Unit 5: NIMS Resource Management

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Objectives

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

- Describe the importance of resource management.
- Define the concepts and principles of effective resource management.
- Identify the steps for managing incident resources.

Scope

- Unit Introduction and Objectives
  - Video: What is NIMS Resource Management?
- Principles of Effective Resource Management
  - Standardized Approach
  - Planning
  - Resource Identification and Ordering
  - Effective Resource Management
- Steps for Managing Incident Resources
  - Step #1: Identify Requirements
    - Flow of Requests and Assistance
  - Step #2: Order & Acquire
    - Avoid Bypassing Systems
  - Step #3: Mobilize
    - Mobilization and Demobilization
  - Step #4: Track & Report
  - Step #5: Recover/Demobilize
  - Step #6: Reimburse
  - Step #7: Inventory
    - Identifying and Typing Resources
    - Credentialing
    - Credentialing Process
- Knowledge Review and Summary
- Preparedness Self-Assessment

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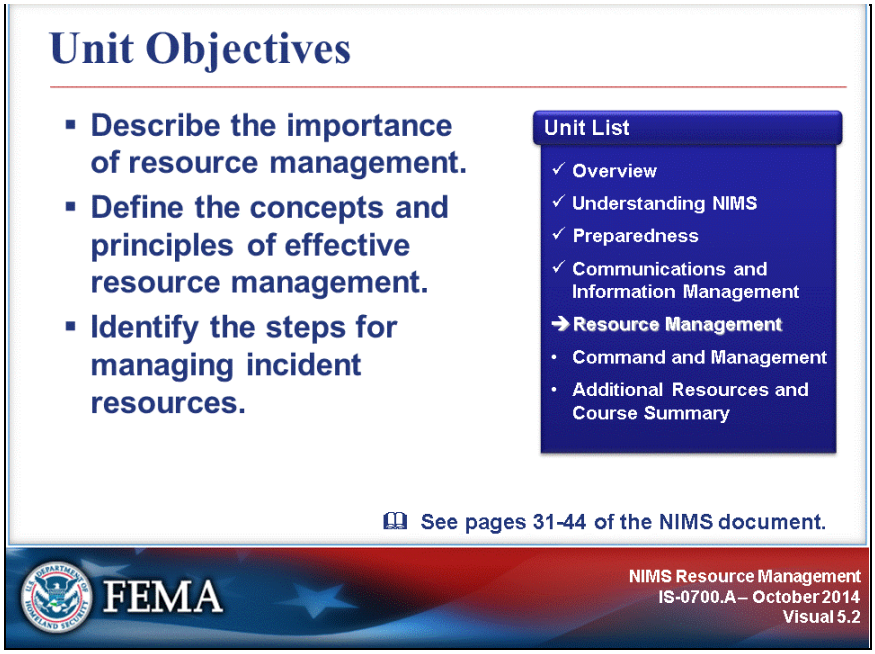
Key Points

This unit presents an overview of the NIMS Resource Management component.



Key Points

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

- Describe the importance of resource management.
- Define the concepts and principles of effective resource management.
- Identify the steps for managing incident resources.

Refer to pages 31 through 44 of the NIMS document.

Key Points

This video provides an introduction to the NIMS Resource Management component.

Video Transcript: During an incident, getting the right resources, to the right place, at the right time, can be a matter of life and death. NIMS establishes a standardized approach for managing resources before, during, and after an incident.

Resources include:

- Personnel,
- Equipment,
- Supplies, and
- Facilities.

Prior to an incident, resources are inventoried and categorized by kind and type, including their size, capacity, capability, skills, and other characteristics.

Mutual aid partners exchange information about resource assets and needs. And 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 recovery and demobilization process begins.

Recovery may involve the rehabilitation, replenishment, disposal, or retrograding of resources, while demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. And finally, any agreed- upon reimbursement is made.

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.

Key Points

NIMS establishes a standardized approach for managing resources before, during, and after an incident. This standardized approach is based on the underlying concepts:

- **Consistency:** Resource management provides a **consistent** method for identifying, acquiring, allocating, and tracking resources.
- **Standardization:** Resource management includes **standardized** systems for classifying resources to improve the effectiveness of mutual aid agreements and assistance agreements.
- **Coordination:** Resource management includes **coordination** to facilitate the integration of resources for optimal benefit.
- **Use:** Resource management planning efforts incorporate **use** of all available resources from all levels of government, nongovernmental organizations, and the private sector, where appropriate.
- **Information Management:** Resource management integrates **communications and information management** elements into its organizations, processes, technologies, and decision support.
- **Credentialing:** Resource management includes the use of **credentialing** criteria that ensure consistent training, licensure, and certification standards.

Key Points

Jurisdictions should work together in advance of an incident to develop plans for identifying, ordering, managing, and employing resources.

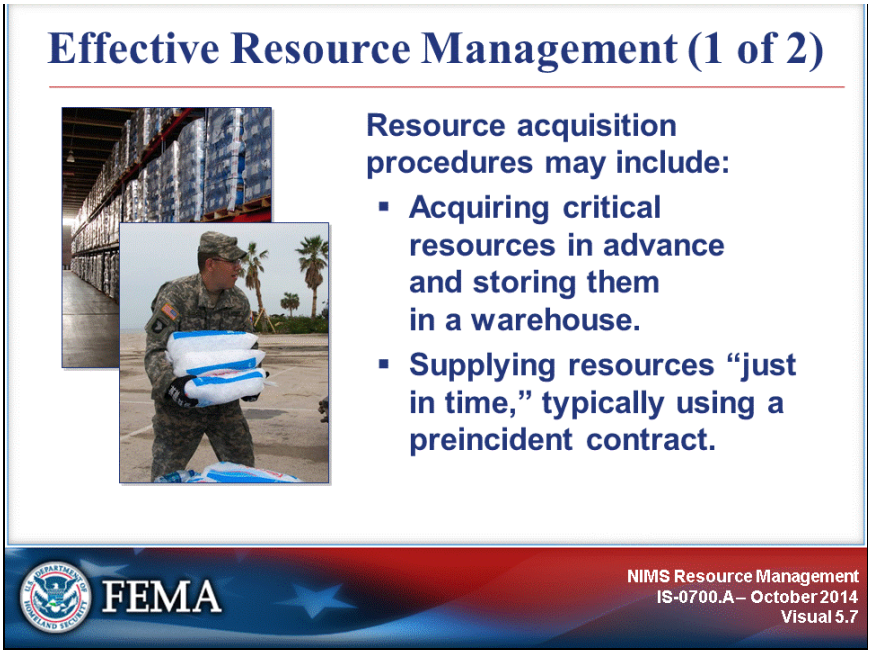
The planning process should result in:

- Identification of resource needs based on the threats to and vulnerabilities of the jurisdiction.
- Development of alternative strategies to obtain the needed resources.
- Creation of new policies to encourage positioning of resources.
- Identification of conditions that may trigger a specific action, such as restocking supplies when inventories reach a predetermined minimum.

