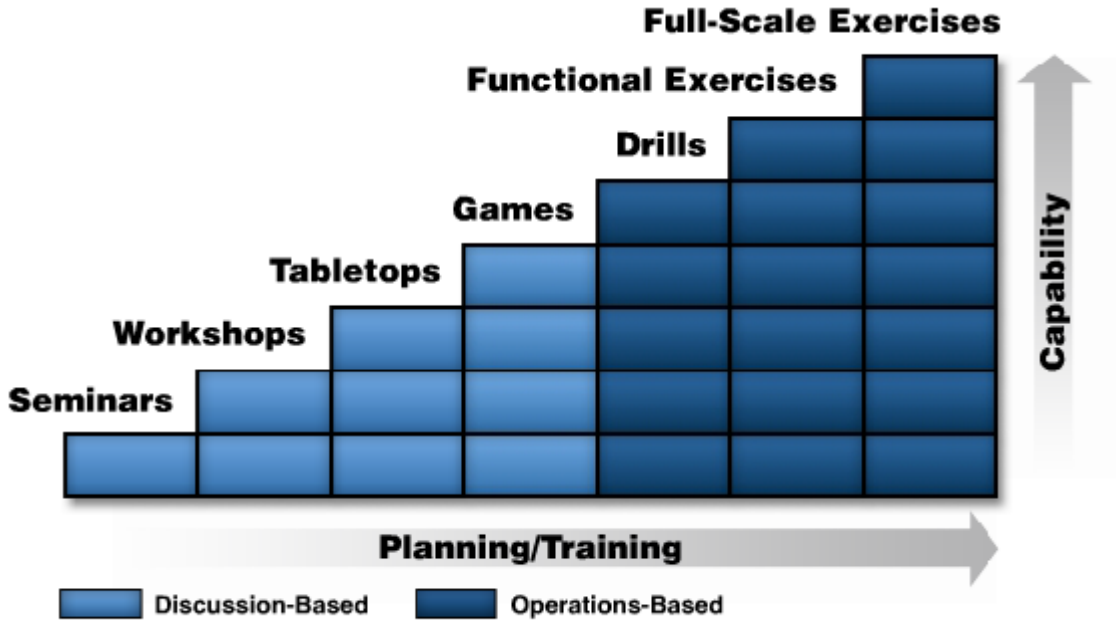
The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

HSEEP exercise and evaluation doctrine is flexible, adaptable, and is for use by stakeholders across the whole community and is applicable for exercises across all mission areas – prevention, protection, mitigation, response, and recovery.

To learn more about HSEEP: https://www.fema.gov/media-library/assets/documents/32326

Visual 25: Continuum of Exercises

The diagram below depicts the continuum from discussion-based to operations-based exercises. As the level of capabilities exercised is increased, the commitment needed for planning and training time also increases. The HSEEP provides in-depth information on these various types of exercises.



Visual 26: Activity 3.1: Assessing Readiness

Activity: Assessing Readiness

Activity

Instructions:

1. Review the Resource Management Annex to your jurisdictions Emergency Operations Plan (EOP). (**Note:** If you do not have a copy of your jurisdiction's annex, use the sample provided at the end of this unit.)
2. Complete the checklist on the next page in your Student Manual to assess your jurisdiction's resource management capability.
3. Be prepared to discuss your assessment with the class in 15 minutes.

Resource Management Assessment

Does your organization . . .	Yes	No	Unclear
Have needed resources identified based on a thorough hazard analysis and the Emergency Operations Plan?			
Organize resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics that allow for more efficient ordering and use of mutual aid agreements or assistance agreements?			
Develop and maintain standing agreements and contracts for services and supplies that may be needed during an incident?			
Incorporate available resources from all levels of government,			

Does your organization . . .	Yes	No	Unclear
nongovernmental organizations, and the private sector (where appropriate) in resource management planning?			
Use standard protocols for requesting resources, prioritizing requests, activating and mobilizing resources to incidents, and returning resources to normal status?			
Have standard methods for identifying, acquiring, allocating, and tracking resources?			
Establish incident perimeters and other measures to protect resources?			
Have plans for managing unaffiliated volunteers and unsolicited donations?			
Use systems to provide accurate resource status information?			
Maintain backup systems to manage resources in the event that the primary resource management information system is disrupted or unavailable?			
Use credentialing processes and criteria for ensuring			

Does your organization . . .	Yes	No	Unclear
consistent training, licensure, and certification standards?			
Have processes for rehabilitating, replenishing, disposing of, and/or retrograding resources?			
Follow established mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs?			
Maintain a current and accurate inventory and data on available resources?			

Unit Summary

In this lesson, you learned that effective resource management requires:

- Resource typing
- Personnel qualification, certification and credentialing
- Training and exercising

Together these activities facilitate the efficient and effective deployment of resources.

Exercises can help identify best practices and shortcomings in plans, leading to continuous improvements.

The next lesson covers resource management during an incident.

Lesson 4: Resource Management During Incidents

IS-0703 Unit 4 Objectives, Scope, Methodology, etc.

Unit Objectives

At the end of this unit, the participants will be able to:

- Describe the activities and procedures to order, acquire, mobilize, track/report, and demobilize resources.
- Describe the resource management process for accounting for each resource from request to final demobilization.

Scope

- Managing Resources: Overview
- Resource Management Task 1: Identify Requirements
- Sizeup
- Establish Incident Objectives
- Lessons Learned: Establishing Incident Objectives
- Incident Action Planning Process
- Strategies, Tactics, and Resources
- Supervisory and Support Resources
- Resource Management Task 2: Order and Acquire
- Initial Commitment of Resources
- Activating Formalized Resource-Ordering Protocols
- Resource Ordering Responsibilities: Overview
- Avoid Bypassing Ordering Systems
- Establishing Resource Ordering Guidelines
- Establishing Purchasing Guidelines
- The Resource Order: Elements
- The Resource Order: Documentation
- Resource Order (ICS 308)
- Tasking by Requirements
- Placing Orders
- Resource Management Task 3: Mobilize
- Mobilization Procedures
- Resource Management Task 4: Track and Report
- Resource Tracking and Reporting Responsibilities
- Accounting for Responders
- Establishing Access Procedures
- Check-In Process
- Check-In Process – Information Collected
- Resource Status-Keeping Systems
- Best Practice: Passport System
- Resource Management Task 5: Demobilize
- Demobilization Responsibilities
- Early Demobilization Planning

- Incident Demobilization: Safety and Cost
- Developing a Written Demobilization Plan
- Incident Demobilization: Release Priorities
- Demobilization Accountability
- Resource Management Task 6: Reimburse and Restock
- Reimbursement Terms and Arrangements

- **Methodology**

After introducing the unit objectives, the instructor will briefly overview the standardized six-step cycle for managing resources. The instructor will point out that the first step is to identify requirements—a process that involves sizing up the current incident situation, establishing incident objectives, and developing the Incident Action Plan, which clarifies the strategies and tactics for meeting the objectives.

The instructor will then explain the second step—ordering and acquiring resources. The instructor will review protocols, responsibilities, and guidelines for ordering resources. Documentation of resource orders is a critical part of tracking resource status throughout the incident. The students will complete an activity in which they identify missing information that is necessary for ordering resources. The instructor will proceed to compare the pros and cons of single-point vs. multipoint resource ordering.

Next the instructor will move on to discuss step three, which is mobilize resources. Students will complete an activity on mobilization and notification methods. The group will then consider the fourth step, which is to track and report resources. The instructor will identify those responsible for tracking resources as well as systems used to do so. Then the instructor will present step 5, demobilize, discussing who is responsible for planning and carrying out these activities. Moving on, to the sixth step, the instructor will describe the processes and arrangements involved in reimbursement for resources used during an incident and restocking.

The instructor will wrap up by summarizing the key points of this unit and transition to Unit 5.

Materials

- Instructor Guide
- Student Manual
- Computer display system and visuals

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Overview	15 minutes
Identify Requirements	20 minutes

Topic	Time
Order and Acquire	25 minutes
Activity 4.1: Resource Management	15 minutes
Order and Acquire	25 minutes
Activity 4.2: Ordering Resources	10 minutes
Order and Acquire	10 minutes
Mobilize	15 minutes
Activity 4.3: Mobilization and Notification	30 minutes
Track and Report	10 minutes
Demobilize	10 minutes
Reimburse and Restock	10 minutes
Unit Summary	5 minutes
Total Time	**3 hours 30 minutes**

Unit 4 Objectives

This unit discusses managing resources during an incident.

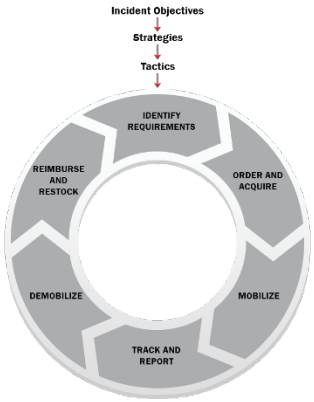
At the end of this unit, you should be able to:

- Describe the activities and procedures to identify, order and acquire, mobilize, track and report, demobilize, and reimburse and restock resources.
- Describe the resource management process for accounting for each resource from request to final demobilization.

Visual 1: Managing Resources: Overview

This graphic depicts the six primary tasks of resource management during an incident. These tasks should be performed for every incident resource.

It is important to remember that this is a sequence of tasks for a resource. During an incident it is possible that all of these tasks will be conducted simultaneously. One resource can be in ordering/acquisition while another is being mobilized and a third resource is being demobilized.



Visual 2: Resource Management Task 1: Identify Requirements

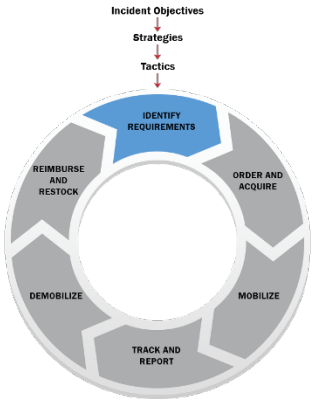
During an incident, personnel continually identify, validate, and refine resource needs.

This process involves identifying:

- The type and quantity of resources needed.
- The location where resources should be sent.
- Who will receive and use the resources.

Resource availability and needs constantly change as an incident evolves.

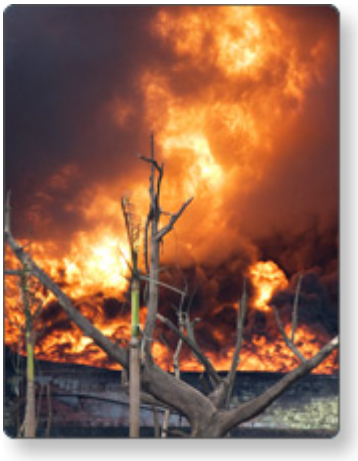
Incident management personnel and their affiliated organizations should coordinate as closely and as early as possible, both in advance of and during incidents.



Visual 3: Sizeup

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: Establish Incident Objectives

The Incident Commander develops **incident objectives**—a statement of what is to be accomplished on the incident. Not all incident objectives have the same importance.

The National Response Framework defines the priorities of response are to:

- **Save lives**: deal with immediate threats to the safety of the public and responders.
- **Protect Property and the Environment**: deal with issues of protecting public and private property or damage to the environment.
- **Stabilize the Incident**: contain the incident to keep it from expanding and objectives that control the incident to eliminate or mitigate the cause.
- **Provide for Basic Human Needs**: provide for the needs of survivors such as food, water, shelter and clothing.

Visual 5: Lessons Learned: Establishing Incident Objectives

Using the priorities of response (save lives, protect property and the environment, stabilize the incident, and provide for basic human needs) helps in prioritizing incident objectives. They can also be used to prioritize multiple incidents, with those incidents having significant life safety issues being given a higher priority than those with lesser or no life safety issues.

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

Incident Commander

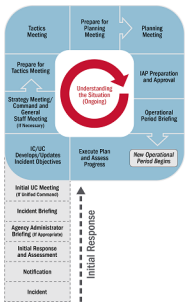
"Our assessment of the earthen dam determines that the water level must be lowered quickly in order to reduce the danger of the dam's collapse causing catastrophic flooding. One of my objectives is, “Reduce water level behind dam 3 feet by 0800 hours tomorrow.”

This is a well written objective because it is measurable. It will be clear if this objective has been completed, and will be easy to monitor to make sure the timeline is being met."

Visual 6: Incident Action Planning Process

The management by objectives focus of ICS is reinforced and implemented through the planning process.

Personnel managing the incident develop an Incident Action Plan (IAP) for each operational period.



For resource management the IAP:

- Informs incident personnel of the incident objectives for the operational period
- Identifies the specific resources that will be applied and actions that will be taken during the operational period to achieve the objectives
- Shows how supervisory personnel and operational elements fit into the organization

Implementing the formal incident action planning process early in the incident, and maintaining the discipline imposed by it, helps the ICS organization attain its objectives.