Key Points

The resource management process uses standardized methods to identify, order, mobilize, and track the resources required to support incident management activities. Identification and ordering of resources are intertwined.

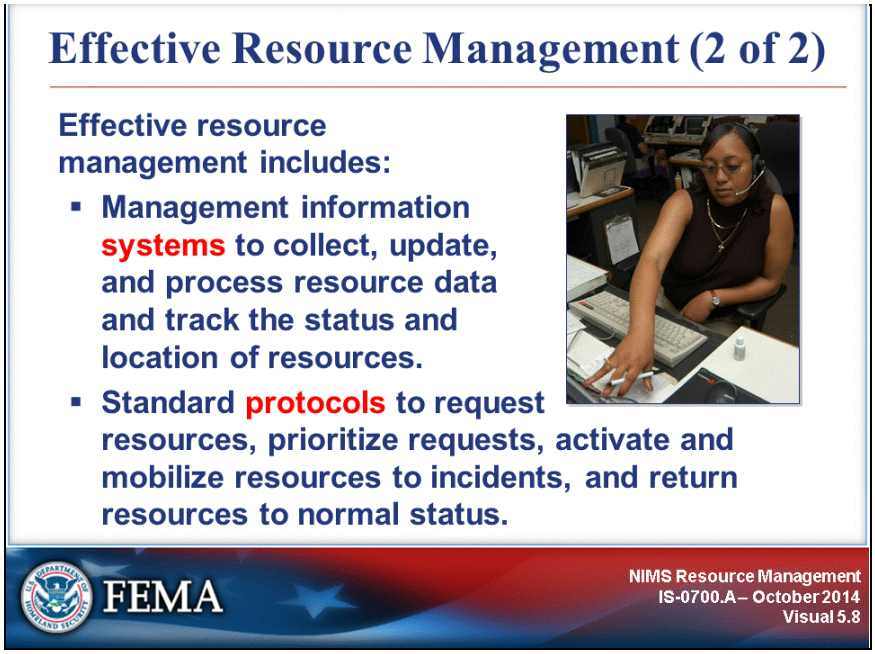
Those with resource management responsibilities perform these tasks either at the request of the Incident Commander or in accordance with planning requirements.



Key Points

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 preincident contract.



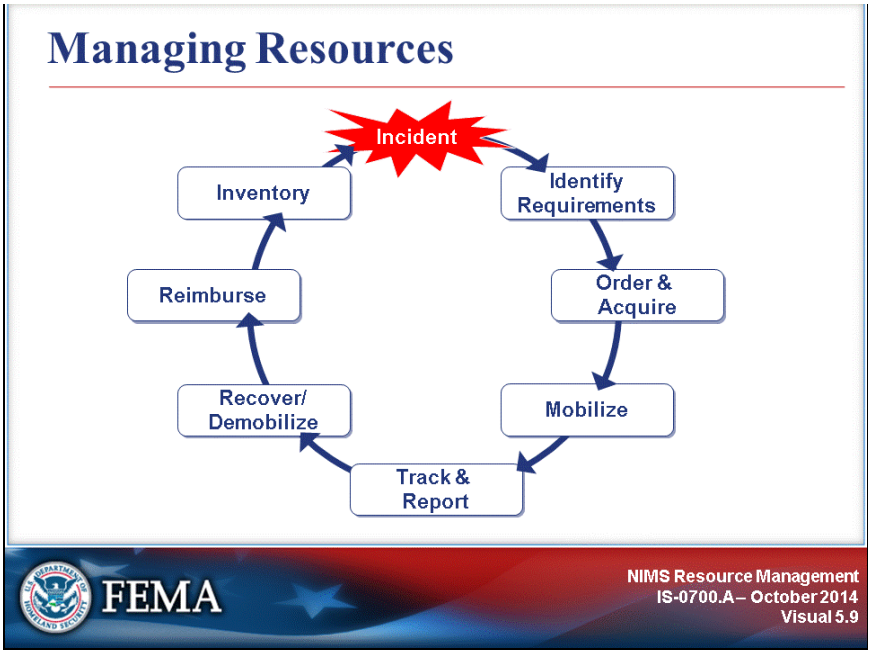
Key Points

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.

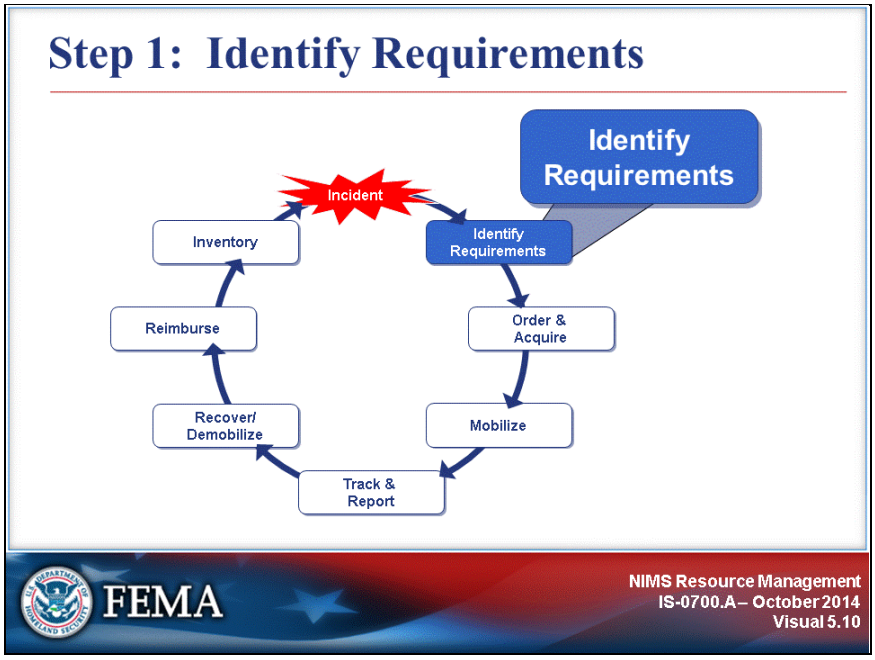
- **Protocols:** Preparedness organizations develop standard protocols to request resources, prioritize requests, activate and mobilize resources to incidents, and return resources to normal status.



Key Points

The focus of this section of the lesson is on a standardized seven-step cycle for managing resources during an incident.

It is important to remember that preparedness activities must occur on a continual basis to ensure that resources are ready for mobilization.

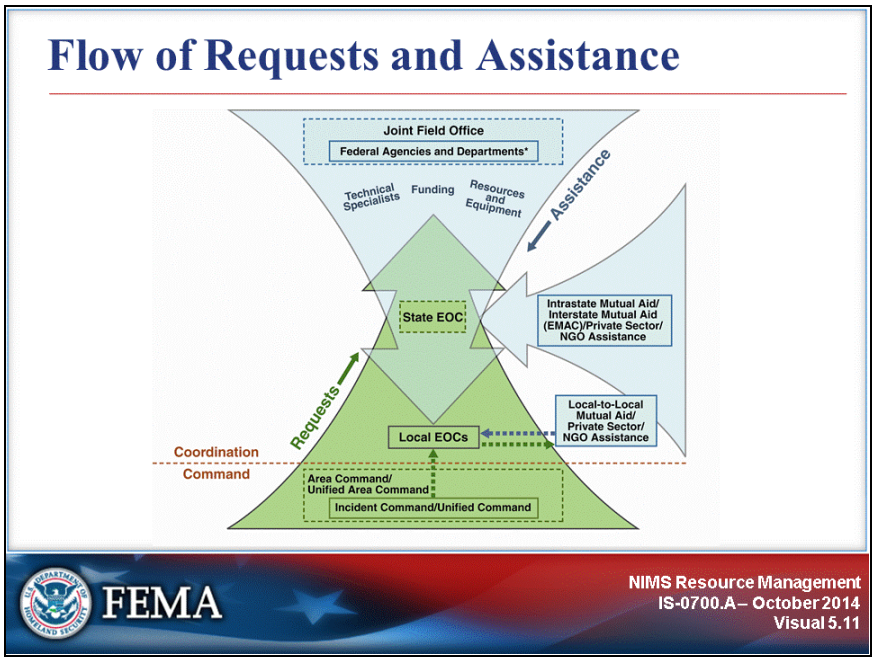


Key Points

When an incident occurs, personnel who have resource management responsibilities should continually identify, refine, and validate resource requirements. This process includes identifying:

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

Resource availability and requirements constantly change as the incident evolves. Coordination among all response partners should begin as early as possible, preferably prior to incident response activities.

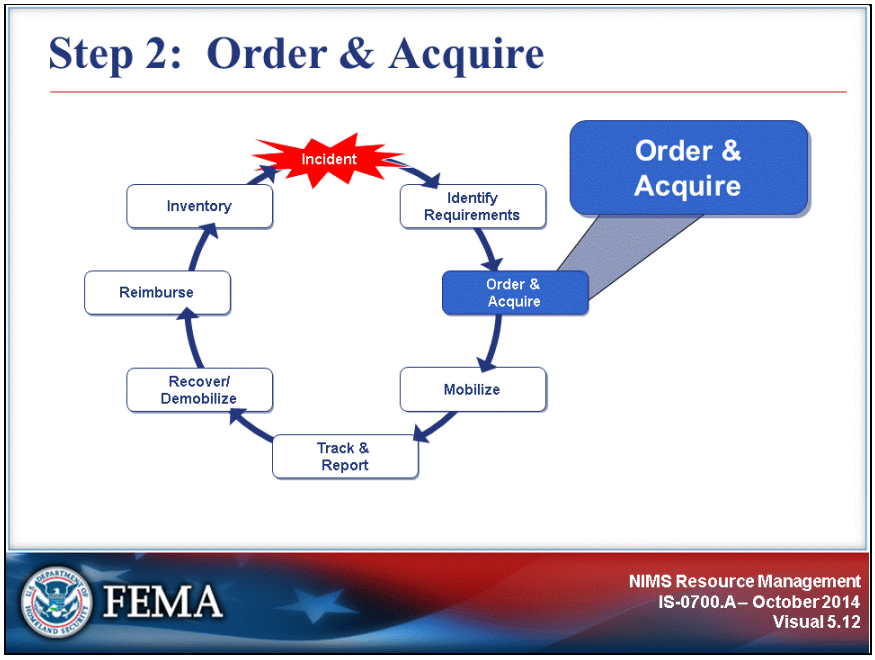


Key Points

This graphic depicts the flow of assistance during large-scale incidents. The following description of the flow of requests and assistance:

- 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 agreements 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.
- 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.
- Federal assistance may be provided under various Federal authorities. If a Governor requests a disaster declaration, the President will consider the entirety of the situation including damage assessments and needs. The President may declare a major disaster (section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act).

- 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.

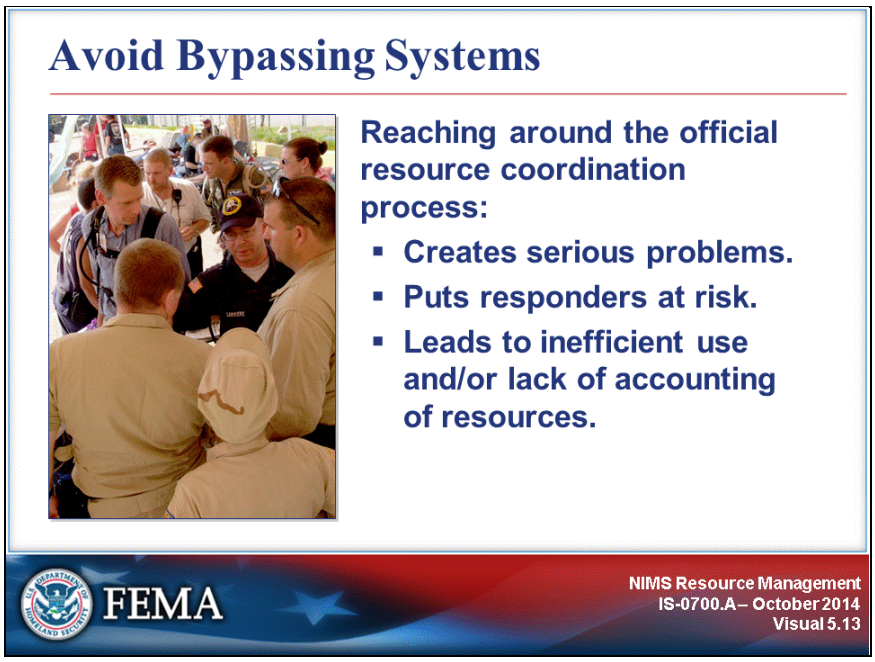


Key Points

Standardized resource-ordering procedures are used when requests for resources cannot be fulfilled locally. Typically, these requests are forwarded first to an adjacent locality or substate region and then to the State.

Decisions about resource allocation are based on organization or agency protocol and possibly the resource demands of other incidents.