Visual 7: Strategies, Tactics, and Resources

The Operations Section Chief develops strategies and detailed tactics for accomplishing the incident objectives.

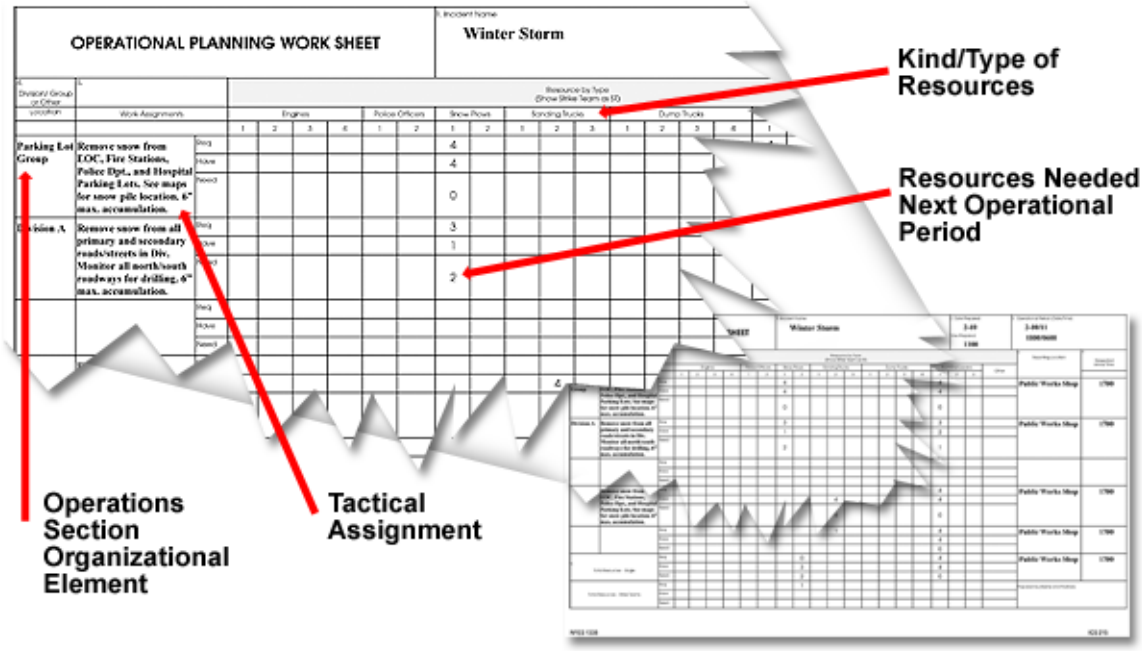
Resources are identified and assigned to execute each tactic - this is the basis for identifying tactical resource needs.

The Operational Planning Worksheet (ICS Form 215) is used to indicate the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. This worksheet includes the number of resources on site, ordered, and needed.

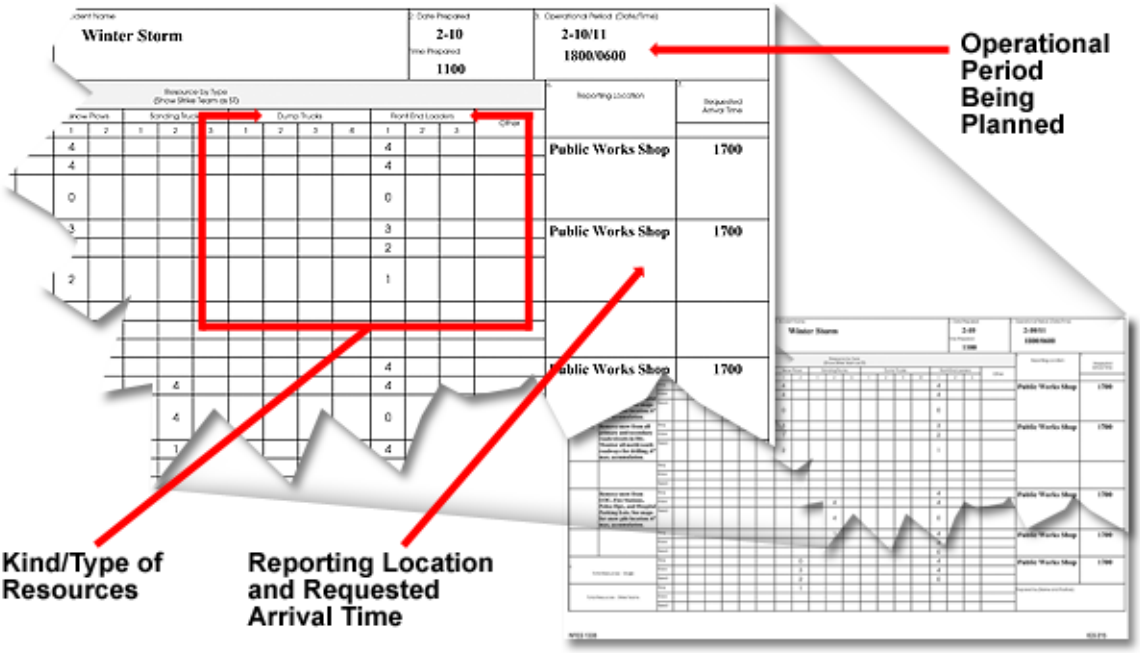
There are other non-tactical incident resource needs that are not identified on the ICS 215. For example, the Logistics Section may identify a need for personnel to begin planning for demobilization. It is important to work with the Command and General Staff leaders to identify other, non-tactical resources that may be required to support the incident.

Visual 8: Operational Planning Worksheet

Below is the first part of the form. Note that each work assignment is described along with the types of resources required, number of resources at the scene, and total number of additional resources.



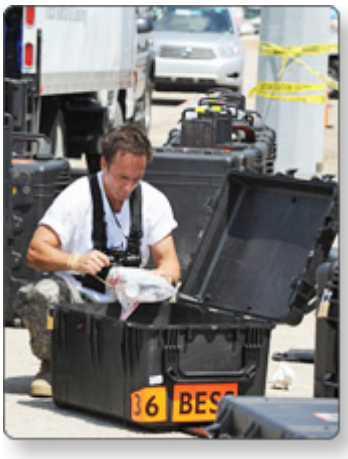
Visual 9: Operational Planning Worksheet Part II



The other half of the form specifies where and when resources should arrive at the incident scene.

Visual 10: Supervisory and Support Resources

Just as tactics define tactical resource requirements, resource requirements drive organizational structure. The size and structure of the Incident Command organization will be determined largely based on the resources that the Incident Command will manage.



As the number of resources managed increases, more supervisory personnel may be needed to maintain adequate span of control, and more support personnel may be added to ensure adequate planning and logistics.

It is important that the incident organization's ability to supervise and support additional resources is in place prior to requesting them.

Personnel and logistical support factors (e.g., equipping, transporting, feeding, providing medical care, etc.) must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure.

Visual 11: Discussion Point- Identify Needed Resources

In what order should the five steps to identify needed resources be accomplished?

Identify strategies to meet objectives.

Assign resources to each tactic.

Develop incident objectives.

Develop detailed tactics to implement selected strategies.

Conduct a sizeup of the incident.

Knowledge Review: Identify Needed Resources

Ask: In what order should the five steps to identify needed resources be accomplished?

Identify strategies to meet objectives.

Assign resources to each tactic.

Develop incident objectives.

Develop detailed tactics to implement selected strategies.

Conduct a sizeup of the incident.

Instructor Note

Answer:

1. Conduct a sizeup of the incident.
2. Develop incident objectives.
3. Identify strategies to meet objectives.
4. Develop detailed tactics to implement selected strategies.
5. Assign resources to each tactic.

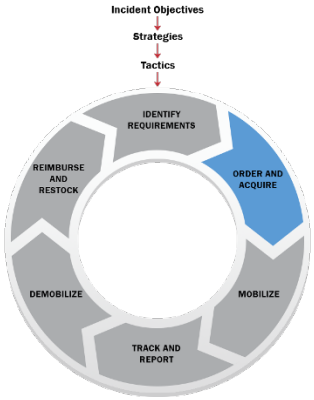
Visual 12: Resource Management Task 2: Order and Acquire

Both incident and EOC staff make initial and ongoing assessments of resource requirements and either activate or request those resources.

Incident personnel can order additional resources by executing contracts, implementing mutual aid agreements, or requesting assistance from another level of government (e.g., a local government to a state, or a state to the Federal Government).

Incident and/or EOC personnel request resources based on incident priorities and objectives. They base decisions about resource allocation on jurisdictional or organization protocol (e.g., minimum staffing levels) and, when applicable, the resource demands of other incidents.

The organization providing resources consents to the request and communicates any discrepancies between requested resources and those available for delivery.



Visual 13: Initial Commitment of Resources

Typically, incidents will have an initial commitment of resources assigned.

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.

Dispatch organizations service incidents on a first-come, first-served basis with the emergency response resources in the dispatch pool. In many jurisdictions dispatchers have the authority to activate mutual aid and assistance resources.

Visual 14: Activating Formalized Resource-Ordering Protocols

More formalized resource-ordering protocols and the use of a Multiagency Coordination (MAC) Group or policy group may be required when:

- The organization does not have the authority to request resources beyond the local mutual aid and assistance agreements.
- The dispatch workload increases to the point where additional resources are needed to coordinate resource allocations.
- It is necessary to prioritize limited resources among incidents.

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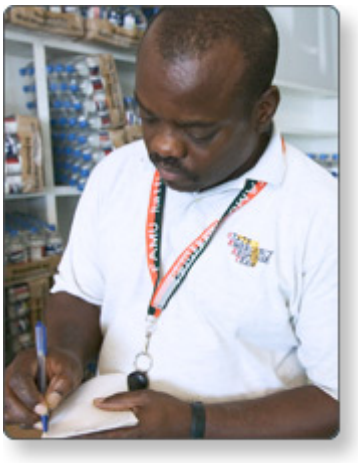
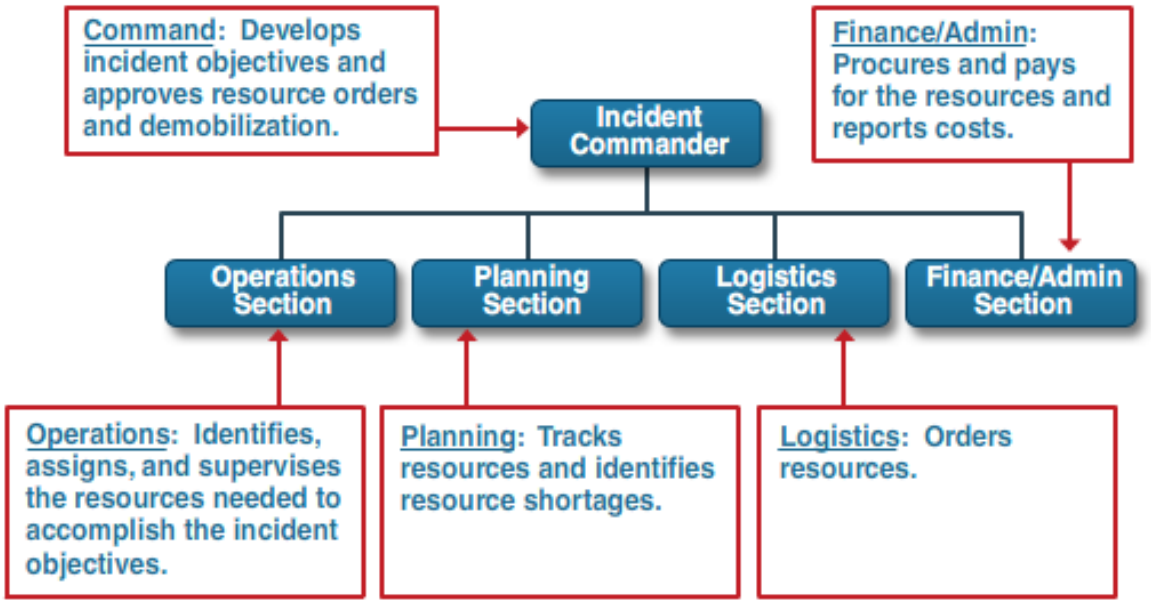


Visual 15: Resource Ordering Responsibilities: Overview

The chart below summarizes the resource ordering activities within the incident command organization:



Visual 16: Avoid Bypassing Ordering Systems

Those responsible for managing resources, including public officials, should recognize that reaching around the official resource coordination process between the Incident Command and their supporting Emergency Operations Center creates serious problems.