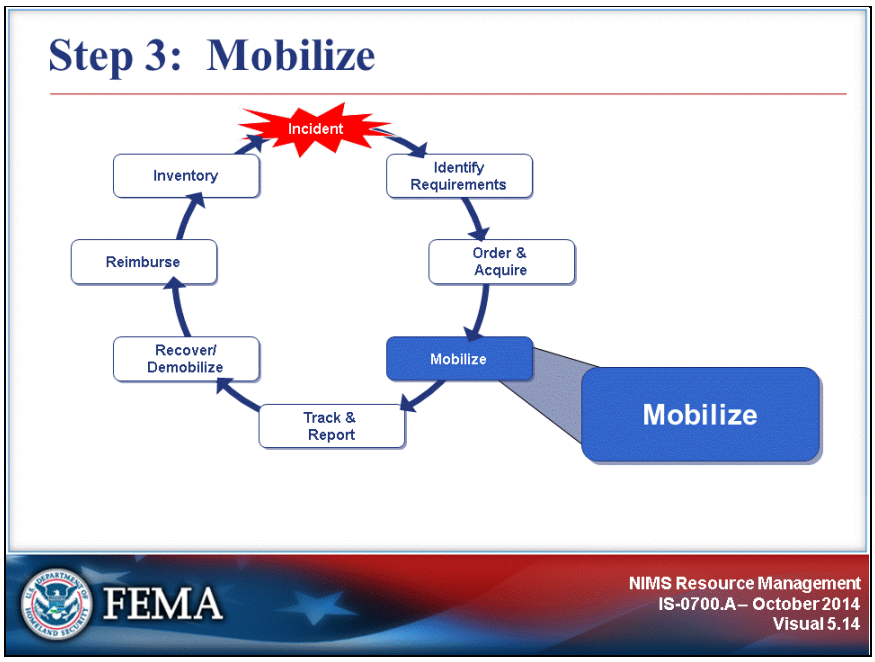
Mutual aid and assistance resources will be mobilized only with the consent of the jurisdiction that is being asked to provide the requested resources. Discrepancies between requested resources and those available for delivery must be communicated to the requestor.



Key Points

Those responsible for managing resources, including public officials, should recognize that reaching around the official resource coordination process within the Multiagency Coordination System supporting the incident(s) creates serious problems.

Requests from outside the established system can put responders at risk, and at best typically lead to inefficient use and/or lack of accounting of resources.



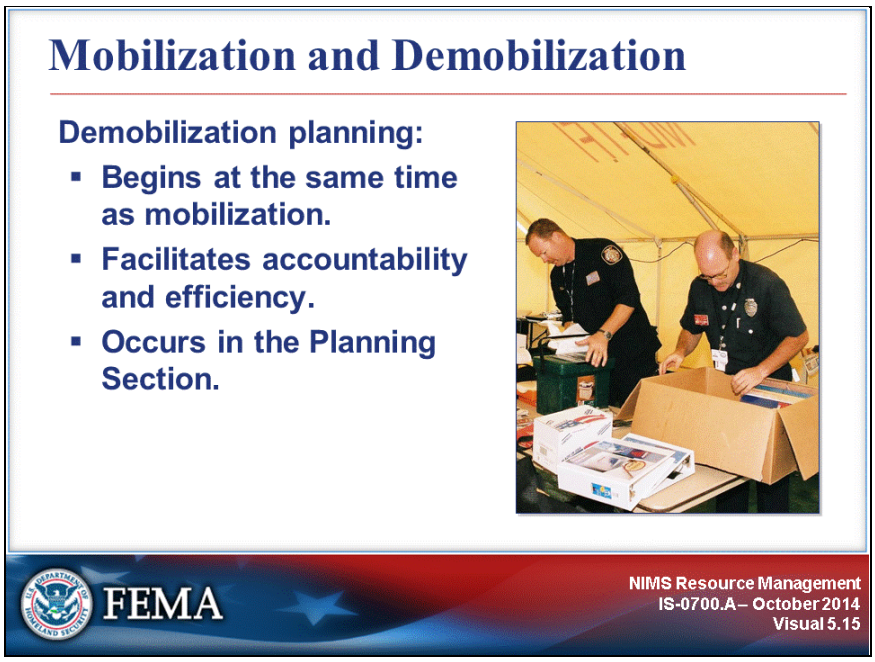
Key Points

Incident resources mobilize as soon as they are notified through established channels.

Mobilization notifications should include:

- 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.

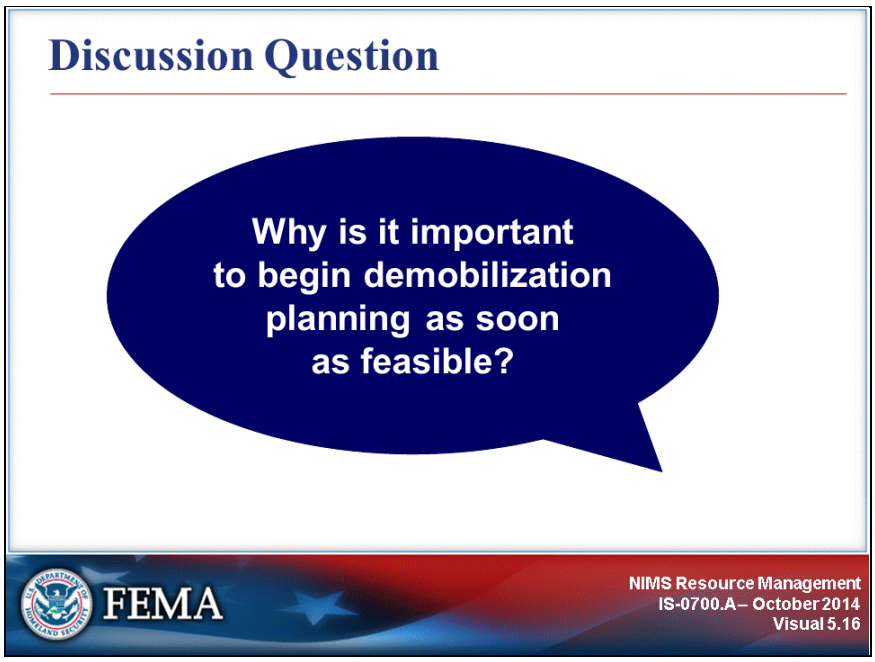


Key Points

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 logistical management of resources as efficient as possible—in terms of both costs and time of delivery.