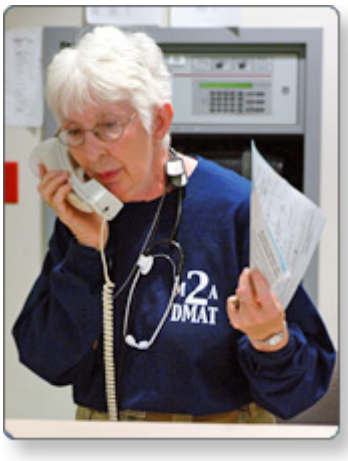
In other words, even if you think it is helpful, never send resources to the scene that have not been requested through the established system.

Requests from outside the established system for ordering resources:

- Can put responders at risk
- Typically lead to inefficient use and/or lack of accounting of resources

Visual 17: Establishing Resource Ordering Guidelines

The Incident Commander should communicate:



- **Who within the organization may place an order with Logistics.** This authority may be restricted to Section Chiefs and/or Command Staff, or may be delegated further down the chain of command.
- **What resource requests require the Incident Commander's approval.** The Incident Commander may want to review and approve any non-routine requests, especially if they are expensive or require outside agency participation.
- **What resource requests may be ordered without the Incident Commander's approval.** It may not be efficient for the Incident Commander to review and approve all resource orders for routine supplies, food, etc., on a major incident.

Visual 18: Establishing Purchasing Guidelines

The Incident Commander should establish guidelines for emergency purchasing. Finance/Administration and Logistics staff must understand purchasing rules, especially if different rules apply during an emergency than day to day.

Writing these in a formal delegation of authority ensures that appropriate fiscal controls are in place, and that the Incident Management Team expends funds in accordance with the direction of the jurisdiction's Senior Official/Agency Administrator.

Visual 19: Activity 4.1: Resource Management

Activity: Resource Management

Instructions: Working with your table group . . .

1. Read the scenarios in your Student Manual.
2. Determine the optimal action for each resource management issue.
3. Write your answers on chart paper.
4. Select a spokesperson and be prepared to present your answers in 10 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the groups when 2 minutes remain.
2. Have each group present their answers to one of the scenarios, asking them to explain their reasoning.
3. Facilitate a discussion, asking the other groups if they had different answers.
4. If necessary, present the suggested answers on the following page.

Resource Management Scenarios

Activity

Scenario 1: Dispatch centers have been flooded with competing resource requests from multiple incidents occurring within the jurisdiction.

Optimal Action: The Emergency Operations Center policy group should activate more formal resource ordering and allocation protocols.

Explanation: 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 and assistance resources. When additional resources are needed or when resources need to be prioritized among incidents, more formal resource ordering protocols should be implemented.

Scenario 2: The media are reporting that a large evacuation effort is being hampered by a lack of traffic control personnel.

Optimal Action: The police chief should request mutual aid to assist officers at the scene.

Explanation: Even when it seems to be helpful, no one should send resources to the scene that have not been requested through the established system. Requests from outside the established system for ordering resources can put responders at risk, and at best typically lead to inefficient use and/or lack of accounting of resources.

Scenario 3: The Incident Management Team has been responding to expanding floodwaters that are engulfing the county.

Optimal Action: The Incident Commander should delegate authority to approve resource orders for routine supplies, food, etc., to the Logistics

	Section Chief. **Explanation:** It may not be efficient for the Incident Commander to review and approve all resource orders for routine supplies, food, etc., on a major incident. However, the Incident Commander may want to review and approve any nonroutine requests, especially if they are expensive or require outside agency participation.

Activity 4.1: Resource Management

Instructions: Working with your table group . . .

1.Read the scenarios in your Student Manual.

2.Determine the optimal action for each resource management issue.

3.Write your answers on chart paper.

4.Select a spokesperson and be prepared to present your answers in 10 minutes.

Visual 20: The Resource Order: Elements

Organizations that request resources should provide enough detail to ensure that those receiving the request understand what is needed. Using NIMS resource names and types helps ensure that requests are clearly communicated and understood.

Requesting organizations should include the following information in the request:

- Detailed item description including quantity, kind, and type (if known), or a description of required capability and/or intended use
- Required arrival date and time
- Required delivery or reporting location
- The position title of the individual to whom the resource should report
- Any incident-specific health or safety concerns (e.g., vaccinations, adverse living/working conditions, or identified environmental hazards)

Visual 21: The Resource Order: Documentation

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

- Contacts with sources or potential sources for the resource request.
- 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.

Such detailed information is often critical in tracking resource status through multiple staff changes and operational periods.

Visual 22: Resource Order (ICS 308)

The Logistics Section may use the Resource Order form (ICS 308) to record the type and quantity of resources requested to be ordered. In addition, this form is used to track the status of the resources after they are received.

RESOURCE REQUEST MESSAGE (ICS 213 RR)

1. Incident Name:				**2. Date/Time**		**3. Resource Request Number:**	
Requestor	**4. Order** (Use additional forms when requesting different resource sources of supply.):						
	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, etc.)	Arrival Date and Time: Requested	Arrival Date and Time: Estimated	Cost
Requestor	**5. Requested Delivery/Reporting Location:**						
Requestor	**6. Suitable Substitutes and/or Suggested Sources:**						
Requestor	**7. Requested by Name/Position:**			**8. Priority:** ☐ Urgent ☐ Routine ☐ Low		**9. Section Chief Approval:**	
Logistics	**10. Logistics Order Number:**					**11. Supplier Phone/Fax/Email:**	
Logistics	**12. Name of Supplier/POC:**						
Logistics	**13. Notes:**						
Logistics	**14. Approval Signature of Auth Logistics Rep:**					**15. Date/Time:**	
	16. Order placed by (check box): ☐ SPUL ☐ PROC						
Finance	**17. Reply/Comments from Finance:**						
Finance	**18. Finance Section Signature:**					**19. Date/Time:**	
ICS 213 RR, Page 1							

Visual 23: Activity 4.2: Resource Ordering

Activity: Ordering Resources

Instructions: Working with your table group . . .

1. Read the scenario below in your Student Manual.
2. Review the resource ordersand identify missing information that would be needed for each order to be successfully processed.
3. Write your answers on chart paper.
4. Select a spokesperson and be prepared to present your answers in 5 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the groups when 2 minutes remain.
2. Ask each group to present their answers for one of the resource orders.
3. When all of the groups have finished, facilitate a discussion, asking the participants to explain any differences in their answers.
4. If necessary, mention the information provided in the suggested answers provided on the next page.

Activity

Scenario: A dam has broken in Mission County. The Mission County Dispatch is receiving orders for resources from the Incident Management Team.

Resource Order 1: At 1300 2-22, the Incident ordered 3,000 sandbags. They want them delivered to the Incident Command Post (ICP) by 1200 on 2-23.

Missing Information:

- Kind/type sandbag.
- Person ordering.
- Delivery contact (position and contact number).
- Method of communication.

Resource Order 2: The Incident Commander has ordered a 10-yard dump truck with driver. He wants him at 1300. Communication will be by cell phone at 111-222-3333.

Missing Information:

- Date and time of order.
- Where the resource should report, and to whom.

Resource Order 3: At 1130, 2-22, the Operations Section Chief orders lunches for everyone at the ICP.

Missing Information:

- How many lunches.
- What kind of lunches.
- When they should be delivered.
- Communications and contact information.

Instructions: Working with your table group . . .

1.Read the scenario below in your Student Manual.

2.Review the resource orders and identify missing information that would be needed for each order to be successfully processed.

3.Write your answers on chart paper.

4.Select a spokesperson and be prepared to present your answers in 5 minutes.

Knowledge Review (1 of 1)

Instructor Note

Discussion Question: Resource Management Procedures

Scenario:

Ajax Construction Company has a good selection of heavy equipment that you can foresee needing to respond to a hurricane-caused landslide. The owner is eager and willing to do anything he can to assist. List at least three issues that will need to be addressed in order to use his resources. When you are done, click on the link below the box to compare your response.

Question:

What are some issues that will need to be addressed in order to use the owner's resources?

Suggested Responses:

- Cost
- Emergency contacts
- Response times
- Support needs
- Prequalification
- Who can order

Visual 24: Tasking by Requirements

Occasionally, incident personnel may not know the specific resource or mix of resources necessary to complete a task. In such situations, it is advisable to state the requirement rather than request specific tactical or support resources.

By clearly identifying the requirement, the agency fulfilling the order has the discretion to determine the optimal mix of resources and support needed.

For example, many local governments use a requirements-based approach with the American Red Cross for providing shelter services. The order describes the population needing shelter (location, size, special needs, and estimated timeframe) and the American Red Cross selects an appropriate facility and provides staff, equipment and supplies, and other resources.

Visual 25: Placing Orders

During 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.

Methods for placing orders may include:

- Verbal (face to face, telephone, radio, Voice Over IP)
- Electronic (data transmitted by computer based systems, electronic messaging, e-mail, or fax)

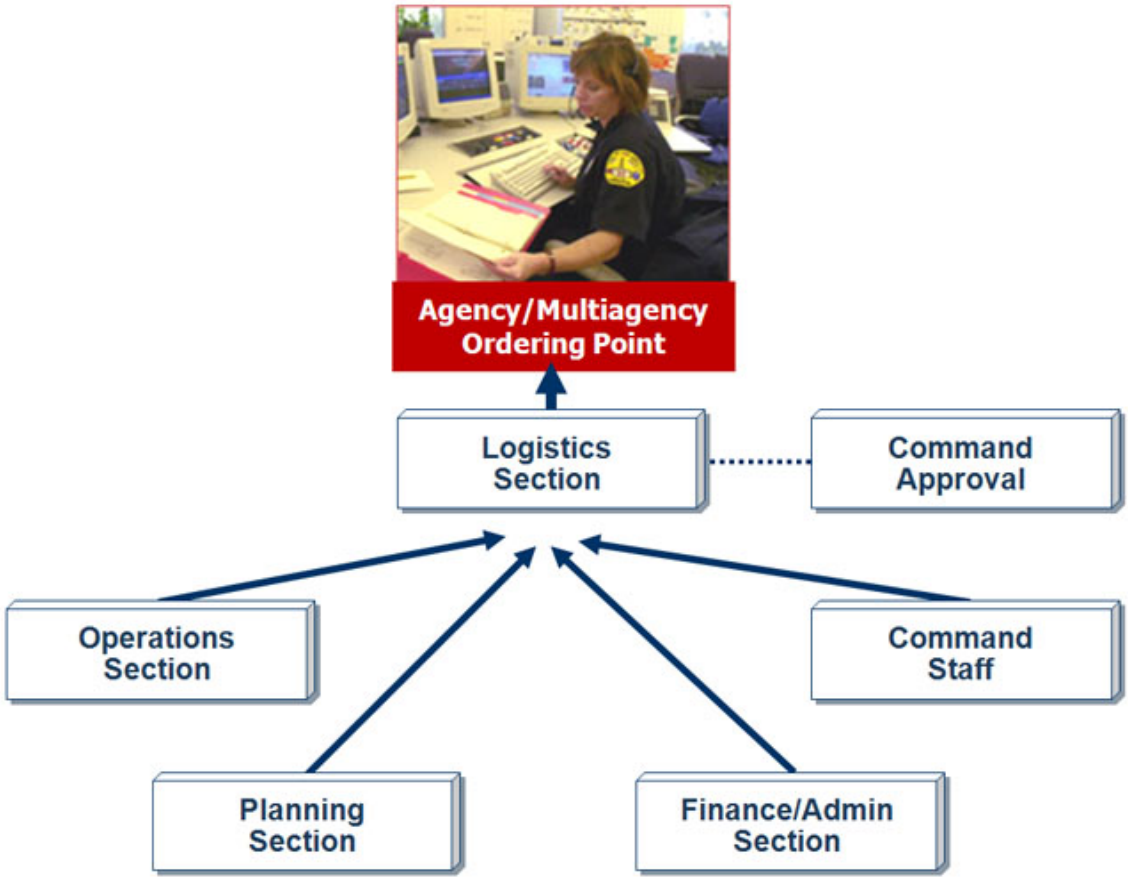
For all incidents, using a single-point ordering system is the preferred approach.

Visual 26: Single-Point Versus Multipoint Resource Ordering

Single-Point Resource Ordering: The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/ordering center and not on the incident organization.

Single-point resource ordering (i.e., ordering all resources through one dispatch/ordering center) is usually the preferred method.

Visual 27: Single- Point Versus Multipoint Resource Ordering (2 of 5)



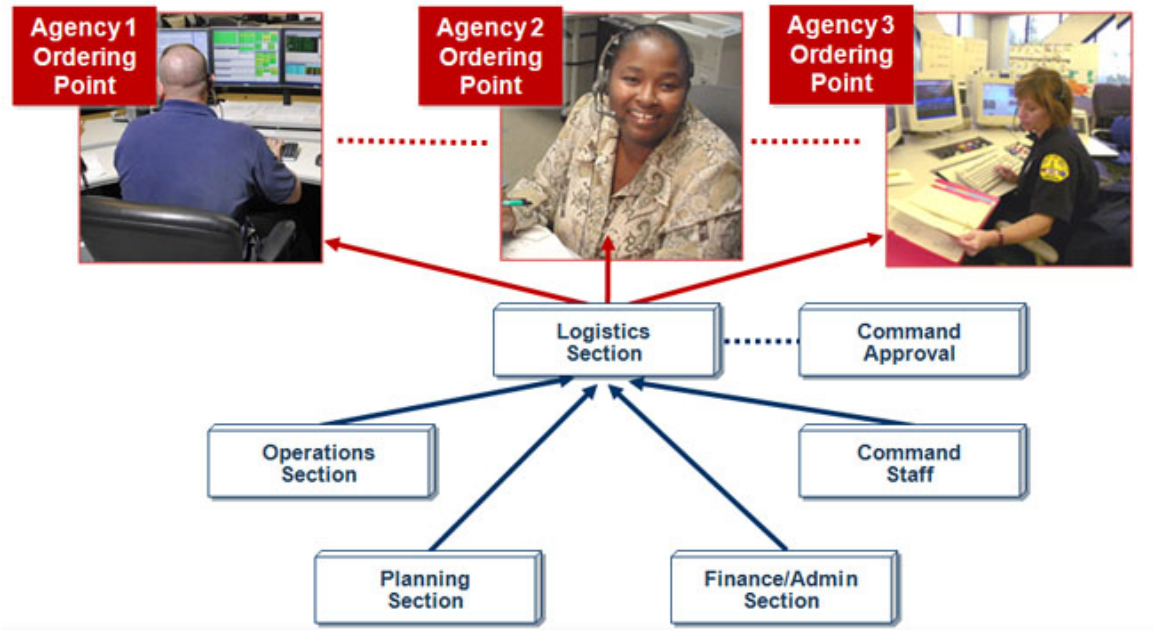
Visual 28: Single- Point Versus Multipoint Resource Ordering (3 of 5)

However, single-point resource ordering may not be feasible when:

- The dispatch/ordering center becomes overloaded with other activity and is unable to handle new requests in a timely manner.
- Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/ordering centers.
- Special situations relating to the order necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private-sector provider.

Multipoint Resource Ordering: Multipoint ordering is when the incident orders resources from several different ordering points and/or the private sector. **Multipoint off-incident resource ordering should be done only when necessary.**

Visual 29: Single- Point Versus Multipoint Resource Ordering (4 of 5)



Visual 30: Single-Point Versus Multipoint Order (5 of 5)

Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders.

Instructor Note

Ask: What should you do if you don't know what resources are needed to complete a task?

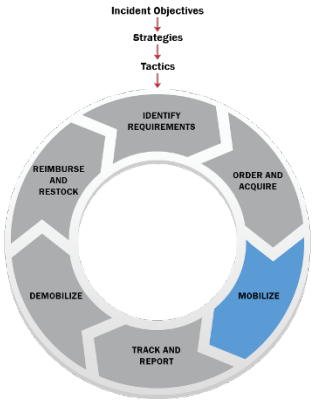
Acknowledge the participants' responses. If not mentioned by participants, include the following:

Occasionally, incident personnel may not know the specific resource or mix of resources necessary to complete a task. In such situations, it is advisable to state the requirement rather than request specific tactical or support resources. By clearly identifying the requirement, the agency fulfilling the order has the discretion to determine the optimal mix of resources and support needed.

For example, many local governments use a requirements-based approach with the American Red Cross for providing shelter services. The order describes the population needing shelter (location, size, special needs, and estimated timeframe) and the American Red Cross selects an appropriate facility and provides staff, equipment and supplies, and other resources.

Visual 31: Resource Management Task 3: Mobilize

Personnel and other resources begin mobilizing when notified by the requesting jurisdiction or by an intermediary acting on its behalf, such as the state Emergency Management Assistance Compact (EMAC) coordinator.



At the time of notification, deploying personnel should be notified regarding:

- 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 number.
- Incident number.
- Applicable cost and funding codes.

When resources arrive on scene, they must be formally checked in.

Visual 32: Mobilization Procedures

Mobilization procedures should detail how staff should expect authorized notification, and designate who will physically perform the call-out. Procedures should also describe the agency's policy concerning self-dispatching and freelancing.

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

Mobilization 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 33: Activity: Mobilization and Notification

Activity: Mobilization and Notification

Instructions: Working with your table group . . .

1. Review the likely emergencies listed in your jurisdiction's hazard analysis.
2. For each incident type, describe the mobilization and notification method.
3. Identify alternate mobilization and notification methods for incidents likely to affect telephones, pagers, and other electronic systems.
4. Write your answers on chart paper, select a spokesperson, and be prepared to present your answers to the class in 15 minutes.

Activity

Review the likely emergencies listed in your jurisdiction's hazard analysis, and answer the questions below.

For each emergency, what is the mobilization and notification method?

For those emergencies that are likely to affect telephones, pagers, and other electronic notification systems, does the plan outline alternate methods of mobilization and notification?

Does your plan have alternate methods of activation for emergencies that are likely to affect telephones, pagers, and other electronic notification systems?

Could you describe the mobilization and notification methods for each potential emergency?

Activity: Mobilization and Notification

Instructions: Working with your table group . . .

1. Review the likely emergencies listed in your jurisdiction's hazard analysis.
2. For each incident type, describe the mobilization and notification method.
3. Identify alternate mobilization and notification methods for incidents likely to affect telephones, pagers, and other electronic systems.
4. Write your answers on chart paper, select a spokesperson, and be prepared to present your answers to the class in 15 minutes.

Activity

Instructor Debrief Notes:

1. Monitor the time. Notify the groups when 5 minutes remain.
2. Ask each group to share their answers.
3. Remind the participants that if they cannot answer these questions, they should plan to research the answers upon completion of this course.

Review the likely emergencies listed in your jurisdiction's hazard analysis, and answer the questions below.

For each emergency, what is the mobilization and notification method?

For those emergencies that are likely to affect telephones, pagers, and other electronic notification systems, does the plan outline alternate methods of mobilization and notification?

Does your plan have alternate methods of activation for emergencies that are likely to affect telephones, pagers, and other electronic notification systems?

Could you describe the mobilization and notification methods for each potential emergency?

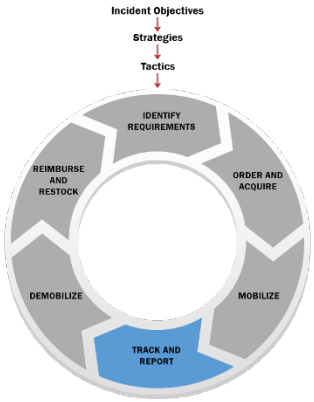
Visual 34: Resource Management Task 4: Track and Report

Incident managers use established procedures to track resources from mobilization through demobilization.

Resource tracking occurs prior to, during, and after an incident.

Resource tracking:

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



Visual 35: Resource Tracking and Reporting Responsibilities

Resource tracking responsibilities are shared as follows:

- The Planning Section is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- The Operations Section is responsible for tracking the movement of resources within the Operations Section itself.
- The Finance/Administration Section is responsible for ensuring the cost-effectiveness of resources.
- EOCs support resource needs and requests of the Incident Command; this role includes resource allocation and tracking.

Visual 36: Accounting for Responders

As soon as the incident is discovered and reported, and often even before responders are dispatched, volunteers, survivors, and spectators will converge at the scene. When responders arrive, they must separate first spectators and then volunteers from disaster survivors, and secure a perimeter around the incident.

Securing a perimeter allows the incident response organization to:

- Establish resource accountability.
- Provide security and force protection.
- Ensure safety of responders and the public.

Visual 37: Establishing Access Procedures

It is important to have advanced procedures in place for:

- Establishing controlled points of access for authorized personnel.
- Distinguishing agency personnel who have been formally requested from those who self-dispatched.
- Verifying the identity, qualifications, and deployment authorization of personnel with special badges.
- Establishing affiliation access procedures to permit critical infrastructure owners and operators to send in repair crews and other personnel to expedite the restoration of their facilities and services.

Visual 38: Discussion Question - Secured Incident Scene

Discussion Question

Why is it important to secure the incident scene?

Instructor Note

<u>Ask:</u> Why is it important to secure the incident scene?

Acknowledge the participants' responses. If not mentioned by participants, include the following:

- Establish resource accountability.
- Provide security and force protection.
- Ensure safety of responders and the public.

Visual 39: Check-In Process

The Incident Command System uses a simple and effective resource check-in process to establish resource accountability at an incident.

The Planning Section Resources Unit establishes and conducts 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.

Visual 40: Check-In Process: Information Collected

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 Planning Section Resources Unit may contact the dispatch organization 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 41: Resource Status-Keeping Systems

There are many resource-tracking systems, ranging from simple status sheets to sophisticated computer-based systems.

Information management systems enhance resource status information flow by providing real-time data to jurisdictions, incident personnel, and their affiliated organizations.

Information management systems used to support resource management include location-enabled situational awareness and decision support tools with resource tracking that links to the entity's resource inventory(s).

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 tactical operations area.
- 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 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 42: Best Practice: "Passport" System

The "Passport" system is an on-scene resource-tracking system that is in common use in fire departments across the country. The system includes three Velcro-backed name tags and a special helmet shield for each employee. When the employee reports for work, he or she places the name tags on three "passports." The primary passport is carried on the driver's-side door of the apparatus to which the employee is assigned. The secondary passport is carried on the passenger-side door, and the third is left at the fire station.

Upon arrival at an incident, the apparatus officer gives the primary passport to the Incident Commander, or the Division/Group Supervisor to which the resource is being assigned. The Incident Commander or Division/Group Supervisor will keep the passport until the resource is released from his or her supervision, when it will be returned to the company officer. The secondary passport may either remain with the apparatus, or be collected by the Resources Unit to aid overall incident resource tracking. The third passport serves as a backup mechanism documenting what personnel are on the apparatus that shift.

The helmet shield is placed on the employee's helmet upon receiving an incident assignment. The shield provides an easy visual indication of resource status and helps control freelancing.

Visual 43: Discussion Question - Checking in Resources

Discussion Question

Who is responsible for checking in resources acquired through a mutual aid agreement when they arrive at the incident scene?

Instructor Note

<u>Ask:</u> Who is responsible for checking in resources acquired through a mutual aid agreement when they arrive at the incident scene?

Acknowledge the students' responses. If necessary, include the following:

The Planning Section Resources Unit establishes and conducts 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.

Resource-tracking systems must:

- Account for the overall status of resources at the incident.
- Track movement of Operations personnel into and out of the incident tactical operations area.

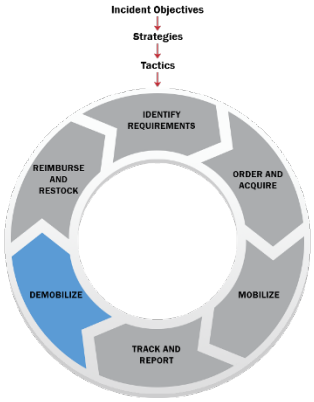
Visual 44: Resource Management Task 5: Demobilize

The goal of demobilization is the orderly, safe, and efficient return of a resource to its original location and status.

Once resources are no longer needed on an incident, those responsible for resources should demobilize them.

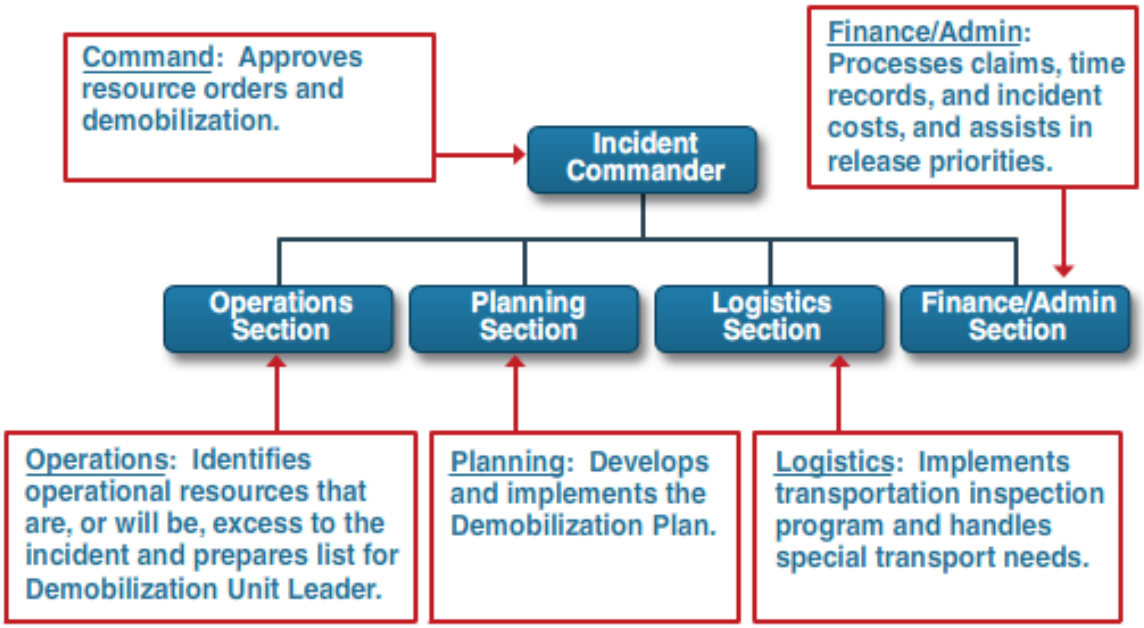
The resource requestor and provider may agree to reassign a resource rather than demobilize it.