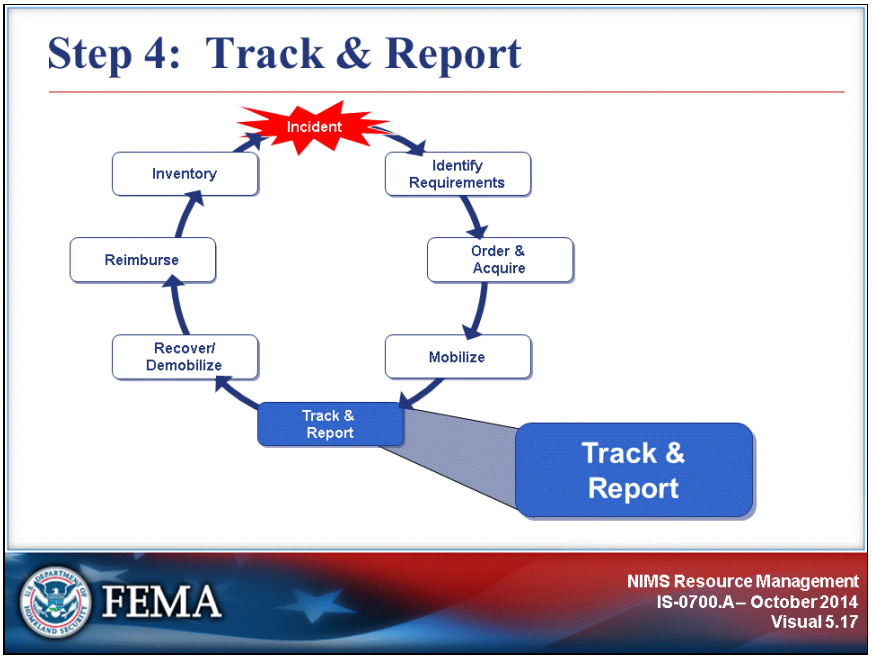
The Demobilization Unit in the Planning Section develops an Incident Demobilization Plan containing specific demobilization instructions.



Key Points

Answer the following discussion question:

- **Why is it important to begin demobilization planning as soon as feasible?**

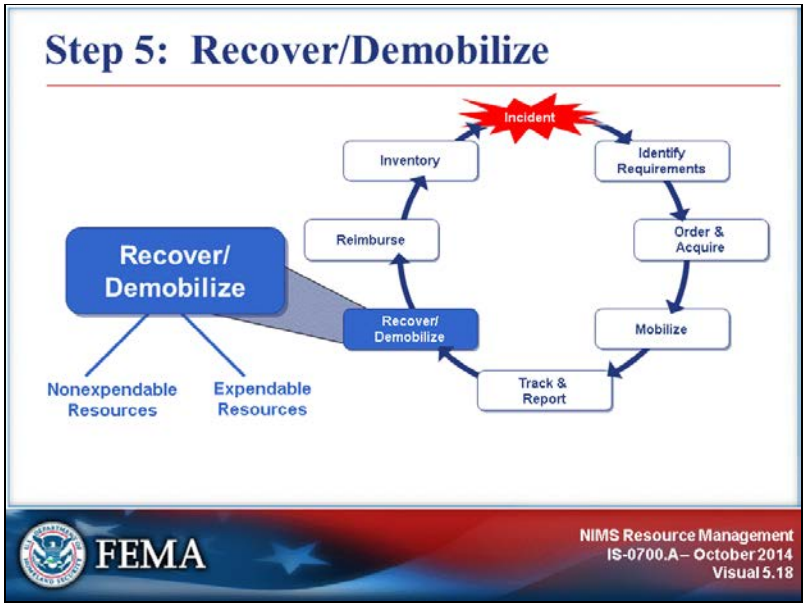


Key Points

Resource tracking is a standardized, integrated process conducted prior to, during, and after an incident to:

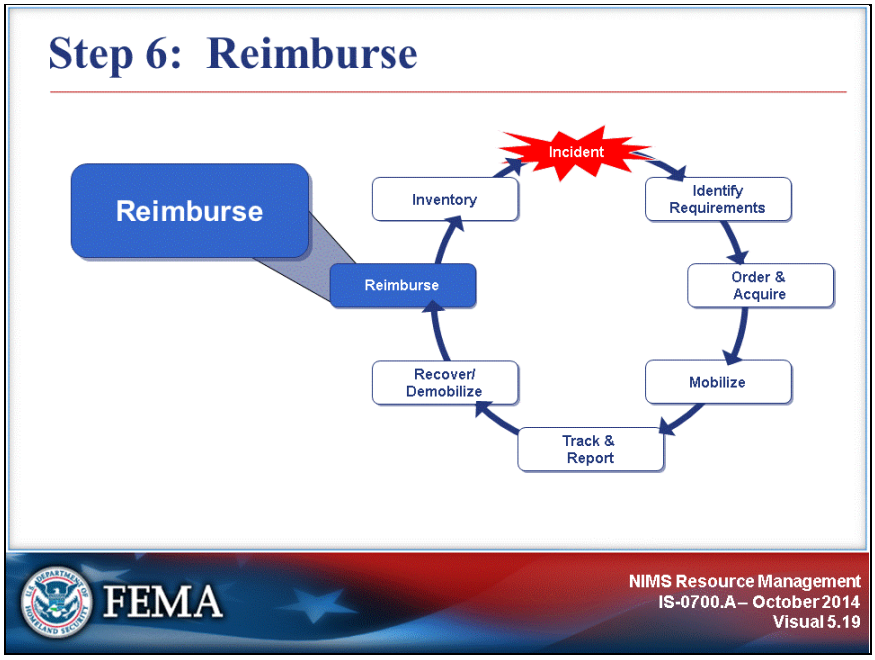
- Provide a clear picture of where resources are located.
- Help staff prepare to receive resources.
- Protect the safety and security of personnel, equipment, and supplies.
- Enable resource coordination and movement.

Resources are tracked using established procedures continuously from mobilization through demobilization.



Key Points

- **Recovery** involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, disposed of, and/or retrograded.
- **Demobilization** is the orderly, safe, and efficient return of an incident resource to its original location and status. As stated earlier, demobilization planning should begin as soon as possible to facilitate accountability of the resources. During demobilization, the Incident Command and Multiagency Coordination System elements coordinate to prioritize critical resource needs and reassign resources (if necessary).
- **Nonexpendable Resources** (such as personnel, firetrucks, and durable equipment) are fully accounted for both during the incident and when they are returned to the providing organization. The organization then restores the resources to full functional capability and readies them for the next mobilization. Broken or lost items should be replaced through the appropriate resupply process, by the organization with invoicing responsibility for the incident, or as defined in existing agreements. It is critical that fixed- facility resources also be restored to their full functional capability in order to ensure readiness for the next mobilization. In the case of human resources, such as Incident Management Teams, adequate rest and recuperation time and facilities should be provided. Important occupational health and mental health issues should also be addressed, including monitoring the immediate and long-term effects of the incident (chronic and acute) on emergency management/response personnel.
- **Expendable Resources** (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations. Restocking occurs at the point from which a resource was issued. Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization. Waste management is of special note in the process of recovering resources, as resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.