Prior to demobilization, incident staff responsible for the planning and logistics functions collaborate to plan how resources are rehabilitated, replenished, disposed of, and/or returned or restored to operational condition.



Visual 45: Demobilization Responsibilities

Demobilization planning is informal and is executed by the Incident Commander, who follows agency protocols. However, on a complex incident, a formal demobilization plan and process should be followed. The chart below summarizes demobilization responsibilities on a complex incident.



Visual 46: Early Demobilization Planning

Managers should plan and prepare for the demobilization process at the same time that they begin the resource mobilization process. Early planning for demobilization facilitates accountability and makes the transportation of resources as efficient as possible—in terms of both costs and time of delivery. Indicators that the incident may be ready to implement a demobilization plan include:

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

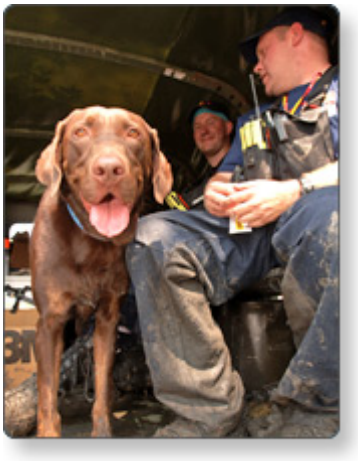
Visual 47: Considerations for Demobilization of Support and Managerial Resources

After the incident is controlled, and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

Position	Demobilization Considerations
Public Information Officer	Press interest may taper off toward the end of the incident, especially when tactics turn from life safety to cleanup. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
Safety Officer	As the number of tactical operations at an incident decreases, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
Liaison Officer	As Cooperating and Assisting Agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
Operations Section	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
Planning Section	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop

Position	Demobilization Considerations
	the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
Logistics Section	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the command post and incident base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
Finance/Administration Section	Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.

Visual 48: Incident Demobilization: Safety and Cost



When planning to demobilize resources, consideration must be given to:

- **Safety:** Organizations should watch for "first in, last out" syndrome. Resources that were first on scene should be considered for early release. Also, these resources should 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 49: Developing a Written Demobilization Plan

A formal demobilization process and plan should be developed when personnel:

- Have traveled a long distance and/or require commercial transportation.
- Are fatigued, causing potential safety issues.
- Should receive medical and/or stress management debriefings.
- Are required to complete task books or other performance evaluations.
- Need to contribute to the after-action review and identification of lessons learned.

In addition, written demobilization plans are useful when there is equipment that needs to be serviced or have safety checks performed.

Visual 50: Incident Demobilization: Release Priorities

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):

- Scarce resources requested by another incident
- Contracted or commercial resources.
- Mutual aid and assistance resources.
- First-in agency resources.
- Resources needed for cleanup or rehabilitation.

Agency policies, procedures, and agreements must be considered by the Incident Command prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by local, tribal, State, and Federal regulations for the amount of rest required before a driver can get back on the road.

Visual 51: Demobilization Accountability

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 reasons of liability, 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.

Knowledge Review (2 of 2)

Instructor Note

Ask: What are some indications that a formal demobilization process should be adopted, an a written demobilization plan prepared?

Suggested Answers:

- Many resources have traveled a long distance and/or require commercial transportation.
- Fatigue is a safety issue.
- The incident will require medical and/or stress management debriefings before personnel leave the incident.
- Task books must be completed and signed by the supervisors and performance evaluations completed before resources depart.
- Personnel need to contribute to the after-action review and identification of lessons learned.

Visual 52: Discussion Question - Release Priorities

Discussion Question

Agencies will differ in how they establish release priorities for resources assigned to an incident.

How does your organizations establish release priorities for resources assigned to an incident?

Instructor Note

Agencies will differ in how they establish release priorities for resources assigned to an incident.

<u>Ask:</u> How does your organizations establish release priorities for resources assigned to an incident?

Acknowledge the students' responses. If necessary, include the following: An example of release priorities might be (in order of release):

- Contracted or commercial resources.
- Mutual aid and assistance resources.
- First-in agency resources.
- Resources needed for cleanup or rehabilitation.

Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by local, tribal, State, and Federal regulations for the amount of rest required before a driver can get back on the road.

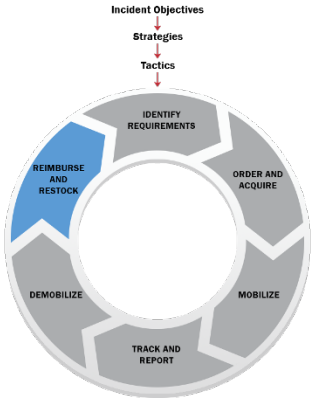
Visual 53: Resource Management Task 6: Reimburse and Restock

Reimbursement includes the payment of expenses incurred by resource providers for specific activities.

Reimbursement processes are important for establishing and maintaining resource readiness and establishing the means to pay providers in a timely manner. Processes include mechanisms for collecting bills, validating costs against the scope of the work, replacing or repairing damaged equipment, and accessing reimbursement programs.

Reimbursement procedures are often specified in mutual aid and assistance agreements.

Restocking is replenishing depleted resources.



Visual 54: Reimbursement Terms and Arrangements

Preparedness plans, mutual aid agreements, and assistance agreements should specify reimbursement terms and arrangements for:

- Collecting bills and documentation.
- Validating costs against the scope of the work.
- Ensuring that proper authorities are secured.
- Using proper procedures/forms and accessing any reimbursement software programs.

Visual 55: Unit Summary

This unit focused on the six primary tasks of resource management during an incident.

1. Identify Requirements
2. Order and Acquire
3. Mobilize
4. Track and Report
5. Demobilize
6. Reimburse and Restock

The next unit covers specialized considerations for managing resources during complex incidents.

Lesson 5: Resource Management and Complex Incidents

IS-0703 Unit 5 Objectives, Scope, Methodology, etc.

Unit Objectives

At the end of this unit, the participants will be able to:

- Describe the ordering procedures, configuration, and logistical support needs for State mobilizations and Federal resources.
- Identify issues concerning the mobilization of large quantities of resources and the prioritization systems for identifying and assigning scarce resources.
- Describe the complications with and strategies for managing donations and spontaneous volunteers.

Scope

- Characteristics of Complex Incidents
- Coordinating Resources
- Coordinating Resource Needs: Step 1
- Coordinating Resource Needs: Step 2
- Coordinating Resource Needs: Steps 3 & 4
- Mobilizing Resources
- Dealing with Convergence
- Emergency Responder Convergence
- Strategies for Dealing with Emergency Responder Convergence
- State and National Mobilizations
- Strategies for State and Federal Deployments
- Donations and Volunteer Assistance
- Strategies for Dealing with Donations
- Unaffiliated Volunteers
- Strategies for Managing Volunteers
- VIP Visits
- Strategies for Dealing with VIP Visits
- Unrequested Resources
- Strategies for Dealing with Unrequested Resources

Methodology

After introducing the unit objective, the instructor will remind participants about the difference between command and coordination and lead a discussion about differences between "garden variety" emergencies and complex incidents. He or she will describe the characteristics of complex incidents.

Next, the instructor will turn to the importance of coordinating resources at complex incidents, introducing a four-step process for resource coordination and stressing the importance of staying within the chain of command throughout the coordination cycle. The students will participate in an exercise to practice prioritizing incidents as part of the resource coordination process.

Then, the instructor will describe resource mobilization, focusing on the main issues that arise during the mobilization process. At the end of this topic, the instructor will facilitate a class discussion of lessons learned from complex incidents and how the students can apply those

lessons learned in their jurisdictions. At the end of this unit, the instructor will summarize the key points from the unit and transition to the tabletop exercise in Unit 7.

Materials

- Instructor Guide
- Student Manual
- Computer display system and visuals

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Overview	5 minutes
Multiagency Coordination	5 minutes
Coordinating Resource Needs	20 minutes
Activity 5.1: Prioritization Considerations	10 minutes
Mobilizing Resources	10 minutes
Activity 5.2: Mobilization and Notification	15 minutes
Convergence Issues	1 hour
Summary: Learning From Past Incidents	20 minutes
Total Time	**2 hours**

Visual 1: Lesson Overview

In previous lessons, we have described the evolution of incidents from routine operations through major events. We have also described the resource ordering process from the incident to the Emergency Operations Center and the Multiagency Coordination Group, and the flow of information that ensures resource accountability is present at all levels. In this lesson, we will expand that discussion to include the issues related to managing complex incidents.

Visual 2: Unit 5 Objectives

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

- Describe the ordering procedures and configuration and logistical support needs for State mobilizations and Federal resources.
- Identify issues concerning the mobilization of large quantities of resources and the prioritization systems for identifying and assigning scarce resources.
- Describe the complications with and strategies for managing donations and spontaneous volunteers.

Visual 3: Characteristics of Complex Incidents

Discussion Question

What are the characteristics of complex incidents?

Instructor Note

<u>Ask:</u> What are the characteristics of complex incidents?

Acknowledge the students' responses. If not mentioned by the group, include the following:

Complex incidents are those beyond business as usual. Their characteristics may include most, if not all, of those listed below:

- 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, qualified supervisory personnel.
- Require the long-term commitment of large numbers of tactical and support resources.
- Cause more injury, illness, and death.
- 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.

Visual 4: Coordinating Resources

The process for coordinating resources for complex incidents dovetails with that used for individual, smaller incidents. However, in complex incidents there are numerous Multiagency Coordination elements involved in resource coordination including:

- Local, State, and Federal Emergency Operations Centers (EOCs)
- MAC Groups
- FEMA Regional Response Coordination Centers
- Joint Field Offices (JFOs)
- National Response Framework agencies
- Department of Homeland Security

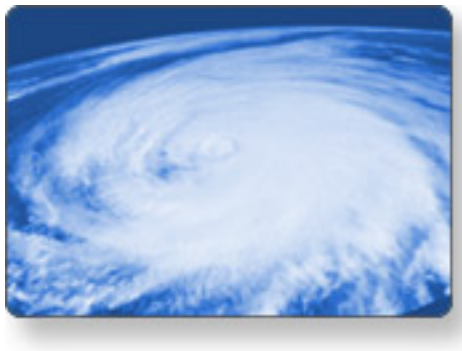
It must be remembered that the authority and structure of EOCs, MAC Groups, etc., varies from agency to agency and jurisdiction to jurisdiction. However, it is important also to remember the difference between command and coordination.

Visual 5: Command and Coordination

The Incident Management Team (IMT) has authority for **command** of the incident. This authority is delegated directly from the Agency Administrator. The Incident Management Team determines incident objectives and tactics, and assigns resources to carry them out. The MAC System is responsible for **coordinating** support to the incident(s). This may include prioritizing incidents for the purpose of allocating scarce resources, mobilizing resources, ensuring interagency and interjurisdictional coordination, and making policy decisions to support incidents, but not decisions reserved for Area Commands and Incident Commanders.

Visual 6: Coordinating Resource Needs: Step 1

The first step in coordinating resource needs is 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. For example, a County EOC must have a detailed understanding of the status of all jurisdictions and current incidents within its purview, plus a good understanding of the status of surrounding counties. The EOC should also maintain a general awareness of national conditions, especially for situations that may affect resource availability.



Visual 7: Coordinating Resource Needs: Step 2

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 complex incidents is that there may be competition for limited critical resources.

In order to allocate resources appropriately, the Emergency Operations Center and the MAC Group must be able to prioritize multiple incidents happening simultaneously.

MAC Groups are primarily responsible for resource prioritization and allocation. Unlike Unified Command, they do not perform incident command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations. When competition for resources is significant, MAC Groups may relieve the coordination and dispatch organizations of some prioritization and allocation responsibilities.

Life safety is the priority when making resource allocation decisions.