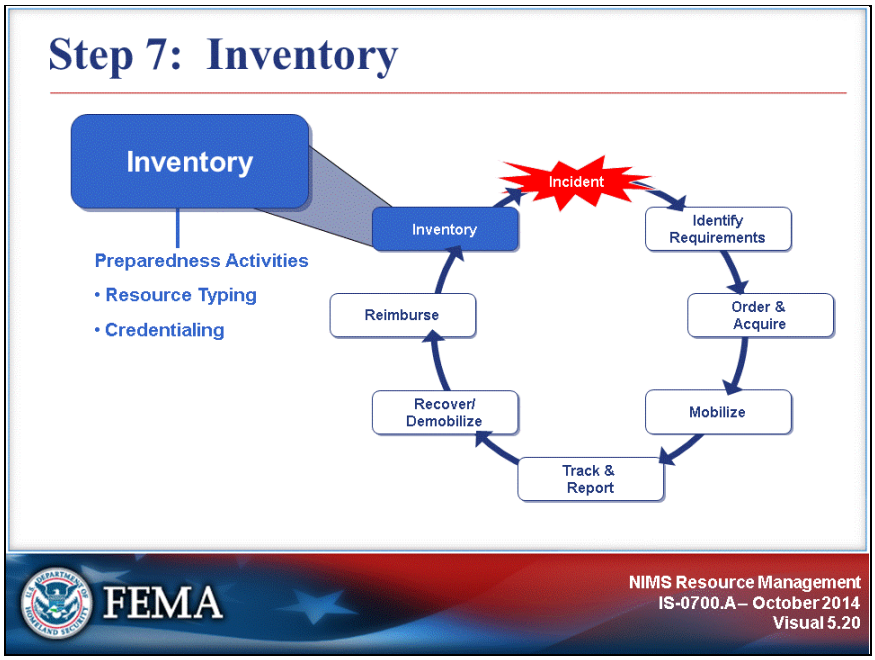


Key Points

Reimbursement provides a mechanism to recoup funds expended for incident-specific activities. Consideration should be given to reimbursement agreements prior to an incident. Processes for reimbursement play an important role in establishing and maintaining the readiness of resources.

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.

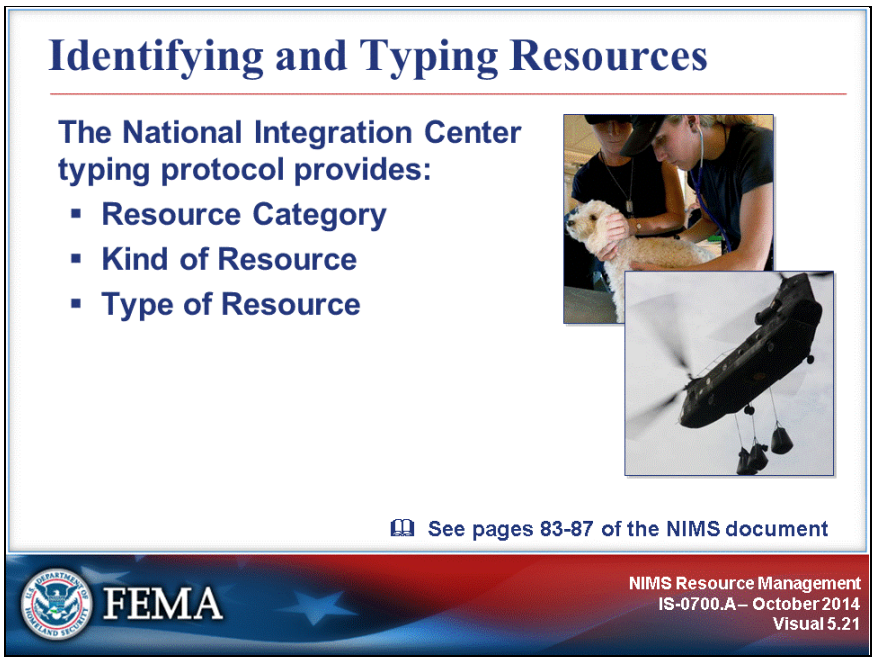


Key Points

Resource management uses various resource inventory systems to assess the availability of assets provided by jurisdictions.

Preparedness organizations should inventory and maintain current data on their available resources. The data are then made available to communications/dispatch centers, Emergency Operations Centers, and other organizations within the Multiagency Coordination System.

Resources identified within an inventory system are not an indication of automatic availability. The jurisdiction and/or owner of the resources has the final determination on availability.



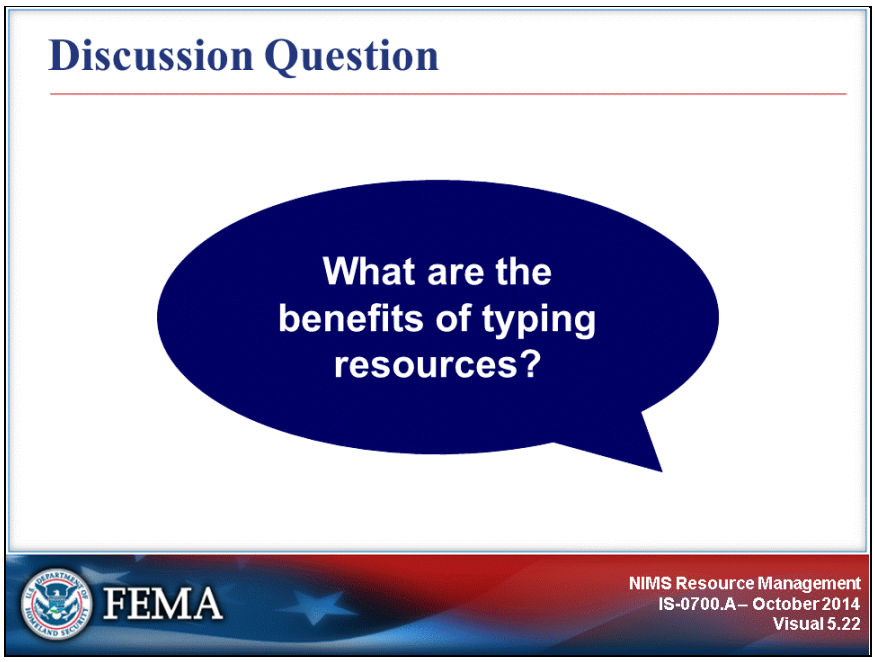
Key Points

Resource typing is categorizing, by capability, the resources requested, deployed, and used in incidents. The National Integration Center typing protocol provides incident managers the following information:

- **Resource Category:** Identifies the function for which a resource would be most useful.
- **Kind of Resource:** Describes what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Type of Resource:** Describes the size, capability, and staffing qualifications of a specific kind of resource.

Resource typing must be a continuous process based on measurable standards.

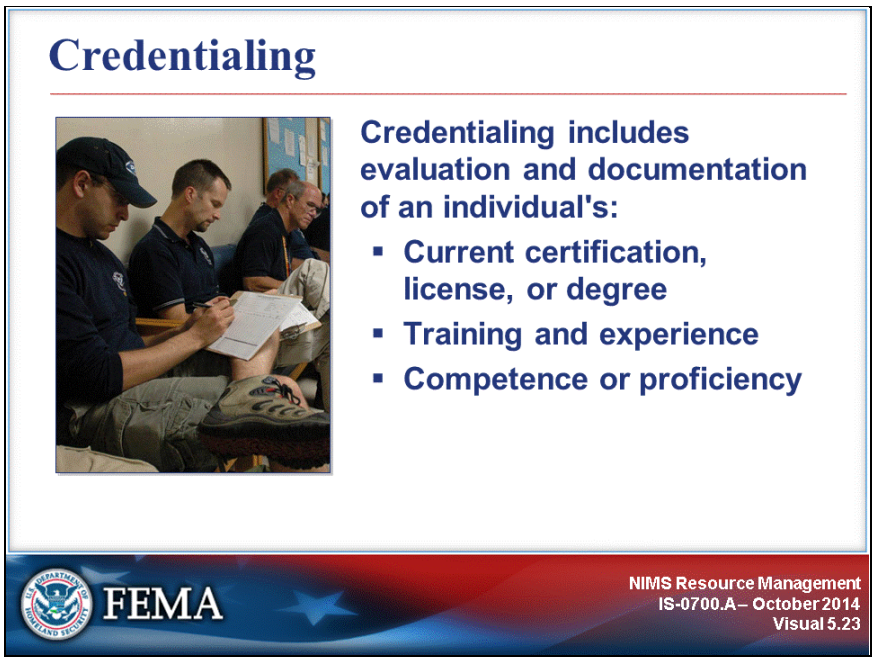
Refer to Annex A of the NIMS document for an example of resource typing. Annex A begins on page 83.



Key Points

Answer the following discussion question:

- **What are the benefits of typing resources?**

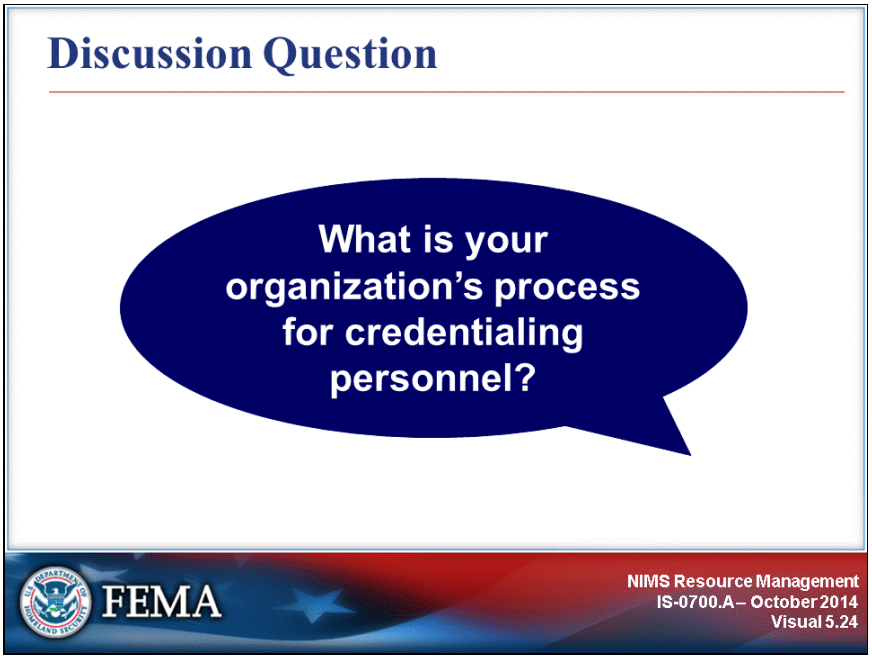


Key Points

The credentialing process involves an objective evaluation and documentation of an individual's:

- Current certification, license, or degree,
- Training and experience, and
- Competence or proficiency.

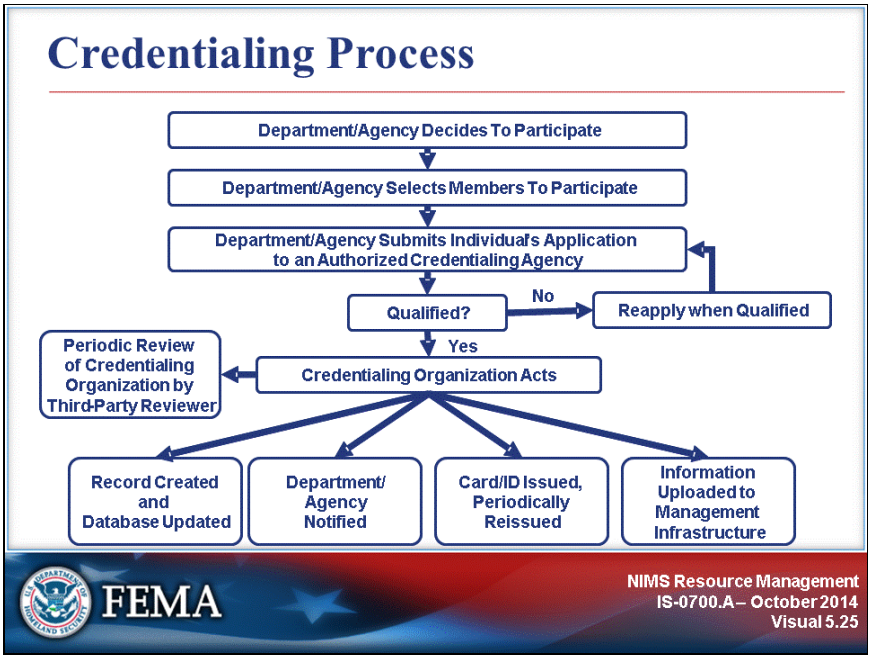
Credentialing personnel ensures that they meet nationally accepted standards and are able to perform specific tasks under specific conditions. Credentialing is separate from badging, which takes place at the incident site in order to control access.



Key Points

Answer the following discussion question:

- **What is your organization's process for credentialing personnel?**



Key Points

The visual illustrates the process, as recommended by the National Integration Center, for credentialing under NIMS.