Visual 8: Activity: Prioritization Considerations

Activity: Prioritization Considerations

Instructions: Working with your table group . . .

1. Review the scenario below.
2. Prioritize the incidents in your jurisdiction, based on the overall priorities of life safety, incident stabilization, and property/environmental conservation.
3. Write your answers on chart paper.
4. Select a spokesperson and be prepared to present in 10 minutes.
5. Be prepared to explain your group's reasoning.

Scenario and Incidents

Scenario:

The hurricane passed directly over your jurisdiction. There are several major incidents underway. Many of the Incident Commanders are calling for additional law enforcement officers to secure affected areas. Multiple incidents have hazardous materials issues, and there is only one hazmat team available. Power is still out in most of your jurisdiction, and there is also a shortage of ice and potable water.

Activity

Assisted-Living Incident: An assisted-living center has collapsed. Four elderly residents remain trapped. Response has been hampered by the well-meaning but dangerous and ineffective help from residents of the neighborhood. Power lines are down in the area, and it is not clear whether any of them are hot. The Incident Commander has requested additional law enforcement and the Fire Department's Technical Rescue Task Force.

Chemical Incident: Apex Chemical Company is a major employer in the city. Support for their chemical holding tanks was eroded by flooding which accompanied the storm. One tank is leaking into its containment pond, which is already full of storm water. If the containment pond overflows, the excess will run into the creek. The chemical is very toxic, and can persist in the environment for years. If the chemical escapes containment, plants and wildlife in the area will be killed, and the creekbed will suffer long-term contamination. The company has pumps to drain the containment pond, but no generator to run them. They are requesting a generator, and the assistance of the local hazardous materials response team.

Storm Surge Incident: The storm surge has washed away access to an exclusive beach-front community. Power, water, and sewer service are out here, and residents are concerned about security for the community. The sewage system has been damaged at a major service junction, and although there has been no sewage spill, service cannot be restored until it is fixed. Repair will require a technical confined-space operation. Only the local hazardous materials response team is qualified to conduct a confined-space

operation. Residents have been trying to convince the Incident Commander to allow them back into their houses. She has so far refused, but has promised to increase security while the utility companies attempt to restore service. The Incident Commander has requested additional law enforcement, and the local hazardous materials response team.

Activity: Prioritization Considerations

Instructions: Working with your table group . . .

1. Review the scenario below.
2. Prioritize the incidents in your jurisdiction, based on the overall priorities of life safety, incident stabilization, and property/environmental conservation.
3. Write your answers on chart paper.
4. Select a spokesperson and be prepared to present in 10 minutes.
5. Be prepared to explain your group's reasoning.

Instructor Debrief Notes:

1. Monitor the time. Notify the groups when 2 minutes remain.
2. Ask volunteers to present their answers and explain their reasoning.
3. If necessary, refer to the sample answers that follow the scenario.

Activity

Scenario and Incidents

Scenario:

The hurricane passed directly over your jurisdiction. There are several major incidents underway. Many of the Incident Commanders are calling for additional law enforcement officers to secure affected areas. Multiple incidents have hazardous materials issues, and there is only one hazmat team available. Power is still out in most of your jurisdiction, and there is also a shortage of ice and potable water.

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Answer Key:

PRIORITY #1:

Assisted-Living Incident: An assisted-living center has collapsed. Four elderly residents remain trapped. Response has been hampered by the well-meaning but dangerous and ineffective help from residents of the neighborhood. Power lines are down in the area, and it is not clear whether any of them are hot. The Incident Commander has requested additional law enforcement and the Fire Department's Technical Rescue Task Force.

Reasoning: This incident has the most urgent life-safety needs and incident stabilization needs.

PRIORITY #2:

Chemical Incident: Apex Chemical Company is a major employer in the city. Support for their chemical holding tanks was eroded by flooding which accompanied the storm. One tank is leaking into its containment pond, which is already full of storm water. If the containment pond overflows, the excess will run into the creek. The chemical is very toxic, and can persist in the environment for years. If the chemical escapes containment, plants and wildlife in the area will be killed, and the creekbed will suffer long-term contamination. The company has pumps to drain the containment pond, but no generator to run them. They are requesting a generator, and the assistance of the local hazardous materials response team.

Reasoning: This incident has urgent incident stabilization

needs and potential life safety and property/environmental conservation consequences.

PRIORITY #3:

Storm Surge Incident: The storm surge has washed away access to an exclusive beach-front community. Power, water, and sewer service are out here, and residents are concerned about security for the community. The sewage system has been damaged at a major service junction, and although there has been no sewage spill, service cannot be restored until it is fixed. Repair will require a technical confined-space operation. Only the local hazardous materials response team is qualified to conduct a confined-space operation. Residents have been trying to convince the Incident Commander to allow them back into their houses. She has so far refused, but has promised to increase security while the utility companies attempt to restore service. The Incident Commander has requested additional law enforcement, and the local hazardous materials response team.

Reasoning: This incident's needs are related to incident stabilization and property/environmental conservation.

Visual 9: Coordinating Resource Needs: Steps 3 and 4

Step 3:

Allocate scarce resources according to priority.

Step 4:

Determine additional steps that need to be taken. These additional steps could include mission-tasking other organizations for resources, making policy decisions to assist in the response, allocating donated goods and services, etc. For example, in the activity just completed, there may be ways to accomplish the security and traffic control needs at the assisted-living center without assigning sworn police officers. Many event management companies have employees experienced in crowd and traffic control and security.

Visual 10: Mobilizing Resources (1 of 2)

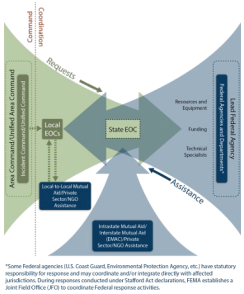
During complex incidents, resource mobilization becomes complicated, as more agencies and levels of government become involved, more incidents require assistance, supply lines and response times get longer, and more resources mobilize. This increased workload is often underestimated.

Maintaining ordering discipline and the coordination chain will assist in avoiding duplication of effort, additional expense, and lost requests. However, it is important to remember that, in some complex incidents, State and Federal resources may take some time to arrive.

The next screen will provide an animated example of the process.

Visual 11: Mobilizing Resources (2 of 2)

This graphic depicts the flow of assistance during large-scale incidents.



Description of Flow:

The Incident Command/Unified Command identifies resource requirements and communicates needs through the Area Command (if established) to the local Emergency Operations Center (EOC). The local EOC fulfills the need or requests assistance through mutual aid agreements and assistance agreements with private-sector and nongovernmental organizations.

In most incidents, local resources and local mutual aid and assistance agreements will provide the first line of emergency response and incident management. If the State cannot meet the needs, they may arrange support from another State through an agreement, such as the Emergency Management Assistance Compact (EMAC), or through assistance agreements with nongovernmental organizations.

If additional resources and/or capabilities are required beyond those available through interstate agreements, the Governor may ask the President for Federal assistance.

The Joint Field Office is used to manage Federal assistance (technical specialists, funding, and resources/equipment) that is made available based on the specifics and magnitude of the incident. In instances when an incident is projected to have catastrophic implications (e.g., a major hurricane or flooding), States and/or the Federal Government may position resources in the anticipated incident area.

In cases where there is time to assess the requirements and plan for a catastrophic incident, the Federal response will be coordinated with State, tribal, and local jurisdictions, and the pre-positioning of Federal assets will be tailored to address the specific situation.

*Note that some Federal agencies (U.S. Coast Guard, Environmental Protection Agency, etc.) have statutory responsibility for response and may coordinate and/or integrate directly with affected jurisdictions.

Visual 12: Dealing With Convergence

Convergence is the result of unstructured response to an incident. Convergence can come from several sources, and may severely hamper incident response activities, as well as place an enormous logistical burden on an already burdened system. It 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 include any or all of the following:

- Local resources (requested resources, and also well-intentioned freelancing and unrequested, self-dispatched emergency responders)
- State and Federal agency resources (requested resources, as well as unrequested, self-dispatched resources from field offices close to the incident)
- Donations and volunteer assistance
- VIP visits

Visual 13: Emergency Responder Convergence (1 of 2)

Even under "normal" incident conditions, the incident 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. Self-dispatched resources and freelancing cause serious problems.

Personnel should NOT respond to the scene unless requested and dispatched.

Visual 14: Emergency Responder Convergence (2 of 2)

In addition to creating the problems noted earlier, emergency responder convergence may:

- Deplete reserve resources that are needed to provide continued services to the community.
- Compromise service provided under mutual aid and assistance agreements and disrupt orderly backup/moveup coverage.
- Make it difficult to track resources or maintain resource accountability.
- Interfere with evacuation.
- Hamper access of formally requested resources.
- Increase the complexity of actions to protect responders from additional threats.

Visual 15: Strategies for Dealing With Emergency Responder Convergence (1 of 2)

Strategies for dealing with responder convergence include:

- Developing a local and regional capability to augment and sustain a reinforced response for at least 72 hours. This capability should be accompanied by policies governing self-dispatch and freelancing. Self-dispatch may be unavoidable—managing unrequested resources should be anticipated and planned for.
- Developing a plan for continued public safety service. This plan should include an organized policy and procedure for the orderly recall of additional personnel, as well as a policy to define the deployment of personnel to assist other agencies in times of crisis. Don't forget to include backup for EOC personnel as well as emergency responders and ICS staff.

Visual 16: Strategies for Dealing With Emergency Responder Convergence (2 of 2)

Additional strategies include:

- Establishing and enforcing inner and outer perimeters. Exclude freelancing or self-dispatched resources as well as unauthorized civilian or volunteer access.
- Establishing and enforcing a controlled access plan for authorized personnel. This may require immediate access to large quantities of fencing materials.
- Developing, establishing, and enforcing a coordinated traffic management and evacuation plan.
- Establishing and enforcing Staging Areas.

Visual 17: Lessons Learned: Emergency Responder Convergence

The events of 9/11 taught the New York City Fire Department many important lessons about dealing with emergency responder convergence.

All three jurisdictions responding to the 9/11 attacks faced freelancing emergency responders from the home agency and from nearby mutual aid cooperators. As a result of this, the New York Fire Department implemented the following policies:

- Only on-duty members shall respond to alarms on apparatus.
- Persons other than members of the New York Fire Department are to be excluded from the response. This includes former members of the department, members of other fire departments, friends, and relatives.
- Members who have arrived at incidents prior to responding companies, and those whose assistance has been accepted by authorized Fire Officers, are subject to the direction and control of the Incident Commander. It is the policy of the department that such members are relieved as soon as sufficient on-duty, properly equipped and protected resources have arrived. The Incident Commander's authority in this matter is absolute.
- In response to recall, members shall report to their assigned quarters. They shall not respond directly to the incident.

Visual 18: Knowledge Review (1 of 1)

Ask:

If a large scale, complex disaster such as an earthquake occurred in your jurisdiction, what are some potential convergence issues you would need to prepare for?

Instructor Note

Suggested Responses:

- Local resources (requested resources, and also well-intentioned freelancing and self-dispatched emergency responders)
- State and Federal agency resources (requested resources, as well as self-dispatched resources from field offices close to the incident)
- Donations and volunteer assistance
- VIP visits

Convergence may be well intentioned, but it is important to have strategies to deal with the possibility to prevent the incident scene from rapidly becoming clogged with apparatus, command staff vehicles, and bystanders.

Visual 19: State and National Mobilizations

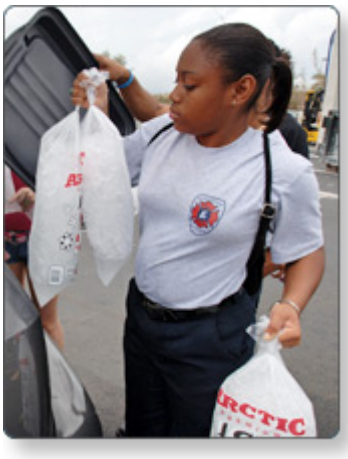
While interstate Emergency Management Assistance Compacts (EMAC system) and the National Response Framework provide vital resources to overwhelmed jurisdictions, their arrival can cause additional convergence issues. Even resources such as Urban Search and Rescue (US&R) Task Forces, who come prepared to be self-sufficient for 72 hours, will need a secure location in which to store equipment, conduct planning, eat, and sleep. Other teams, such as a Disaster Mortuary Team (DMORT) or 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.

In order to be able to deploy immediately, most Federal resources arrive with a full contingent of personnel, equipment, and supplies. A review of the components of the FEMA US&R Task Forces reveals how significant the amount of resources may be.

Visual 20: Strategies for State and Federal Deployments (1 of 3)

Strategies for managing State and Federal deployments include:

- Making sure that statewide mutual aid agreements include instructions on staging, standards for ensuring interoperability of equipment and communication, the expected degree of self-sufficiency, and the specific support expected from the host jurisdiction.
- Reviewing and assessing the support requirements of frequently deployed Federal resources.
- Developing a plan to integrate State and Federal assets into incident operations. Plan for the use of Unified Command and interdisciplinary tactical operations.
- Building relationships with State and Federal officials likely to respond to complex incidents by training and exercising together.
- Identifying locations suitable for remote Staging Areas, Incident Bases, Receiving and Distribution Centers, and Mobilization Centers.



Visual 21: Strategies for State and Federal Deployments (2 of 3)

It is important to pre-identify facilities necessary to support State and Federal mobilizations.

- 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).

Visual 22: Strategies for State and Federal Deployments (3 of 3)

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

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

Facilities to consider for use:

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

Visual 23: Knowledge Review (1 of 1)

Ask:

If a large scale, complex disaster such as an earthquake occurred in your jurisdiction, what are some potential convergence issues you would need to prepare for?

Instructor Note

Suggested Responses:

- Local resources (requested resources, and also well-intentioned freelancing and self-dispatched emergency responders)
- State and Federal agency resources (requested resources, as well as self-dispatched resources from field offices close to the incident)
- Donations and volunteer assistance
- VIP visits

Convergence may be well intentioned, but it is important to have strategies to deal with the possibility to prevent the incident scene from rapidly becoming clogged with apparatus, command staff vehicles, and bystanders.

Visual 24: Donations and Volunteer Assistance (1 of 2)

It is difficult to overstate the monetary and psychological importance of donations and volunteer assistance during a major disaster. Successfully managing and tracking donations 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 is having a preincident plan for soliciting, gathering, prioritizing, and distributing appropriate donations.

Visual 25: Donations and Volunteer Assistance (2 of 2)

The system must also be prepared to deal with inappropriate donations without bogging down the distribution of essential goods and services.

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

Visual 26: Unaffiliated Volunteers

Unaffiliated volunteers, also known as spontaneous volunteers, are individuals who offer to help or self-deploy to assist in emergency situations without fully coordinating their activities. These volunteers are considered "unaffiliated" in that they are not part of a disaster relief organization.

Unaffiliated volunteers can be significant resources, but because they do not have preestablished relationships with emergency response organizations, verifying their training or credentials and matching them with the appropriate service areas can be difficult.

Access the National Response Framework Volunteer and Donations Management Support Annex at this website: https://www.fema.gov/pdf/emergency/nrf/nrf-support-vol.pdf

Visual 27: Strategies for Managing Volunteers (1 of 2)

The first strategy for managing volunteers is to establish working relationships with the local organizations representing these entities:

- **National Voluntary Organizations Active in Disaster (National VOAD)** is the forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, and recovery—to help disaster survivors and their communities. National VOAD members are the primary coordinating nonprofit organizations for the management of unaffiliated volunteers.
- **Citizen Corps** helps coordinate volunteer activities that will make our communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from the threats of crime, terrorism, and disasters of all kinds.

Visual 28: Strategies for Managing Volunteers (2 of 2)

Volunteers such as amateur radio operators, search and rescue teams, Community Emergency Response Team (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 incident. These volunteers have long-standing formal relationships that are spelled out in written agreements and standard operating procedures. Individual members have credentials and identification issued by the volunteer organization itself and/or the emergency management organization with which it has the agreement.

Consider:

- Developing a CERT capability if your jurisdiction does not have one.
- Making sure agreements with volunteer organizations clearly spell out required training, experience, and equipment, as well as liability and employment relationship to the jurisdiction.
- Developing and implementing an effective management structure to receive spontaneous volunteers, catalog their skills, provide on-the-job training, deploy, and supervise activities.
- Developing public information and media releases that provide direction for those who wish to volunteer.

Visual 29: VIP Visits

VIP visits cause yet another convergence issue for incidents. Depending on who the visitors are and where they want to go, these visits can disrupt incident operations, cause additional traffic congestion, and attract a larger media presence.

On the other hand, such visits are valuable in providing VIPs with a realistic view of the problems posed by the disaster, and they may result in enhanced resources and provide a morale boost to responders and survivors. Most VIPs are aware of the impact their presence may have on operations, and are willing to coordinate visits with the incident management organization.

Visual 30: Strategies for Dealing With VIP Visits

Strategies for dealing with VIP visits include the following:

- When possible, encourage such visitors 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.) prior to the VIP's arrival.

Try to limit time spent on scene. Conduct business away from the scene if possible.

Visual 31: Unrequested Resources

During incidents, responders sometimes come to an incident area without being requested. Such personnel converging on a site, commonly referred to as self-dispatching or self-deploying, may interfere with incident management and place an extra logistical and management burden on an already stressed Incident Command organization.

The use of unrequested resources is highly discouraged. 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.

Although these resources may be trained and capable, the risks associated with assigning unrequested resources outweigh the advantages.

Visual 32: Strategies for Dealing With Unrequested Resources (1 of 2)

If unrequested resources must be used, consider the following strategies:

- Unrequested resources may become freelancers if the incident organization cannot organize to use them. Instruct perimeter personnel to refer unrequested 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.
- An unrequested resource that has been accepted and assigned to the incident must be included in the resource tracking and incident planning process.

Visual 33: Strategies for Dealing With Unrequested Resources (2 of 2)

Additional strategies for using self-dispatched resources include:

- Information about the resource should be shared with the rest of the Command and General Staff, especially the Liaison Officer, and the Planning, Logistics, and Finance/Administration Section Chiefs.
- Nongovernmental and private-sector resources should be inspected and formal agreements completed as soon as possible.
- The presence and status of public-sector resources on the incident should be reported to their home agency.

Visual 34: Unit Summary

Planning and organizing to provide management and logistical support to complex incidents requires a level of detail well beyond "normal" incident response. Effective preparedness actions are required to:

- Organize, support, and integrate large quantities of resources from local, tribal, regional, State, and Federal sources.
- Anticipate and manage convergence issues resulting from unrequested resources, unsolicited donations, and unaffiliated volunteerism.
- Ensure scene safety.

The next lesson is the Course Summary.

Lesson 6: Course Summary

IS-0703 Unit 6 Objectives, Scope, Methodology, etc.

Unit Objectives

At the end of this unit, the participants will be able to demonstrate their knowledge of resource management by passing a final exam.

Scope

- Unit Overview
- Additional Resources
- Review
- Final Exam
- Course Evaluation

Methodology

After introducing the unit objective, the instructor will briefly discuss additional resources for information on NIMS and resource management. Then, the instructor will conduct a review activity and answer any questions that the students have about anything they have learned in the course.

At the end of the course summary, the instructor will distribute the final exam. When all students have completed the final exam, the instructor will ask the students to complete a course evaluation. Finally, the instructor will thank the students for attending, and adjourn the class.

Materials

- Instructor Guide
- Student Manual
- Computer display system and visuals

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Overview	5 minutes
Additional Resources	5 minutes
Review	15 minutes
Final Exam	30 minutes

Topic	Time
Course Evaluation	5 minutes
Total Time	**1 hour**

IS-703.b GLOSSARY

Glossary

Glossary A-G

Access and Functional Needs: Individual circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual's ability to take action in an emergency.

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A government element with a specific function offering a particular kind of assistance.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction.

Agency Representative: A person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or nongovernmental or private organization, who has authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with that agency's leadership.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations. See Unified Area Command.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision-making.

Assigned Resource: A resource that has been checked in and assigned work tasks on an incident. Assignment: A task given to a person or team to perform based on operational objectives defined in the IAP.

Assistant: A title for subordinates of principal Command Staff and EOC director's staff positions. The title indicates a level of technical capability,

qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

Authority Having Jurisdiction: An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police, fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT).

Available Resource: A resource assigned to an incident, checked in, and available for assignment.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and permit access to incident sites. See Credentialing.

Base: See Incident Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certification: The process of authoritatively attesting that individuals meet qualifications established for key incident management functions and are, therefore, qualified for specific positions.

Chain of Command: The orderly line of authority within the ranks of incident management organizations.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Commander or Unified Command's established procedures.

Chief: The ICS title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration.

Clear Text: Communication that does not use codes. See Plain Language.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants as necessary. Additional positions may be needed, depending on the incident.

Common Terminology: Normally used words and phrases—avoiding the use of different words/phrases for same concepts—to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management

effort.

Coordinate: To exchange information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Core Capability: An element defined in the National Preparedness Goal as necessary to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

Credentialing: Providing documentation that identifies personnel and authenticates and verifies their qualification for a particular position. See Badging.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement that the agency executive delegating authority and assigning responsibility provides to the Incident Commander. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Departmental Operations Center: An operations or coordination center dedicated to a single, specific department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and/or physically represented in a combined agency EOC by an authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior, and, therefore, should be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, EOC director, General Staff, and branch directors.

Director: The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an EOC.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See

Group.

Emergency: Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property.

Emergency Management Assistance Compact: A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, NGOs, private-sector organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center: The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Operations Plan: A plan for responding to a variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

Emergency Support Function: The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents.

Essential Elements of Information: Important and standard information items, which support timely and informed decisions.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Federal: Of or pertaining to the Federal Government of the United States.

Field Operations Guide: Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

Finance/Administration Section: The ICS Section responsible for an incident's administrative and financial considerations.

Function: The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when

describing the activity involved (e.g., the planning function).

General Staff: A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See Division.

Glossary

Glossary H-N

Hazard: Something potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, natural or manmade, that necessitates a response to protect life or property. In this document, the word "incident" includes planned events as well as emergencies and/or disasters of all kinds and sizes.

Incident Action Plan: An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

Incident Base: A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. (An incident name or other designator is added to the term Base.) The ICP may be co-located with the Incident Base.

Incident Command: The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command Post: The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System: A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

Incident Commander: The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and

responsibility for conducting incident operations.

Incident Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command.

Incident Management: The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Assistance Team: A team of ICS-qualified personnel, configured according to ICS, that deploy in support of affected jurisdictions and/or on-scene personnel.

Incident Management Team: A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Incident Objective: A statement of an outcome to be accomplished or achieved. Incident objectives are used to select strategies and tactics. Incident objectives should be realistic, achievable, and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident Personnel: All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Intelligence/Investigations Function: Efforts to determine the source or cause of the incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) in order to control its impact and/or help prevent the occurrence of similar incidents. In ICS, the function may be accomplished in the Planning Section, Operations Section, Command Staff, as a separate General Staff section, or in some combination of these locations.

Interoperability: The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

Job Aid: Checklist or other visual aid intended to ensure that specific steps

of completing a task or assignment are accomplished.

Joint Field Office: The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery.

Joint Information Center: A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC.

Joint Information System: A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

Jurisdiction: Jurisdiction has two definitions depending on the context:

- A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and/or functional (e.g., law enforcement, public health).
- A political subdivision (e.g., municipality, county, parish, state, Federal) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries.

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Kind: As applied to incident resources, a class or group of items or people of the same nature or character or classified together because they have traits in common.

Leader: The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force.

Letter of Expectation: See Delegation of Authority.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: Public entities responsible for the security and welfare

of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; a tribe or authorized tribal entity, or in Alaska, a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The ICS Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach, fundamental to NIMS, that involves (1) establishing objectives, e.g., specific, measurable and realistic outcomes to be achieved; (2) identifying strategies, tactics, and tasks to achieve the objectives; (3) performing the tactics and tasks and measuring and documenting results in achieving the objectives; and (4) taking corrective action to modify strategies, tactics, and/or performance to achieve the objectives.

Manager: The individual within an ICS organizational unit assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mission Area: One of five areas (Prevention, Protection, Mitigation, Response, and Recovery) designated in the National Preparedness Goal to group core capabilities.

Mitigation: The capabilities necessary to reduce the loss of life and property from natural and/or manmade disasters by lessening the impacts of disasters.

Mobilization: The processes and procedures for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

Multiagency Coordination System: An overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/policy groups, and JISs.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident.

In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, and/or after an incident.

National: Of a nationwide character, including the local, state, tribal, territorial, and Federal aspects of governance and policy.

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Incident Management System: A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

National Response Framework (NRF): A guide to how the Nation conducts all-hazards response.

National Planning Frameworks: Guidance documents for each of the five preparedness mission areas that describe how the whole community works together to achieve the National Preparedness Goal. The Frameworks foster a shared understanding of roles and responsibilities, from the firehouse to the White House, and clarifies how the Nation coordinates, shares information, and works together—ultimately resulting in a more secure and resilient Nation.

National Preparedness: The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.

National Preparedness Goal: Doctrine describing what it means for the whole community to be prepared for the types of incidents that pose the greatest threat to the security of the Nation, including acts of terrorism and emergencies and disasters, regardless of cause. The goal itself is: "A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."

National Preparedness System: An organized process to achieve the National Preparedness Goal of a secure and resilient Nation.

National Response Coordination Center: A multiagency coordination center located at FEMA Headquarters. Its staff coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation.

Nongovernmental Organization: A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations.

Normal Operations/Steady State: The activation level that describes routine monitoring of jurisdictional situation (no event or incident anticipated).

Glossary

Glossary O-Z

Officer: The ICS title for a member of the Command Staff authorized to make decisions and take action related to his/her area of responsibility.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths, but are typically 12 to 24 hours.

Operational Security: The implementation of procedures and activities to protect sensitive or classified operations involving sources and methods of intelligence collection, investigative techniques, tactical actions, countersurveillance measures, counterintelligence methods, undercover officers, cooperating witnesses, and informants.

Operations Section: The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and/or groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, NGOs, and private sector entities.

Personal Responsibility: The obligation to be accountable for one's actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that the intended audience can understand and that meets the communicator's purpose. For the purpose of NIMS, plain language refers to a communication style that avoids or limits the use of

codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency.

Planned Event (Event): An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade).

Planning Meeting: A meeting held, as needed, before and throughout an incident to select specific strategies and tactics for incident control operations and for service and support planning.

Planning Section: The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Position Qualifications: The minimum criteria necessary for individuals to fill a specific position.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term "prevention" refers to preventing imminent threats.

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protection: The capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Protocol: A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer: A member of the ICS Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information needs.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively.

Recovery Plan: A plan to restore an incident-affected area or community.

Recovery Support Function: Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Resource Team: See Strike Team.

Resource Tracking: The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident.

Resources: Personnel, equipment, teams, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Retrograde: To return resources back to their original location.

Safety Officer: In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts.

Section: The ICS organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance/Administration).

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals.

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged.

Staging Area: A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: A reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

State: Used in this document to include any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

Status Report: Reports, such as spot reports, that include vital and/or time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule.

Strategy: The general course of action or direction to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, strike teams are referred to as resource teams.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The ICS title for an individual responsible for a division or group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of processes, facilities, equipment, personnel, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives.

Task Force: Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: Any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: A natural or manmade occurrence, an individual, an entity, or an action having or indicating the potential to harm life, information, operations, the environment, and/or property.

Tools: Instruments and capabilities that allow the professional performance

of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A NIMS resource classification that refers to capability of a specific kind of resource to which a metric is applied to designate it as a specific numbered class.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: A version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

Unit: The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Administration Sections in ICS.

Unit Leader: The individual in charge of a unit in ICS.

United States National Grid: A point and area location reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude.

Unity of Command: A NIMS guiding principle stating that each individual involved in incident management reports to and takes direction from only one person.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10.

Unity of Effort: A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities.

Whole Community: A focus on enabling the participation in incident management activities of a wide range of players from the private and nonprofit sectors, including NGOs and the general public, in conjunction with the participation of all levels of government, to foster better coordination and working relationships.

Unit 6: Tabletop Exercise - Classroom

Visual 1: Unit 6: Tabletop Exercise

Unit Objective

At the end of this unit, the students should be able to apply what they have learned throughout this course to their resource management systems.

Scope

- Exercise Introduction
- Unit Objective
- How To Conduct This Exercise
- Exercise Guidelines
- Background Information and Exercise Scenario
  - Exercise Inject 1
  - Exercise Inject 2
  - Exercise Inject 3
- Debrief
- Summary

Activity

Methodology

Note: During this exercise, one instructor will act as the Controller, and one instructor will act as the Facilitator, circulating through the room to answer questions. The students will assume roles necessary to make decisions based on the information provided by the Controller.

The Controller will introduce the exercise and describe the rules of play, exercise objectives, and other exercise information to the class. After answering all questions, the Controller will introduce the exercise scenario. Working in groups, the students will begin the decision-making process to respond to the needs at the incident scene. At specified intervals throughout the exercise, the Controller will provide the students with additional information about the incident (e.g., cascading events at the scene that require additional resources or other response from the multiagency coordination entity). The students will use the new information to make resource decisions, including activating mutual aid or other agreements, etc.

At the end of the exercise, the Controller will debrief the group. The Controller will then transition from the exercise to Unit 7.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Exercise Introduction Unit Objective	10 minutes
How To Conduct This Exercise Exercise Guidelines Background Information and Exercise Scenario	110 minutes
Debrief	25 minutes
Summary	5 minutes
Total Time	**2 hours 30 minutes**

Instructor Note

Introduce this unit by telling the students that this tabletop is intended to help them apply what they have learned throughout this course to the resource management system in their jurisdictions in response to a simulated emergency.

Instructor Note

This tabletop exercise is intended to allow the students to apply what they 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 the participants should consider how political issues might influence their actions and decisions.

The success of this exercise depends on the total concentration of all the students throughout the exercise. Tell the students that they should not leave the room during the exercise, and ask all students to ensure that their cell

Instructor Note

phones and pagers are turned off or set to vibrate.

The students should work in small groups to complete this exercise. The groups may include all members from a single jurisdiction or from a jurisdiction and its mutual aid partners.

You will not need any special equipment to conduct this exercise. All of the written material the students will require is included in the Student Manual and in the three exercise inject handouts. (You should print out a set of injects for each student.) If students wish, they can also consult:

- Their jurisdiction's EOP. (**Note:** If students have not brought their jurisdiction's EOPs, in this exercise they can use the sample Resource Management Annex that appears at the end of Unit 4 in their Student Manuals.)
- Any SOPs dealing with resource management that they would use during an incident.
- Resource analysis worksheets and cascading event worksheets.

Guidelines for Presenting the Incident Scenario

General guidelines for presenting the incident scenario are listed below. Specific guidance for introducing the initial scenario and the injects are provided in the exercise itself.

Instructor Note

- The incident scenario, as provided, describes an escalating, complex incident that starts with a flooding event and includes two additional events. The exercise participants are located at the county EOC.
- The incident scenario and injects are designed to focus on resource management issues that might be encountered during a severe weather event. However, addressing resource management issues will necessarily involve issues encountered at the scene.
- The Controller should introduce the scenario by briefing the students. Following the introduction, each student should consider the information presented from the point of view of his or her role and responsibilities during the emergency. The students should participate in a discussion within their groups to respond to the information provided in the scenario (e.g., request resources, establish priorities, request additional information, etc.).
- At specified points in the exercise, the Controller should read exercise injects to the class. These injects will build on the initial scenario to provide additional information, relate cascading events, or transmit requests for information from other jurisdictions. Following each inject, the students should discuss the new information within their groups and respond to the information provided.
- The Controller may pause the exercise at any time to discuss the

scenario and the groups' responses, answer questions, or clarify information presented. The Controller may also ask additional questions of the group or provide information that is tailored to the exercise players.

At the end of the exercise, the Controller will debrief the groups, asking them to evaluate their resource management procedures, decisionmaking process, and overall lessons learned. Finally, the groups will develop a list of tasks that they need to complete to improve their resource management capability.

Tabletop Exercise

Instructions:

1. Review the background information and scenario materials in your Student Manual.
2. Consider the information from the point of view of your role and responsibilities during the emergency.
3. Participate in a discussion with your table group to respond to the questions in your Student Manual.
4. Use the additional scenario information your instructors provide as injects to respond to the questions on the handouts you'll receive.
5. Note that your instructors may pause the exercise at any time to discuss the scenario and the groups' responses, answer questions, or clarify information presented.

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.

Resources

Jackson City 10 School Buses	Jackson County 16 School Buses

20 Police Vehicles 5 Fire Engines 4 Fire Trucks 1 Ambulance (ALS) 4 Ambulances (BLS) 20,000 Sandbags 3 Dump Trucks 1 Backhoe 2 Dozers 5 Message Boards <u>Baytown</u> 4 School Buses 3 Police Vehicles 1 Fire Engine 1 Fire Truck 1 Ambulance (BLS) 500 Sandbags 1 Dump Truck <u>Fryville</u> 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	32 Sheriff Vehicles 1 Mobile Command Vehicle 8 Fire Engines 6 Fire Trucks 2 400-Gallaon Tenders (nonpotable water) 1 HAZMAT Team 3 Ambulances (ALS) 5 Ambulances (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 <u>Washington County</u> 10 School Buses 24 Sheriff Vehicles 1 Mobile Communications Trailer 5 Fire Engines 4 Fire Trucks 1 400-Gallon Tender (nonpotable water) 1 HAZMAT Team 2 Ambulances (ALS) 2 Ambulance (BLS) 50,000 Sandbags 2 Dump Trucks 4 Backhoes 8 Dozers 3 Message Boards

Resources (Continued)

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 Adams County 19 School Buses 42 Sheriff Vehicles 7 Fire Engines 8 Fire Trucks 2 Hazmat Teams 4 Ambulances (ALS) 3 Ambulance (BLS) 2,500 Sandbags 3 Dump Trucks 3 Backhoes 2 Dozers 16 Message Boards	Wilson County 15 School Buses 1 Mobile Communications Trailer 21 Sheriff Vehicles 3 Fire Engines 3 Fire Trucks 2 Ambulances (ALS) 5 Ambulances (BLS) 2 Dump Trucks 2 Backhoes 2 Dozers 10 Message Boards

Activity

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:

With cascading events in mind, what types of resources might be needed in the county?

Where can these resources be found?

What are the overall resource priorities?

What are two resource management challenges?

Exercise Inject 1

Controller's Note: Read and distribute this inject to the group approximately 20 minutes into the exercise.

At 5:53 p.m., a call comes into the county 911 Communications Center. In Fryville, a gas leak has ignited, causing a fire in a major grocery chain warehouse. Several people have been injured and there is a danger of fire spread to adjacent buildings. Water pressure is low. The Fryville Volunteer Fire Department Chief is the Incident Commander.

Discussion Question

Discussion Questions:

Expand on the cascading events to determine new resource requirements.

Does this event change the resource priorities? How?

Identify strategies for managing resources during this event.

Exercise Inject 2

Controller's Note: Read and distribute this inject to the group approximately 40 minutes into the exercise.

At 6:57 p.m., a southbound train derails at Saunders Junction due to a bridge being undermined. Several cars are overturned. A tank car with an unknown chemical is on its side in the river and is leaking. This incident is operating under a Unified Command consisting now of the county fire chief and sheriff.

Discussion Question

Discussion Questions:

How does this new event change the overall resource priorities?

Identify resource management challenges from the EOC.

Describe the method for evaluating resource effectiveness.

Where can additional resources be found?

Exercise Inject 3

Controller's Note: Read and distribute this inject to the group approximately 60 minutes into the exercise.

There is a major problem with sharing limited resources between these incidents. Incident resources are being ordered from multiple agencies, causing a duplication of resource requirements. Many volunteers have come forward, and the Incident Commanders are looking for ways to organize and use them effectively. Several news media representatives are on the scene at the various incidents.

Discussion Question

Discussion Questions:

How will you deal with the multipoint ordering?

What are two convergence issues that are occurring?

How will spontaneous volunteers be managed?

Activity

Instructions:

1. Evaluate your team's:
   - Resource management procedures.
   - Decision-making process.
   - Overall lessons learned.
2. Develop a list of tasks to improve your resource management capability.

Activity

Lessons Learned

Controller's Note: Allow the students approximately 20 minutes to record their lessons learned from the exercise.

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

Instructor Note

Summarize this exercise by emphasizing that even a smaller incident can grow or extend beyond a jurisdiction's resource management capability. Urge the group to ensure that they 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.

Answer any questions that the students have before continuing.

Transition to the next unit by telling the group that Unit 7 will include the course summary and final examination.

Unit 7: Course Summary - Classroom

Visual 1: Unit Objective

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

Activity

Activity: Summary of Key Points

Instructions: Working in groups . . .

1. Review the material covered in this course.
2. Identify the three most critical points from the course and write your answers on chart paper.
3. Select a spokesperson and be prepared to share your answers with the class in 10 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the class when 2 minutes remain.
2. Ask each group's spokesperson to present the group's key points to the class.
3. Solicit input from the class and elaborate on the points based on your experience.

Visual 2: IS-703.b Final Exam Instructions

1. Take a few moments to review your Student Manual and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test…
    - Read each item carefully.
    - Circle your answer on the test.
    - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or take the test online.

Refer to your Student Manuals and the NIMS document when completing this test.

Certificate of Completion

To receive a certificate of completion, students must take the multiple-choice Final Exam, submit an answer sheet (to EMI's Independent Study Office), and score 75 percent on the test.

Test submission:

- Students submit their tests online, and upon successful completion receive an e-mail message with a link to their electronic certification.
  - Go to http://training.fema.gov/IS/crslist.asp and click on the link for IS-0703.b.
  - Click on "Take Final Exam."

Visual 3: Course Evaluation

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.

Please use the course evaluation forms provided by the organization sponsoring the course.