The process begins with the department/agency deciding to participate in the credentialing effort. Next the department/agency selects members to participate in the credentialing effort.

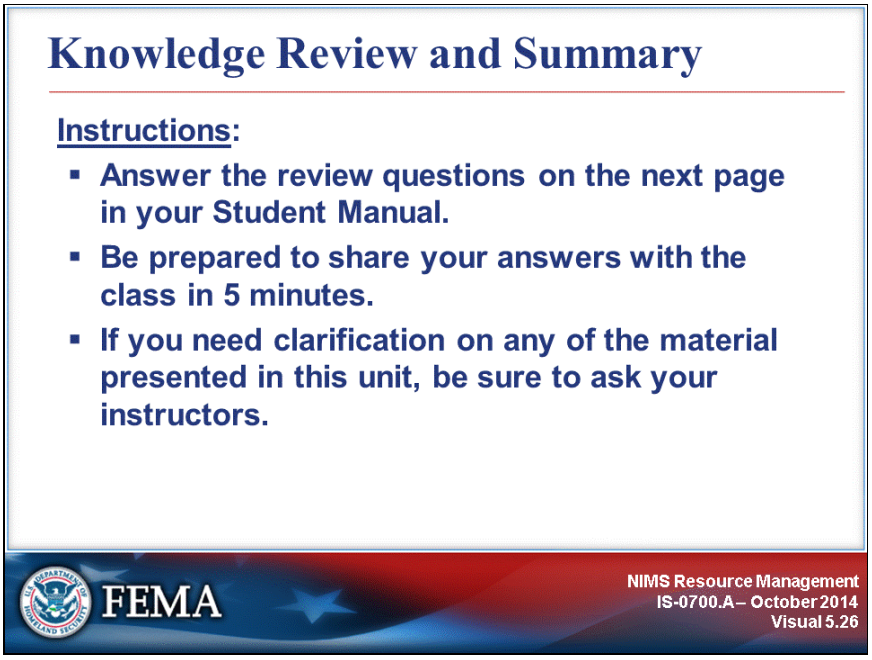
The department/agency submits each individual's application to an authorized credentialing agency. That credentialing agency determines if the individual is qualified for the applied-for credential(s).

If the individual is found not qualified, he/she can reapply when qualified.

If the individual is found qualified, the credentialing agency acts as follows:

- Creates a record and updates the database.
- Issues a card/ID (and periodically reissues the card/ID as appropriate).
- Notifies the department/agency.
- Uploads the information to the management infrastructure.

The credentialing organization undergoes periodic review by a third-party reviewer.



Key Points

Instructions:

- Answer the review questions on the next page.
- Be prepared to share your answers with the class in 5 minutes.
- If you need clarification on any of the material presented in this unit, ask your instructors.

Unit 5: Knowledge Review

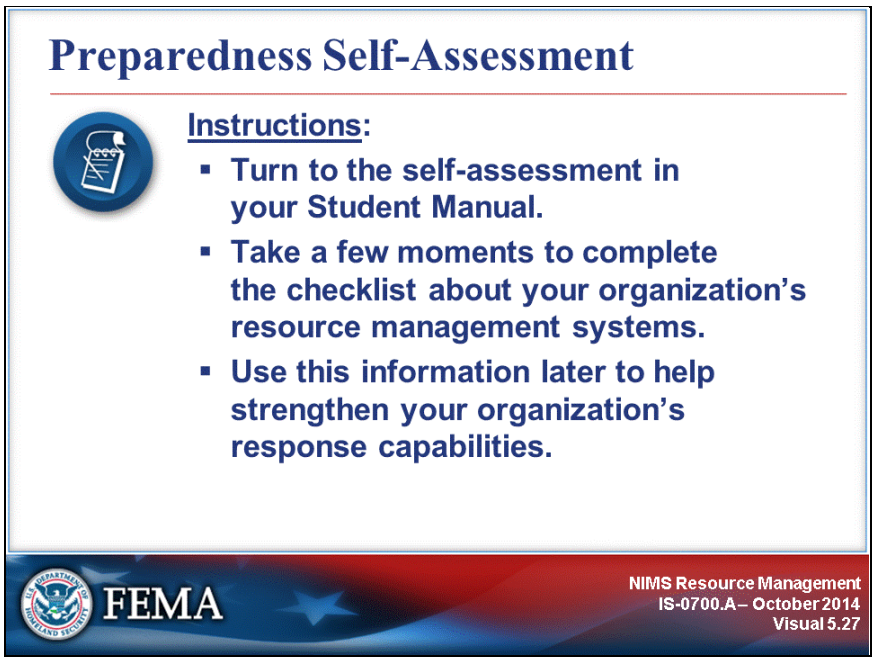
1. When should planning for the demobilization process begin?

2. What is the process used to rehabilitate, replenish, dispose of, and/or retrograde resources?

3. **Fill in the blanks below.** The credentialing process involves an objective evaluation and documentation of an individual's:

   - Current certification, license, or degree,
   - Training and experience, and
   - _____

4. Use the space below to make note of any questions you have about the material covered in this unit.



Key Points

Instructions:

- Turn to the self-assessments in your Student Manual.
- Take a few moments to complete the checklists about your organization's communications and information management systems.
- Use this information later to help strengthen your organization's response capabilities.

Self-Assessment: Resource Management Preparedness

Instructions: Complete the following self-assessment to assess your jurisdiction's, agency's, or organization's resource management systems preparedness. Use this information to ensure that your jurisdiction, agency, or organization is preparing effectively.

My jurisdiction, agency, or organization has	Yes	No
A resource management plan that identifies resource needs based on the threats and vulnerabilities of the jurisdiction.	☐	☐
Procedures for inventorying and maintaining current data on available resources (preincident).	☐	☐
A process for credentialing personnel based upon objective evaluation measures.	☐	☐
Procedures for using NIMS typing standards.	☐	☐
Mutual aid agreements and assistance agreements that address resource management procedures including reimbursement terms and procedures.	☐	☐
Protocols and procedures for positioning of resources.	☐	☐
Identified conditions that may trigger a specific action, such as restocking supplies when inventories reach a predetermined minimum.	☐	☐
Management information systems to collect data and track the status and location of resources.	☐	☐
Redundant information systems or backup systems to manage resources in the event that the primary system is disrupted or unavailable.	☐	☐
Established procedures and protocols for identifying resource requirements, requesting resources, prioritizing requests, activating and mobilizing resources to incidents, and returning resources to normal status.	☐	☐
Procedures for ensuring that all tactical resources check in at an incident site and report any change in status.	☐	☐
Standard planning formats and procedures for demobilizing resources.	☐	☐

Use the space below to make note of action items for your jurisdiction, agency, or organization.

Your Notes: