



# NIMS Resource Management

Student Manual

August 2010



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## **UNIT 1. COURSE OVERVIEW**

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## **Unit 1. Course Overview**

### **Unit Objectives**

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

- Their expectations for the course.
  - The course objectives.
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### **Scope**

- Unit Overview
  - Course Structure
  - Course Objectives
  - Introductions
  - Expectations
  - Course Logistics
  - Course Completion
-

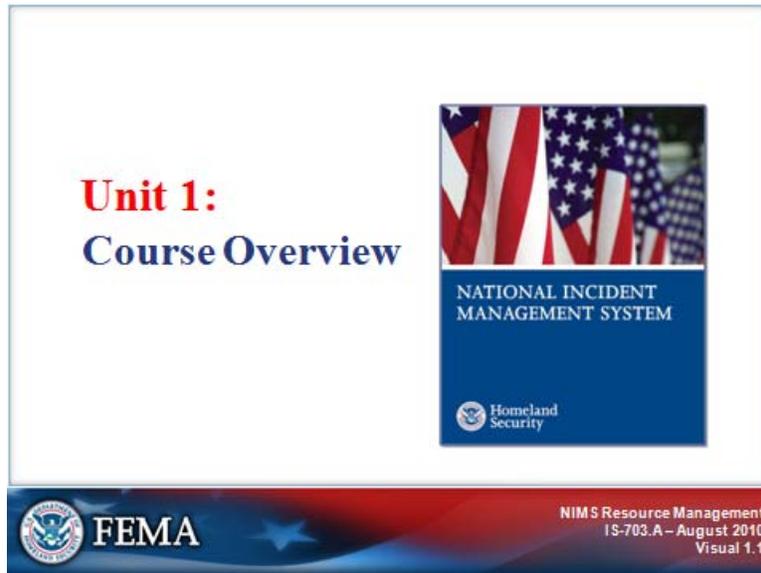


### UNIT OVERVIEW

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#### Visual 1.1

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#### Key Points:

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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.

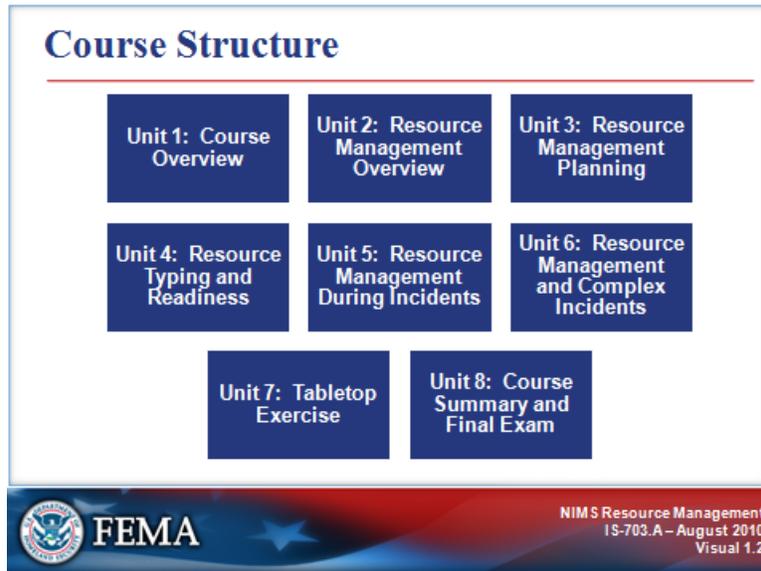
The course includes examples of best practices, lessons learned, and job aids to assist the participant in planning for resource management.

### COURSE STRUCTURE

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#### Visual 1.2

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#### Key Points:

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This course is divided into the following units:

- Unit 1: Course Overview
- Unit 2: Resource Management Overview
- Unit 3: Resource Management Planning
- Unit 4: Resource Typing and Readiness
- Unit 5: Resource Management During Incidents
- Unit 6: Resource Management and Complex Incidents
- Unit 7: Tabletop Exercise
- Unit 8: Course Summary and Final Exam

**COURSE OBJECTIVES**

**Visual 1.3**

**Course Objectives**

After completing this course, you should be able to:

- Establish systems for describing, inventorying, requesting, and tracking resources.
- Activate these systems prior to and during an incident.
- Dispatch resources.
- Deactivate or recall resources during or after incidents.



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Visual 1.3

**Key Points:**

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

- Establish systems for describing, inventorying, requesting, and tracking resources.
- Activate these systems prior to and during an incident.
- Dispatch resources prior to and during an incident.
- Deactivate or recall resources during or after incidents.

**INTRODUCTIONS**

**Visual 1.4**

**Participant Introductions**



- Name, job title, and department, agency, or jurisdiction
- Overall experience with emergency or incident response, including resource management
- One special issue that you would like to be able to resolve.

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Visual 1.4

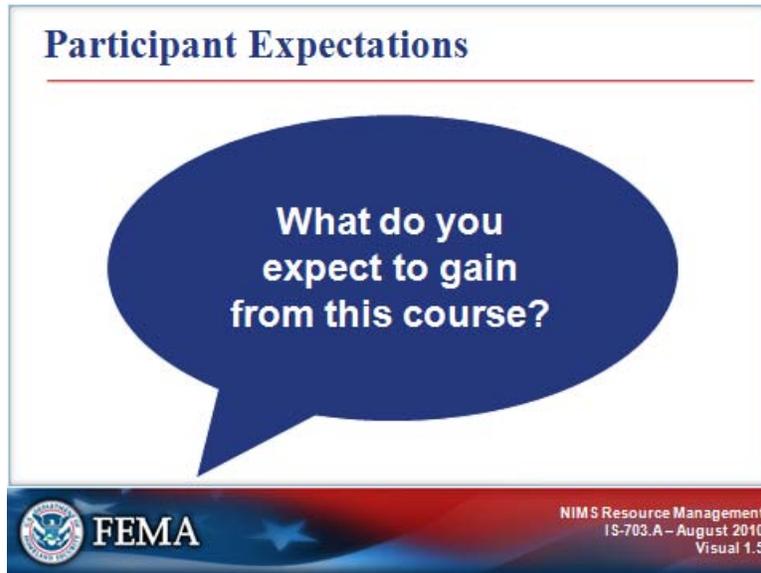
**Key Points:**

Please provide:

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

**EXPECTATIONS**

**Visual 1.5**



**Key Points:**

**What do you expect to gain from this course?**

**EXPECTATIONS**

**Visual 1.6**

**Instructor Expectations**



- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to effectively manage incidents requiring multiagency coordination.

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Visual 1.6

**Key Points:**

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Apply the course material to effectively manage incidents that require multiagency coordination.

**COURSE LOGISTICS**

**Visual 1.7**

**Course Logistics**

- Course agenda
- Sign-in sheet
- Housekeeping:
  - Breaks
  - Message and telephone location
  - Cell phone policy
  - Facilities
  - Other concerns



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Visual 1.7

**Key Points:**

Your instructors will review the following information:

- Course agenda
- Sign-in sheet

Your instructors will review the following housekeeping issues:

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

**COURSE COMPLETION**

**Visual 1.8**

**Successful Course Completion**

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.



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Visual 1.8

**Key Points:**

In order to successfully complete this course, you 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.

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## **UNIT 2. RESOURCE MANAGEMENT OVERVIEW**

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## **Unit 2. Resource Management Overview**

### **Unit Objectives**

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

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

- Unit Overview
- Resource Management Mandates
- NIMS Overview
- Resource Management Introduction
- Resource Management Concepts
- Unit Summary

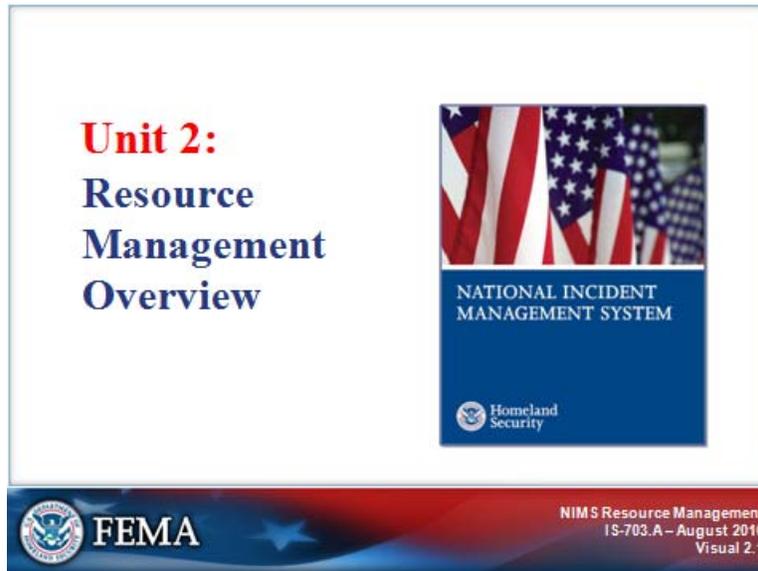


### UNIT OVERVIEW

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#### Visual 2.1

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#### Key Points:

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

### UNIT OVERVIEW

#### Visual 2.2

### Unit 2 Objectives

**Describe:**

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



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Visual 2.2

#### Key Points:

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

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

### RESOURCE MANAGEMENT MANDATES

#### Visual 2.3

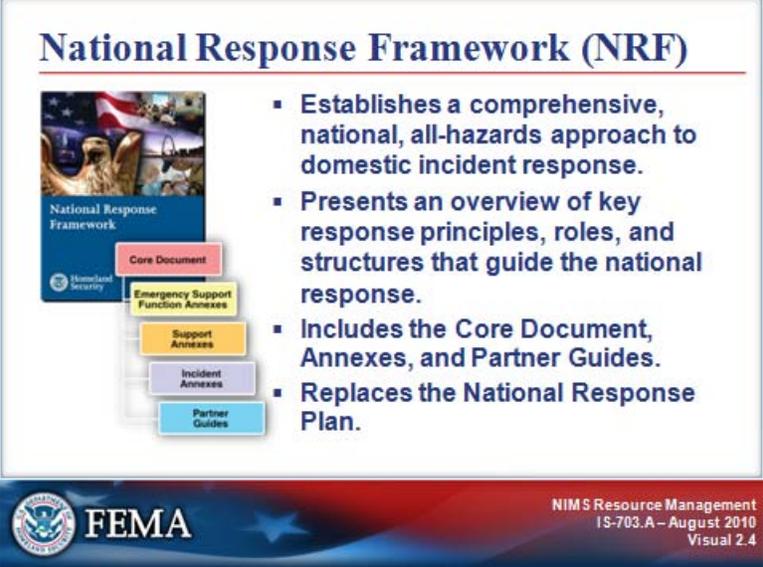


#### Key Points:

- Complex 21st century threats demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management.
- To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8: National Preparedness (HSPD-8) establish national initiatives that develop a common approach to preparedness and response.
- The National Incident Management System (NIMS) and the National Response Framework (NRF) provide the process and structures for meeting these mandates. Together, these related efforts align Federal, State, local, tribal, private-sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.

### RESOURCE MANAGEMENT MANDATES

#### Visual 2.4



The diagram illustrates the National Response Framework (NRF) structure. It features a central graphic with a stack of four colored boxes: a red box for 'Core Document', a yellow box for 'Emergency Support Function Annexes', a purple box for 'Support Annexes', and a blue box for 'Incident Annexes'. Below these is a light blue box for 'Partner Guides'. To the left is a small image of the NRF cover. To the right is a list of four bullet points. At the bottom left is the FEMA logo, and at the bottom right is the text 'NIMS Resource Management IS-703.A - August 2010 Visual 2.4'.

### National Response Framework (NRF)

- Establishes a comprehensive, national, all-hazards approach to domestic incident response.
- Presents an overview of key response principles, roles, and structures that guide the national response.
- Includes the Core Document, Annexes, and Partner Guides.
- Replaces the National Response Plan.

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Visual 2.4

#### Key Points:

The NRF:

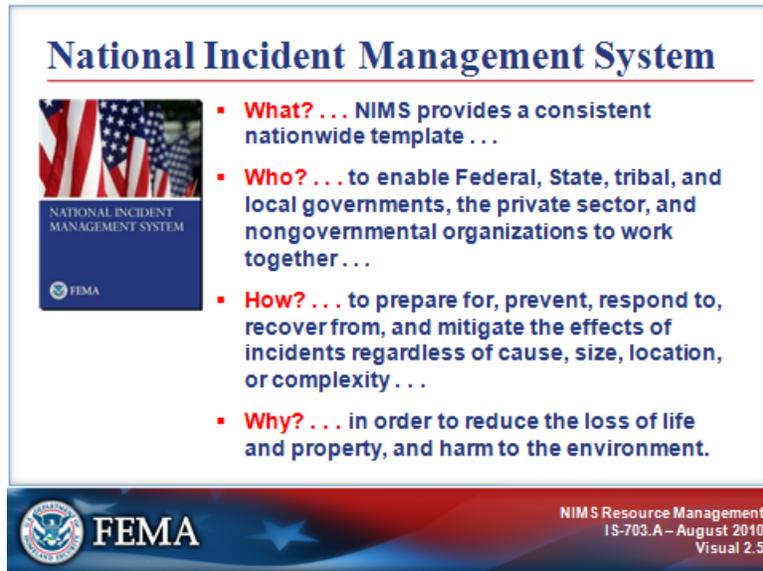
- Is a guide to how the Nation conducts all-hazards response.
- Builds upon the NIMS coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector.

The NRF is comprised of:

- The **Core Document**, which describes the doctrine that guides our national response, roles and responsibilities, response actions, response organizations, and planning requirements to achieve an effective national response to any incident that occurs.
- **Emergency Support Function Annexes** that identify Federal resources and capabilities that are most frequently needed in a national response (e.g., Transportation, Firefighting, Mass Care).
- **Support Annexes** that describe essential supporting aspects that are common to all incidents (e.g., Financial Management, Volunteer and Donations Management, Private-Sector Coordination).
- **Incident Annexes** that address the unique aspects of how we respond to seven broad categories or types of incidents (e.g., Biological, Nuclear/Radiological, Cyber, Mass Evacuation).
- **Partner Guides** that provide ready references describing key roles and actions for local, tribal, State, Federal, and private-sector response partners.

### RESOURCE MANAGEMENT MANDATES

#### Visual 2.5



**National Incident Management System**

- **What? . . .** NIMS provides a consistent nationwide template . . .
- **Who? . . .** to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .
- **How? . . .** to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .
- **Why? . . .** in order to reduce the loss of life and property, and harm to the environment.

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Visual 2.5

#### Key Points:

The NRF provides the broad response doctrine, while NIMS includes greater detail on the processes used to manage a response.

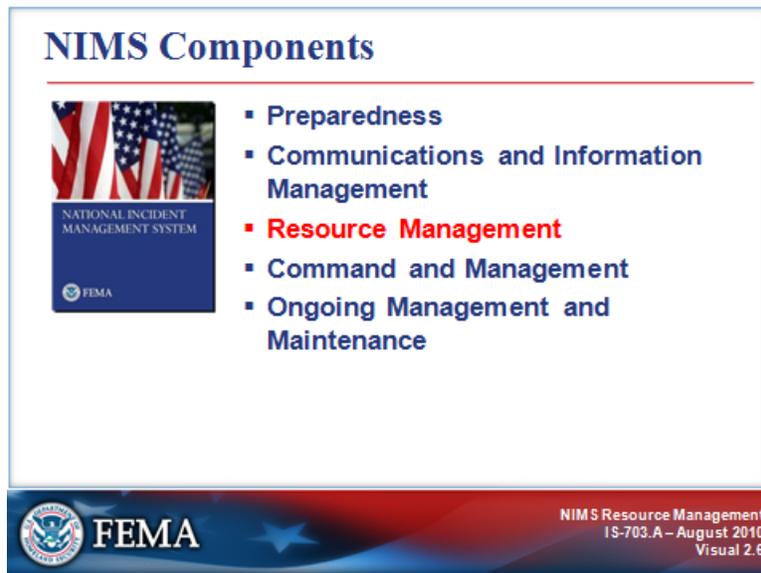
#### NIMS:

- Defines what needs to be done to prepare for, prevent, protect against, respond to, and recover from a major event, how it needs to be done, and how well it needs to be done.
- Provides a systematic approach for all levels of government, the private sector, and nongovernmental organizations to work seamlessly together.
- Applies to all incidents regardless of cause, size, location, or complexity.
- Integrates existing best practices into a consistent, nationwide approach to domestic incident management.
- Is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.

Note that the NRF reinforces that incidents should be managed using NIMS principles and structures.

### NIMS OVERVIEW

#### Visual 2.6



#### Key Points:

Resource management is only one facet of NIMS. Following is a synopsis of each major component of NIMS:

- **Preparedness**  
Effective emergency management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of assessment; planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; equipment certification; and evaluation and revision.
- **Communications and Information Management**  
Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. This component is based on the concepts of interoperability, reliability, scalability, and portability, as well as the resiliency and redundancy of communications and information systems.
- **Resource Management**  
Resources (such as personnel, equipment, or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.

(Continued on next page.)

### NIMS OVERVIEW

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#### Visual 2.6 (Continued)

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- **Command and Management**

The Command and Management component of NIMS is designed to enable effective and efficient incident management and coordination by providing a flexible, standardized incident management structure. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.

- **Ongoing Management and Maintenance**

Within the auspices of Ongoing Management and Maintenance, there are two components: the National Integration Center (NIC) and Supporting Technologies.

### RESOURCE MANAGEMENT INTRODUCTION

#### Visual 2.7

### Understanding Command and Coordination



**Command** is the act of directing, ordering, or controlling by virtue of explicit authority.

**Coordination** is the process of providing support to the command structure.

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Visual 2.7

#### Key Points:

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

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

Coordination takes place in a number of entities and at all levels of government. Examples of coordination entities include:

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

**RESOURCE MANAGEMENT INTRODUCTION**

**Visual 2.8**

**Definition: Resources**

**Resources include:**

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



The visual contains four small images arranged in a 2x2 grid. The top-left image shows a control room with several people working at computer monitors. The top-right image shows a firefighter in full gear, including a helmet and jacket, standing next to a fire truck. The bottom-left image shows a golden retriever dog looking towards the camera. The bottom-right image shows a yellow forklift in a warehouse or storage area.

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Visual 2.8

**Key Points:**

Resources include:

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

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.

RESOURCE MANAGEMENT INTRODUCTION

Visual 2.9

**What Is Resource Management?**

**NIMS Resource Management:**

- Provides a system for identifying available resources at all jurisdictional levels.
- Enables timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.



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Visual 2.9

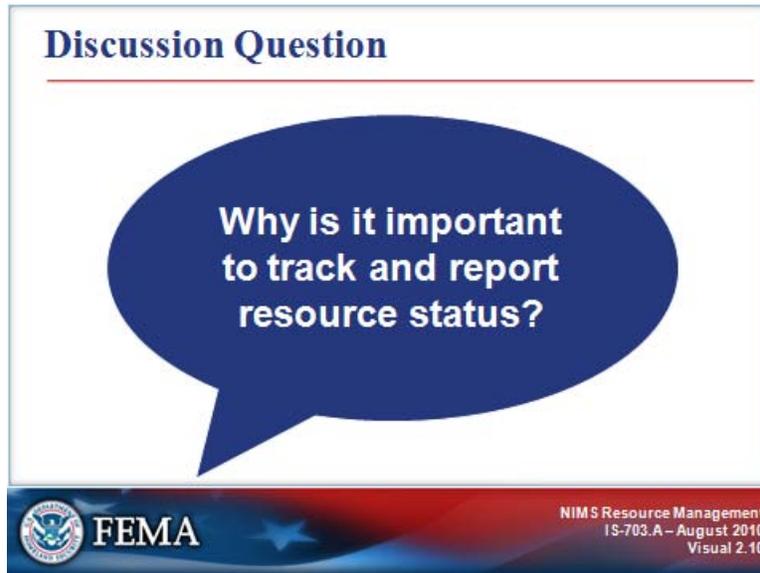
**Key Points:**

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

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

**RESOURCE MANAGEMENT INTRODUCTION**

**Visual 2.10**

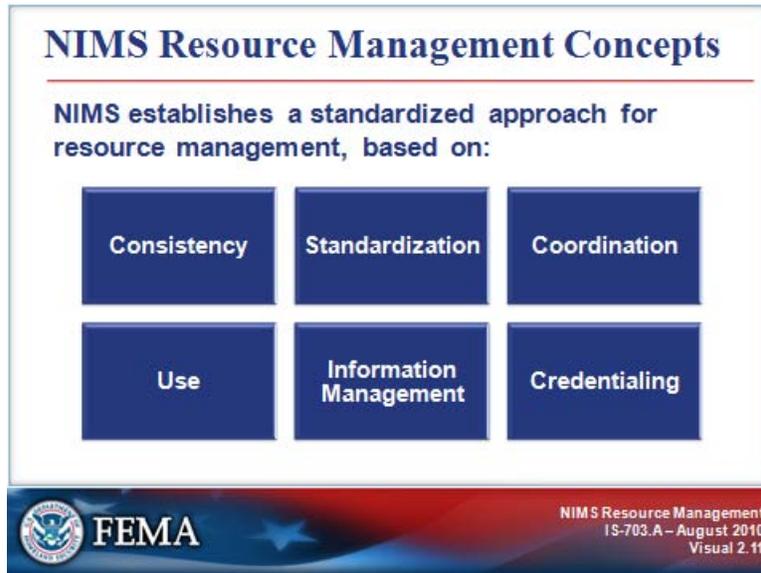


**Key Points:**

**Why is it important to track and report resource status?**

**RESOURCE MANAGEMENT CONCEPTS**

**Visual 2.11**



**Key Points:**

NIMS establishes a standardized approach for resource management, based on:

- Consistency
- Standardization
- Coordination
- Use
- Information Management
- Credentialing

The remainder of this lesson covers each of these concepts in more detail.

RESOURCE MANAGEMENT CONCEPTS

Visual 2.12

**Consistency**

Resource management provides a **consistent** way to:

- Identify what resources are needed to meet incident objectives.
- Acquire needed resources.
- Allocate resources according to priority.
- Track resource availability and status.



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Visual 2.12

**Key Points:**

Resource management provides a **consistent** method for identifying, acquiring, allocating, and tracking resources.

RESOURCE MANAGEMENT CONCEPTS

Visual 2.13

**Standardization**

Resource management includes **standardized** systems for classifying resources by:

- Category.
- Type.
- Kind.

You'll learn more about standardization in Unit 4: Resource Typing and Readiness.



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Visual 2.13

**Key Points:**

Resource management includes **standardized** systems for classifying resources to improve the effectiveness of mutual aid agreements and assistance agreements.

Unit 4: Resource Typing and Readiness covers this concept in more detail.

### RESOURCE MANAGEMENT CONCEPTS

#### Visual 2.14

### Coordination

Resource management includes **coordination** to:

- Allocate scarce resources.
- Mobilize resources.
- Ensure interagency and interjurisdictional coordination.
- Make policy decisions to support incidents.

You'll learn more about coordination in Unit 5: Resource Management During Incidents.



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Visual 2.14

#### Key Points:

Resource management includes **coordination** to facilitate the integration of resources for optimal benefit.

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.

Unit 5: Resource Management During Incidents covers coordination in more detail.

RESOURCE MANAGEMENT CONCEPTS

Visual 2.15

**Use**

Resource management planning efforts incorporate **use** of all available resources from:

- All levels of government.
- Nongovernmental organizations.
- The private sector.

You'll learn more about planning in Unit 3: Resource Management Planning.



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Visual 2.15

**Key Points:**

Resource management planning efforts incorporate **use** of all available resources from all levels of government, nongovernmental organizations, and the private sector, where appropriate.

Unit 3: Resource Management Planning covers this concept in more detail.

RESOURCE MANAGEMENT CONCEPTS

Visual 2.16

**Information Management**

Resource management integrates communications and **information management** elements into its:

- Organizations.
- Processes.
- Technologies.
- Decision support.



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Visual 2.16

**Key Points:**

Resource management integrates **communications and information management** elements into its organizations, processes, technologies, and decision support.

The FEMA IS-704 Communications and Information Management course covers this concept in much greater detail.

RESOURCE MANAGEMENT CONCEPTS

Visual 2.17

**Credentialing**



Resource management includes **credentialing** to ensure consistent standards for:

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

You'll learn more about credentialing in Unit 4: Resource Typing and Readiness.

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Visual 2.17

**Key Points:**

Resource management includes the use of **credentialing** criteria that ensure consistent training, licensure, and certification standards.

Unit 4: Resource Typing and Readiness covers this concept in more detail.

### UNIT SUMMARY

#### Visual 2.18



**Unit Summary**

NIMS establishes a standardized approach for resource management, based on:

- Consistency.
- Standardization.
- Coordination.
- Use.
- Information Management.
- Credentialing.



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Visual 2.18

#### Key Points:

This lesson introduced you to 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.

Your Notes:

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## **UNIT 3. RESOURCE MANAGEMENT PLANNING**

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## Unit 3. Resource Management Planning

### Unit Objectives

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

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

### Scope

- Unit Overview
- Risk-Based Planning
- Resource Needs
- Activity
- Resource Typing
- Potential Sources
- Activity
- Procedures, Systems, and Protocols
- Acquisition Strategies and Purchase Authority
- Controlling Access to the Scene
- Activity
- Legal Review of Procedures
- Inventory
- Interorganizational Issues
- Activity
- Unit Summary

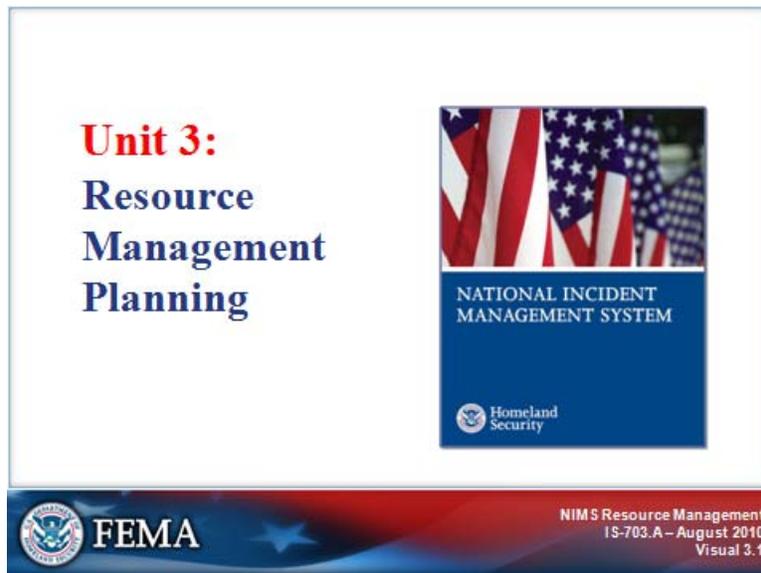


### UNIT OVERVIEW

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#### Visual 3.1

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#### Key Points:

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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 unit will focus on the relationship between planning and resource management.

### UNIT OVERVIEW

#### Visual 3.2

### Unit Objectives

**Describe:**

- The relationship of advance planning to resource requirements.
- Sources for emergency resources.
- Mechanisms for ensuring resources are available.
- Relationships among and integration of various entities.



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Visual 3.2

#### Key Points:

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

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

### UNIT OVERVIEW

#### Visual 3.3



#### Key Points:

This unit is organized around the following planning steps:

- Step 1: Identify associated risks and consequences.
- Step 2: Project resource needs.
- Step 3: Identify potential sources.
- Step 4: Review procedures.
- Step 5: Maintain resource inventory.

### RISK-BASED PLANNING

#### Visual 3.4

### Risk-Based Planning

Risk assessments determine:

- What might happen?
- How likely is it to happen?
- How bad is it likely to be?
- How many people might be injured or killed?
- How much damage is there likely to be?



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Visual 3.4

#### Key Points:

The 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.

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 incidents. (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, and needed resources.

**RISK-BASED PLANNING**

**Visual 3.5**

**Step 1: Identify Risks and Consequences**

The first step in establishing resource needs is to consider:

- Threats and consequences your jurisdiction might face.
- Possible cascading events.
- Related emergencies that may follow an incident.



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Visual 3.5

**Key Points:**

The first step in establishing resource needs is to consider the related risks, including threats and consequences that your jurisdiction may face.

In identifying risks, 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 EOP should include hazard analysis information.

### RESOURCE NEEDS

#### Visual 3.6

### Step 2: Project Resource Needs

Determine what resources are needed by:

- Analyzing risks and consequences.
- Reviewing case histories.
- Interviewing managers of similar incidents.



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Visual 3.6

#### Key Points:

After analyzing the risks, next determine what resources are needed to manage incidents. Some resources will be specific to only one risk or consequence; others may be useful for multiple risks or consequences.

For 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.

Reviewing case histories or interviewing managers of similar incidents can be helpful in researching infrequent or unfamiliar incidents. Sometimes needed resources are not immediately apparent.

For example, emergency managers in Oklahoma City had not considered the need to dispose of large quantities of biohazardous waste prior to the bombing of the Alfred P. Murrah Building.

Another frequently overlooked or underestimated category is the needs associated with ethnic groups, such as special dietary requirements.

### RESOURCE NEEDS

#### Visual 3.7

### Common Resources



Resources fall into seven general groupings:

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

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Visual 3.7

#### Key Points:

Resources you identify fall into seven general groupings:

- **Personnel:** Includes Incident Command System “overhead” or management staff, technical specialists, Emergency Operations Center staff, operations staff, etc.
- **Facilities:** Includes office space, shelters, warehouses, etc.
- **Equipment:** Refers to pieces of equipment, with or without the personnel needed to operate them.
- **Vehicles:** Includes automobiles, buses, etc.
- **Teams:** Refers to groups of specially trained and equipped personnel, including needed equipment and supplies.
- **Aircraft:** Includes surveillance platforms, medevac, or cargo configurations.
- **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.

**ACTIVITY**

**Visual 3.8**

**Activity: Projecting Resource Needs**

Instructions: Working with your table group . . .

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



**Key Points:**

Instructions: 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.

**ACTIVITY**

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**Visual 3.8 (Continued)**

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**Instructions:** Read the following scenario and discuss potential resource needs with your table group. Select a spokesperson and record the group's responses. When 5 minutes have elapsed, be prepared to present your group's answers.

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

### RESOURCE TYPING

#### Visual 3.9

### Resource Typing



Resource typing helps:

- Incident Commanders to make their resource requests.
- Emergency responders to know the capabilities of resources they are using.
- Resource managers to locate, mobilize, and track resources.

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Visual 3.9

#### Key Points:

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

Using consistent resource typing:

- Enhances emergency preparedness, response, and recovery at all levels of government.
- Helps the Command request and deploy needed resources.
- Enables emergency management personnel to identify, locate, request, order, and track outside resources quickly and effectively.
- Improves the ability of resource managers in the Multiagency Coordination (MAC) System and/or Emergency Operations Centers (EOCs) to locate, mobilize, and track resources.

To support State, territorial, tribal, and local governments in their resource typing efforts, the FEMA National Preparedness Directorate has coordinated the development, vetting, and publication of resource typing definitions. Jurisdictions should compare their resources to the NIMS resource typing definitions. Tier I response assets should be reported for incorporation into the national resource inventory. Jurisdictions are encouraged to inventory and type Tier II resources as well.

The next unit presents additional information on resource typing.

**POTENTIAL SOURCES**

**Visual 3.10**

**Step 3: Identify Potential Sources**

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.



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Visual 3.10

**Key Points:**

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.

The next portion of this unit covers each of these sources.

### POTENTIAL SOURCES

#### Visual 3.11

### Agency or Jurisdiction Resources

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



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Visual 3.11

#### Key Points:

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

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

Analysis of personnel should include not only their job-related training, skills, and experience, but additional experience, hobbies, or part-time job skills that might be useful.

Keep in mind that outside-the-job experience can be both an asset and a liability. Existing knowledge provides a foundation for new learning. However, existing assumptions and beliefs can be a barrier if the new knowledge and skills are contradictory or unfamiliar.

### POTENTIAL SOURCES

#### Visual 3.12

### Mutual Aid and Assistance

**Mutual aid and assistance agreements:**

- Allow neighboring jurisdictions to support one another during an incident.
- Are formal documents that identify the resources that jurisdictions are willing to share during an incident.



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Visual 3.12

#### Key Points:

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.

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

Formal preincident agreements are established between parties (both governmental and nongovernmental) that might provide or request resources during incidents. These agreements ensure the efficient deployment of standardized, interoperable equipment and other incident resources during incident operations.

One example of a formal preincident agreement between States is the Emergency Management Assistance Compact (EMAC). EMAC is a congressionally ratified organization 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.

**Note:** The following pages contain more information about the types of agreements and typical provisions of an agreement.

### POTENTIAL SOURCES

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#### Types of Mutual Aid and Assistance Agreements

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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 assets in an attempt to increase preparedness statewide.
- **Interstate Agreements:** Out-of-State assistance through formal State-to-State agreements such as the Emergency Management Assistance Compact, 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), 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.

### POTENTIAL SOURCES

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#### Content of Mutual Aid and Assistance 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

**POTENTIAL SOURCES**

**Visual 3.13**



**Key Points:**

**What agreements has your agency or jurisdiction entered into?**

### POTENTIAL SOURCES

#### Visual 3.14

### Other Levels of Government

When requesting resources from other levels of government, consider that:

- Resource availability is not guaranteed.
- Resources may not be available for 72 hours or longer.
- You must follow established request procedures.



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Visual 3.14

#### Key Points:

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. Availability is not guaranteed. Members of the National Guard and military reserve units may not be available as incident resources if they have been deployed elsewhere.

You should assume that resources outside the incident area (State and Federal resources) will take up to 72 hours or longer to arrive. In addition, remember that all resource requests to other levels of government must follow the established request procedures.

POTENTIAL SOURCES

Visual 3.15

**Volunteer Organizations**

During the planning process, determine:

- What voluntary agencies are active in the area.
- The resources they can provide.
- How to activate and incorporate their resources.



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Visual 3.15

**Key Points:**

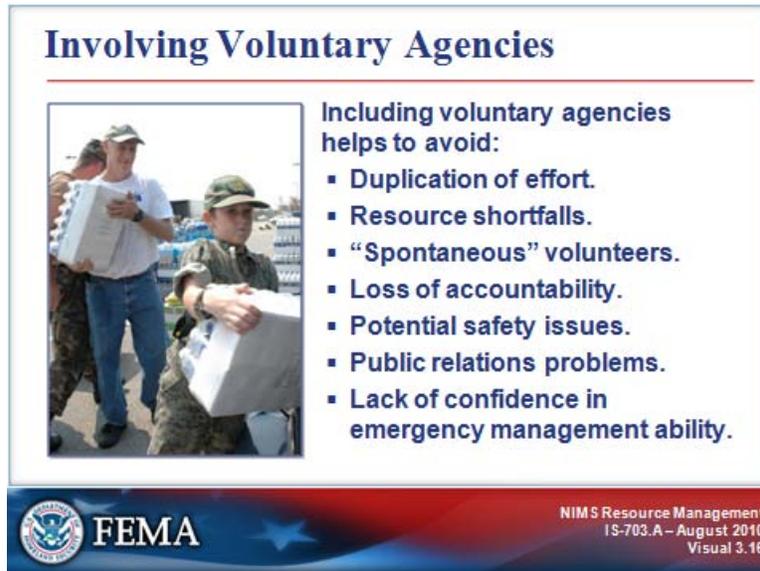
Many volunteer nongovernmental organizations (NGOs) play major roles in emergency response. Commonly referred to as Volunteer Organizations Active in Disasters, or VOAD, the number and degree of formal organizations vary from State to State.

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.

**POTENTIAL SOURCES**

**Visual 3.16**



**Involving Voluntary Agencies**

Including voluntary agencies helps to avoid:

- Duplication of effort.
- Resource shortfalls.
- “Spontaneous” volunteers.
- Loss of accountability.
- Potential safety issues.
- Public relations problems.
- Lack of confidence in emergency management ability.

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Visual 3.16

**Key Points:**

Failure to include voluntary organizations in your planning and exercises will result in duplication of effort and/or resource shortfalls. Many will show up as “spontaneous volunteer organizations” and will not check in with either the Incident Commander or the Emergency Operations Center.

This will 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.

POTENTIAL SOURCES

Visual 3.17

**Private-Sector Partners**

**Private-sector organizations:**

- Can provide resources that the jurisdiction doesn't have.
- Should be involved in the local crisis decisionmaking process.



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Visual 3.17

**Key Points:**

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 decisionmaking 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.

**Note:** The following pages include more information about the roles and responsibilities of private-sector partners.

**POTENTIAL SOURCES****Private-Sector Response Roles**

Participation of the private sector varies based on the nature of the organization and the nature of the incident. The five distinct roles that private-sector organizations play are summarized in the table below:

<b>Category</b>	<b>Role in This Category</b>
<b>Impacted Organization or Infrastructure</b>	Private-sector organizations may be impacted by direct or indirect consequences of the incident. These include privately owned critical infrastructure, key resources, and other private-sector entities that are significant to local, regional, and national economic recovery from the incident. Examples of privately owned infrastructure include transportation, telecommunications, private utilities, financial institutions, and hospitals. Critical infrastructure and key resources (CIKR) are grouped into 18 sectors that together provide essential functions and services supporting various aspects of the American government, economy, and society.
<b>Regulated and/or Responsible Party</b>	Owners/operators of certain regulated facilities or hazardous operations may be legally responsible for preparing for and preventing incidents from occurring and responding to an incident once it occurs. For example, Federal regulations require owners/operators of nuclear powerplants to maintain emergency plans and facilities and to perform assessments, prompt notifications, and training for a response to an incident.
<b>Response Resource</b>	Private-sector entities provide response resources (donated or compensated) during an incident—including specialized teams, essential service providers, equipment, and advanced technologies—through local public-private emergency plans or mutual aid and assistance agreements, or in response to requests from government and nongovernmental-volunteer initiatives.
<b>Partner With State/Local Emergency Organizations</b>	Private-sector entities may serve as partners in local and State emergency preparedness and response organizations and activities.
<b>Components of the Nation's Economy</b>	As the key element of the national economy, private-sector resilience and continuity of operations planning, as well as recovery and restoration from an actual incident, represent essential homeland security activities.

### POTENTIAL SOURCES

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#### Private-Sector Responsibilities

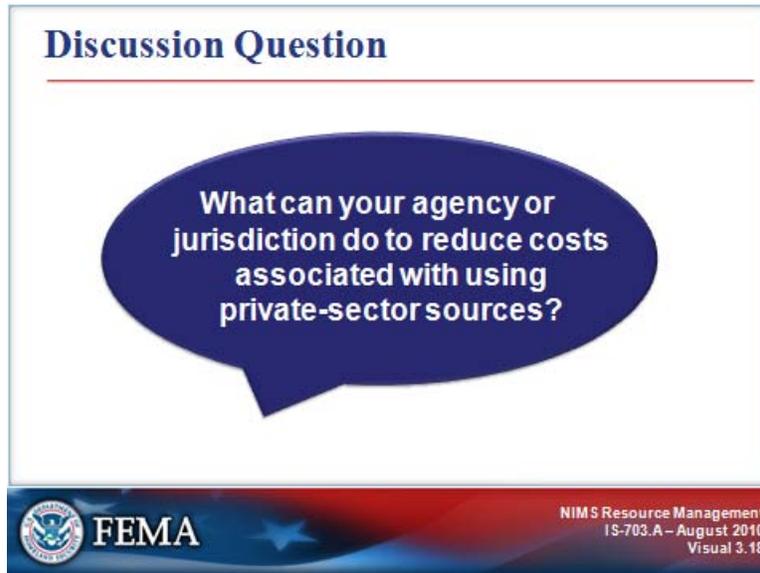
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Essential private-sector responsibilities include:

- 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.

**POTENTIAL SOURCES**

**Visual 3.18**



**Key Points:**

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

### POTENTIAL SOURCES

#### Visual 3.19

### Standby Contracts

**Standby contracts:**

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



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Visual 3.19

#### Key Points:

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

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

### POTENTIAL SOURCES

#### Visual 3.20

### Private-Sector Donations

**Specify:**

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



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Visual 3.20

#### Key Points:

During incidents, private-sector sources frequently wish to contribute goods and services free or at a reduced cost. We will discuss unsolicited donations later in this course.

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.

### ACTIVITY

#### Visual 3.21

### Activity: Identifying Potential Sources

---

**Instructions:** Working with your table group . . .

1. Choose an incident that is likely to occur in your community, and use the diagram in your Student Manual to identify cascading effects of the incident.
2. Use the resource analysis worksheets on the following pages to identify requirements and logical sources to meet these needs.
3. Select a team spokesperson and be prepared to share your answers in 20 minutes.

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Visual 3.21

#### Key Points:

**Instructions:** Working with your table group . . .

1. 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).
2. Use the resource analysis worksheets to identify requirements and logical sources to meet these needs.
3. Select a team spokesperson and be prepared to share your answers in 20 minutes.

**ACTIVITY**

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**Ordering Resources**

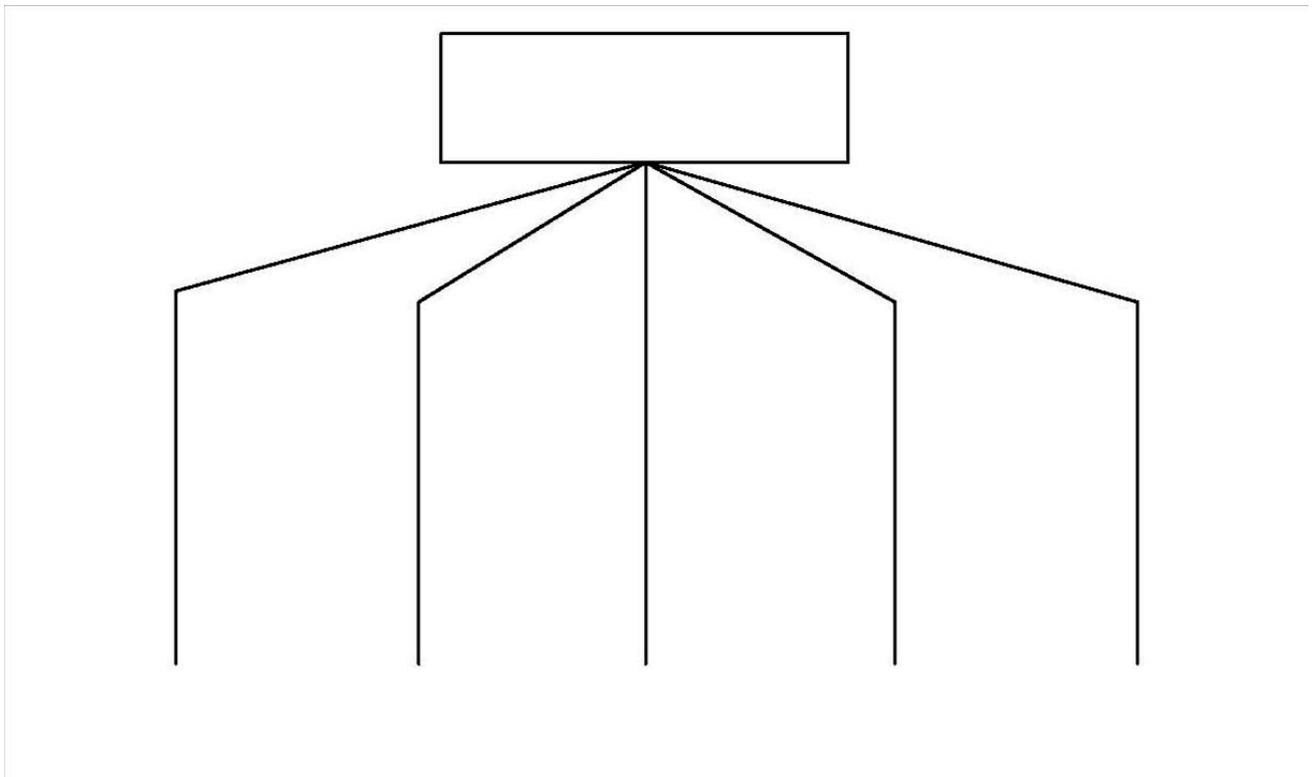
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**Instructions:** Select an incident, and define a specific population that will be affected (i.e., how many people in a small, medium, or large jurisdiction).

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.

**A Cascade of Disasters From One Triggering Incident**









### PROCEDURES, SYSTEMS, AND PROTOCOLS

#### Visual 3.22

### Step 4: Review Procedures

- How do you get that resource in the middle of the night on a weekend?
- Do you have phone numbers and addresses?
- Will you have to pay for this resource?
- 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?



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Visual 3.22

#### Key Points:

Procedures and protocols should detail the specific actions to implement a plan or system. All emergency management/response personnel and their affiliated 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?

PROCEDURES, SYSTEMS, AND PROTOCOLS

Visual 3.23

**Systems and Protocols**

Effective resource management includes:

- Systems to collect, update, and process resource data and track the status and location of resources.
- Protocols to request resources, prioritize requests, activate and mobilize resources, and return resources to normal status.



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Visual 3.23

**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.

**ACQUISITION STRATEGIES AND PURCHASE AUTHORITY**

**Visual 3.24**

**Acquisition Strategies**

Resource acquisition procedures include:

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



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Visual 3.24

**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.

Planning and resource accounting procedures should accommodate both types of resource supply.

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.

ACQUISITION STRATEGIES AND PURCHASE AUTHORITY

Visual 3.25

**Purchase Authority**

Each organization must:

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



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Visual 3.25

**Key Points:**

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.

**CONTROLLING ACCESS TO THE SCENE**

**Visual 3.26**

**Controlling Access to the Scene**

Plans address how to:

- Identify authorized personnel from other jurisdictions, volunteer organizations, or commercial vendors.
- Clear the incident scene of spectators, unauthorized volunteers, and victims.
- Secure the cleared scene and limit access points.



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Visual 3.26

**Key Points:**

Planning efforts must consider the issues related to incident scene access. Convergence and self-dispatching represent a significant threat to scene safety and resource management. 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 victims.
- Methods for securing the cleared scene and limiting access points.

Personnel qualifications and certification will be discussed in Unit 4: Resource Typing and Readiness.

**ACTIVITY**

**Visual 3.27**

**Activity: Ordering Resources**

---

**Instructions:** Working with your table group . . .

1. Read the scenario in your Student Manual.
2. Identify at least three issues that will need to be addressed in order to use the construction company's resources.
3. Write your answers on chart paper and be prepared to present in 5 minutes.



**Key Points:**

**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.

### ACTIVITY

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#### Visual 3.27 (Continued)

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**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.

### LEGAL REVIEW OF PROCEDURES

#### Visual 3.28

### Legal Review of Procedures

You may want to have legal counsel review your:

- Legal foundations for resource management.
- Resource management plan.
- Associated annexes to the Emergency Operations Plan.



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Visual 3.28

#### Key Points:

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.

Additional legal questions to consider include:

- Under what circumstances (if any) can personal property be commandeered?
- Are liability measures in place to protect both your jurisdiction and volunteers and their organizations?
- 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?

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

**LEGAL REVIEW OF PROCEDURES**

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**Sample Resolution To Contract During a Special Emergency**

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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

## Unit 3. Resource Management Planning

### LEGAL REVIEW OF PROCEDURES

#### Sample Emergency Purchasing Authority

#### Dollar Thresholds – What To Do – Attachment B-1

<b>Non-Competitively Bid (NCB) Contracts IT Goods and Services</b>	
<b>Amendments</b>	Amendments to contracts must be in compliance with this MM 03-10 paragraph 7 and Attachment D, paragraph 7.a.
<b>SPECIAL CATEGORY NCB All \$\$ levels Pre-Approval by Category/Type</b>	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 <a href="http://www.dgs.ca.gov/pd">www.dgs.ca.gov/pd</a> ). 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.
<b>Emergency contracts All \$\$ levels</b>	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.
<b>\$25,000.01 and above</b>	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).
<b>\$5,000.00 to \$25,000.00</b>	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.
<b>Under \$5,000.00</b>	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.

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

## Unit 3. Resource Management Planning

### LEGAL REVIEW OF PROCEDURES

#### Sample Emergency Purchasing Authority (Continued)

##### Dollar Thresholds – What To Do – Attachment B-2

<b>Non-Competitively Bid (NCB) Contracts Non-IT Services</b>	
<b>Amendments</b>	Amendments to contracts must be in compliance with MM 03-10 paragraph 7.a. and Attachment D, paragraph 7.b.
<b>SPECIAL CATEGORY NCB All \$\$ levels Pre-Approval by Category/Type</b>	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 <a href="http://www.dgs.ca.gov/pd">www.dgs.ca.gov/pd</a> ).
<b>Emergency contracts All \$\$ levels</b>	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.
<b>\$5,000.00 and above</b>	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.
<b>Under \$5,000.00</b>	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.

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

## Unit 3. Resource Management Planning

### LEGAL REVIEW OF PROCEDURES

#### Sample Emergency Purchasing Authority (Continued)

#### Dollar Thresholds – What To Do – Attachment B-3

<b>Non-Competitively Bid (NCB) Contracts Non-IT Goods</b>	
<b>Amendments</b>	Amendments to contracts must be in compliance with this MM 03-10 paragraph 7.a. and Attachment D, paragraph 7.a.
<b>SPECIAL CATEGORY NCB All \$\$ levels Pre-Approval by Category/Type</b>	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.
<b>Emergency contracts All \$\$ levels</b>	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.
<b>\$25,000.01 and above</b>	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.
<b>\$5,000.00 to \$25,000.00</b>	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.
<b>Under \$5,000.00</b>	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.

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

### INVENTORY

#### Visual 3.29

### Step 5: Maintain Resource Inventory



Resource inventories should:

- Include the type of resource, its owner, location, and procurement procedures.
- Be available in different formats stored at different locations.
- Be updated regularly.

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Visual 3.29

#### Key Points:

After you have determined what you need, where you can find it, and how to procure it, the information needs to be organized, made accessible to those who need it, and maintained. Most organizations develop their own versions of “the yellow pages,” including the type of resource, its owner, 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 Multiagency Coordination (MAC) System/Emergency Operations Center (EOC) staff.

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 a.m.

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

### INTERORGANIZATIONAL ISSUES

#### Visual 3.30

### Planning for Interorganizational Issues



Think through the relationships between:

- 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.
- Multiagency Coordination System entities.
- FEMA Regional Response Coordination Centers.
- Joint Field Offices.
- Joint Information Centers.

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Visual 3.30

#### Key Points:

It is critically important to think through the relationships between and among the various command and coordination entities that are likely to be activated during 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.
- Multiagency Coordination (MAC) System entities such as MAC Groups, VOAD Councils, State Emergency Boards, etc.
- FEMA Regional Response Coordination Centers (RRCCs).
- Joint Field Offices (JFOs).
- Joint Information Centers (JICs).

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

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

#### Visual 3.31

**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.



#### Key Points:

**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.

**ACTIVITY**

---

**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

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#### Visual 3.32

---

### Unit Summary

---

**The planning process:**

- **Should include identifying resource needs based on a thorough assessment of risk.**
- **May include the creation of new policies.**
- **Should identify conditions or circumstances that may trigger a specific reaction.**



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Visual 3.32

#### Key Points:

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In this lesson, you learned that the 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 through typing, training, and exercising.

Your Notes:

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## **UNIT 4. RESOURCE TYPING AND READINESS**

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## Unit 4. Resource Typing and Readiness

### Unit Objectives

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

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

### Scope

- Unit Overview
- Resource Typing
- Information Management
- Equipment Preparedness
- Interoperability
- Standard Operating Procedures
- Personnel Qualifications and Certification
- Credentialing
- Testing, Training, and Exercises
- Activity
- Unit Summary

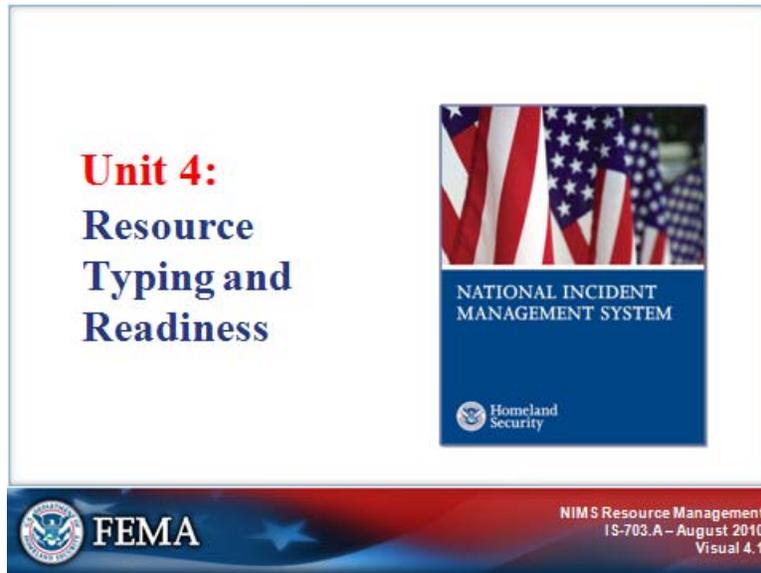


### UNIT OVERVIEW

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#### Visual 4.1

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#### Key Points:

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Emergency management and incident response activities require that resources (personnel, teams, facilities, equipment, and/or supplies) are prepared to meet incident needs. Utilization of standardized resource management concepts such as typing, credentialing, training, and exercising facilitates the efficient and effective deployment of resources.

### UNIT OVERVIEW

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#### Visual 4.2

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### Unit Objectives

Describe:

- Resource typing.
- The importance of training and exercising resource capabilities.



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Visual 4.2

#### Key Points:

---

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

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

### UNIT OVERVIEW

#### Visual 4.3

### Resource Management Preparedness Activities



- **Resource Typing:** Assigning a standardized typing designation to each resource that allows Incident Commanders to request and deploy resources.
- **Credentialing, Training, and Exercising:** Ensuring personnel are qualified, trained, and exercised to common standards that provide a foundation for the interoperability and compatibility of resources.

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Visual 4.3

#### Key Points:

It is essential for preparedness organizations to inventory and maintain current data on their available resources.

The inventory process involves:

- **Resource Typing:** Assigning a standardized typing designation to each resource that allows Incident Commanders to request and deploy resources.
- **Credentialing, Training, and Exercising:** Ensuring personnel are qualified, trained, and exercised to common standards that provide a foundation for the interoperability and compatibility of resources.

### RESOURCE TYPING

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#### Visual 4.4

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### Resource Typing

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

- **Kind:** Describe what the resource is (e.g., medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Type:** Describe the size, capability, and staffing qualifications of a specific kind of resource.



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Visual 4.4

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#### Key Points:

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

Resource **kinds** may be divided into subcategories to define more precisely the resource capabilities needed to meet specific requirements.

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 kinds and types.

FEMA 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.

NIMS encourages States, tribes, and local governments to take the necessary action to **inventory** and **type** Tier I response assets within the State that may be identified in the national inventory.

For example, resource typing definitions help ensure that generators used for pumping water are not confused with generators that provide electricity to buildings.

RESOURCE TYPING

Visual 4.5

The slide is titled "Tier I and Tier II Resources" in a blue serif font. It features two bullet points on the left side, with the first bullet point starting with a red square. The text of the bullet points is in a blue sans-serif font. On the right side, there are two small photographs. The top photograph shows a dog and a person wearing a helmet and safety gear, with the caption "Urban Search and Rescue Tier I Resource" above it. The bottom photograph shows a person in a white shirt with a Red Cross logo, with the caption "Local Red Cross Chapter Tier II Resource" above it. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "NIMS Resource Management IS-703.A - August 2010 Visual 4.5" on the right.

**Tier I and Tier II Resources**

- **Tier I** represents resources that are included in the national resource typing definitions.
- **Tier II** includes all typed resources defined by the States, tribal and local jurisdictions, NGOs, and others that are not predefined in the Tier I definitions.

Urban Search and Rescue  
Tier I Resource

Local Red Cross Chapter  
Tier II Resource

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Visual 4.5

Key Points:

FEMA, in cooperation with all levels of government, tribes, nongovernmental organizations (NGOs), and private-sector entities, has developed the following levels of national resource typing definitions:

- **Tier I** represents resources that are included in the national resource typing definitions.
- **Tier II** includes all typed resources defined by the States, tribal and local jurisdictions, NGOs, and others that are not predefined in the Tier I definitions. (For example, local police usually are inventoried as Tier II resources.)

During the inventory process, States and tribes are encouraged to identify any resources that qualify as Tier I resources. Note that some States have expanded the national definitions to support intrastate and regional mutual aid agreements, assistance agreements, and compacts.

**RESOURCE TYPING**

**Visual 4.6**

**Tier I Typing**



**Type I resource criteria:**

- Have been developed by the National Preparedness Directorate (NPD) and its partners.
- May serve as a useful guide for States when developing their Tier II resource typing definitions.

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Visual 4.6

**Key Points:**

At the national level, FEMA and its partners have developed criteria for Tier I resource typing definitions. These criteria may serve as a useful guide for States when developing their Tier II resource typing definitions.

States should inventory their assets to determine if Tier I resources are in the State. FEMA does not require States to report the number of resources—only that the States maintain an inventory in the event of an incident. States that do not have Tier I resources in their inventories are not required to purchase them.

Urban search and rescue task forces are an example of Tier I resources that must be inventoried for NIMS compliance.

The next page includes more information about Tier 1 resource typing criteria.

### RESOURCE TYPING

---

#### Tier 1 Criteria for NIMS National Resource Typing Definitions

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To meet the Tier I criteria for national resource typing definitions, the resource must:

- Already exist as a defined, deployable interstate response resource for first responders.
- Be exchanged and deployed with usage governed through interstate mutual aid agreements or compacts.
- Be of sufficient capability to warrant being allocated and/or physically deployed nationally, if requested.
- Have performance capability levels that can be identified as to **category, kind, and type**.
- Be identified, inventoried, and tracked to determine availability status for response operations by the jurisdiction having authority.
- Allow for command and control utilization under the NIMS Incident Command System (ICS).
- Be sufficiently interoperable or compatible to allow for deployment through a defined system for resource ordering as authorized under interstate mutual aid and assistance agreements, compacts, and appropriate contracting mechanisms.

States and territories wishing to submit their Tier II resource typing definitions for consideration to be added to the Tier I national resource typing definitions need to:

- Email FEMA at: FEMA-NIMS@dhs.gov.
- Have an accompanying narrative that sufficiently explains the justification for a modification to be made to the Tier I resources.
- Include, where appropriate, the category, kind, and types, as well as any credentialing requirements related to personnel or teams.
- Include an electronic document that addresses points one through seven under Part A (i.e., using the format found in Appendix B of the National Incident Management System document).
- Provide point of contact information for FEMA.

Upon receipt of the above information, FEMA will:

- Conduct an internal review to reach a decision or to determine if any further guidance is needed by the appropriate external subject-matter experts.
- Issue a public notification (if the decision is to proceed) along with a period for public comments, followed by an additional review process and then formal issuance of any addition or modification to Tier I NIMS national resource typing definitions.

**Source:** NIMS

**RESOURCE TYPING**

**Visual 4.7**

**Tier II Typing**



**Inventorizing Type II resources:**

- Is done at the State, local, and tribal level.
- Makes resource sharing under mutual aid agreements, assistance agreements, the Emergency Management Assistance Compact (EMAC), and other agreements more efficient.

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Visual 4.7

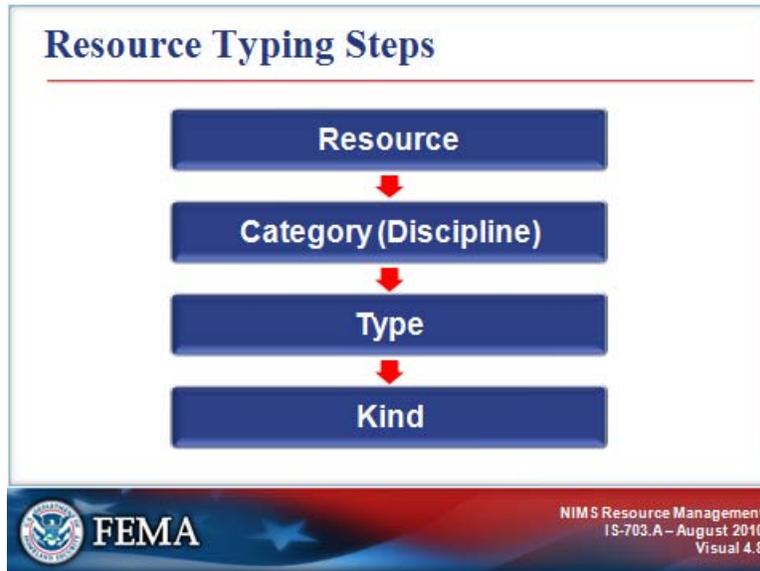
**Key Points:**

State, local, and tribal governments should inventory their Type II resources. Inventorizing Type II resources makes resource sharing under mutual aid agreements, assistance agreements, the Emergency Management Assistance Compact (EMAC), and other agreements more efficient.

Forklifts are an example of Tier II resources.

RESOURCE TYPING

Visual 4.8



**Key Points:**

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.

**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.

**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).

<b>Category</b>	
<ul style="list-style-type: none"><li>• Transportation</li><li>• Communications</li><li>• Public works and engineering</li><li>• Firefighting</li><li>• Information and planning</li><li>• Law enforcement and security</li><li>• Mass care</li><li>• Resource management</li></ul>	<ul style="list-style-type: none"><li>• Health and medical</li><li>• Search and rescue</li><li>• Hazardous materials response</li><li>• Food and water</li><li>• Energy</li><li>• Public information</li><li>• Animals and agricultural issues</li><li>• Volunteers and donations</li></ul>

**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.

### RESOURCE TYPING

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#### Visual 4.9

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### Implementing Resource Typing

FEMA's resource typing requirements include:

- Creating, updating, and maintaining an inventory of resources in accordance with the NIMS resource typing definitions.
- Matching their resources/teams with the typing definitions.



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Visual 4.9

#### Key Points:

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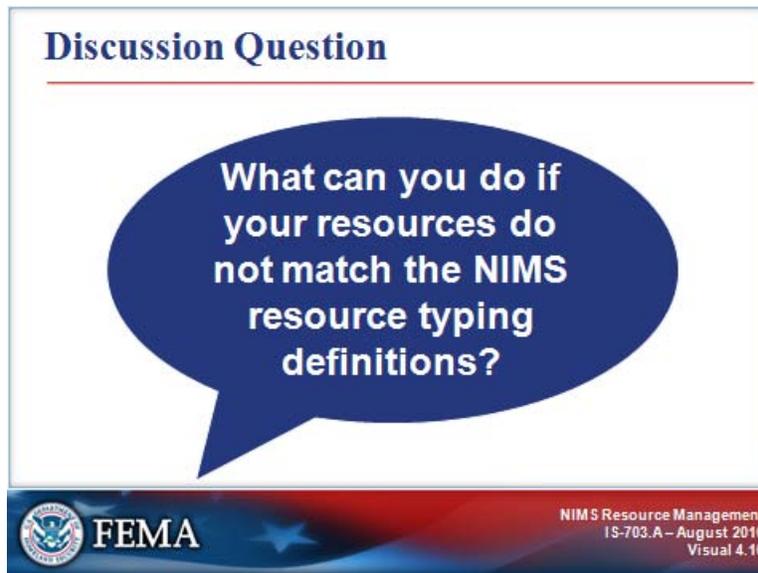
FEMA has developed specific resource typing requirements for State, tribal, and local governments. These requirements include:

- Creating, updating, and maintaining an inventory of their resources in accordance with the NIMS resource typing definitions.
- Matching their resources/teams with the typing definitions.

Additionally, the State, tribal, or local agency conducting the inventory will make the determination that a specific resource meets the resource typing requirements and certify the resource as necessary.

**RESOURCE TYPING**

**Visual 4.10**



**Key Points:**

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

### RESOURCE TYPING

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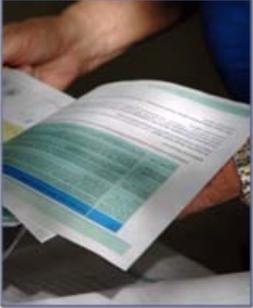
#### Visual 4.11

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### NIMS Typing Definitions

The development of typed resources supports the establishment of:

- Comprehensive, national mutual aid and assistance agreements.
- Resource management and tracking systems.



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Visual 4.11

#### Key Points:

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As described previously, FEMA is working with discipline-specific working groups to develop typing definitions that serve as the standard for Tier I resources across the country.

The development of typed resources supports the establishment of:

- Comprehensive, national mutual aid and assistance agreements.
- Resource management and tracking systems.

Through resource typing, disciplines examine their resources and identify the capabilities of a resource's components (teams, equipment). Because resource typing provides information about resource capabilities, emergency managers and others know the capability required for a requested resource to respond efficiently and effectively.

For some resources, FEMA working groups had typing definitions to use as a starting point. In other cases, no typing definitions existed. In these cases, the experts on each working group examined common types of resources and developed definitions by category and capability.

Typing definitions include all of the information needed for State, tribal, and local jurisdictions to determine whether their resources meet the minimum capabilities for each typing level.

The next page includes an example of a resource typing definition.

## Unit 4. Resource Typing and Readiness

### RESOURCE TYPING

#### Typing Definition Example

**Resource:** Hydraulic Excavator (Compact–Short Radius 1.75 cy to 0.61 cy Buckets)

**Category:** ESF #3: Public Works and Engineering

**Kind:** Equipment

	Type I	Type II	Type III	Type IV	Other
Manufacturer	Model	Model	Model	Model	Model
Bobcat	442		430		
Hitachi			ZX27U		
John Deere				27C ZTS	
Kobelco	245SRLC, 200SRLC, 135SRLC, ED150, 115SRDZ, 70SR	50SR-3, 35SR-3, 30SR-3	27SR-3	13SR	
New Holland	E80	E50.2SR, E30.2SR, E27.2SR			

**INFORMATION MANAGEMENT**

**Visual 4.12**

**Information Management Systems**

Information Management Systems are used to:

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



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Visual 4.12

**Key Points:**

Information Management Systems are used to:

- Collect, update, and process data;
- Track resources; and
- 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.

EQUIPMENT PREPAREDNESS

Visual 4.13

**Equipment Preparedness**

It is critical to:

- Acquire equipment that will perform to certain standards, including interoperability with other organizations.
- Develop a common understanding of the abilities of distinct types of equipment.



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Visual 4.13

**Key Points:**

A critical component of preparedness is to:

- Acquire 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.
- Develop a common understanding of the abilities 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.

**INTEROPERABILITY**

**Visual 4.14**

**Interoperability**

Emergency communications systems should:

- Be the same or linked to the same system used for nonemergency procedures.
- Effectively interface with national standards.
- Allow data sharing among key players.

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Visual 4.14

**Key Points:**

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

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

(Continued on next page.)

**INTEROPERABILITY**

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**Visual 4.14 (Continued)**

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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.

Another major issue with communications equipment is backup power and redundancy, as well as alternative communication methods for alert and warning systems.

IS-704 presents additional information on NIMS Communications and Information Management including 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.

STANDARD OPERATING PROCEDURES

Visual 4.15

**Standard Operating Procedures (SOPs)**

Mutual aid and assistance partners should:

- Consider coordinating SOPs where they might affect how a resource can be deployed.
- Agree on such policies where possible.
- Know the differences up front if SOPs cannot be reconciled.



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Visual 4.15

**Key Points:**

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 vary in restrictions on the use of arrest authorities and other procedures. Where possible, mutual aid and assistance partners should agree on such policies. When SOPs cannot be reconciled, it is important that mutual aid and assistance partners know the differences up front.

PERSONNEL QUALIFICATIONS AND CERTIFICATION

Visual 4.16

**Personnel Qualifications and Certification**

National standards for qualification, licensure, and certification:

- Help ensure that response personnel possess needed knowledge, skills, and experience.
- Include training, experience, credentialing, validation, and physical and medical fitness.



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Visual 4.16

**Key Points:**

A critical element of NIMS preparedness is the use of national standards that allow for common or compatible structures for the qualification, licensure, and certification of emergency management and response personnel.

Standards:

- Help ensure that these personnel possess the minimum knowledge, skills, and experience necessary to execute incident management and emergency response activities safely and effectively.
- Include training, experience, credentialing, validation, and physical and medical fitness.

Federal, State, tribal, and local certifying agencies, and professional and private organizations with personnel involved in emergency management and incident response, are encouraged to credential those individuals in their respective disciplines or jurisdictions.

CREDENTIALING

Visual 4.17

**Credentialing**

Credentialing includes evaluation and documentation of an individual's:

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

Credentialing is separate from badging, which takes place at the incident site.



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Visual 4.17

**Key Points:**

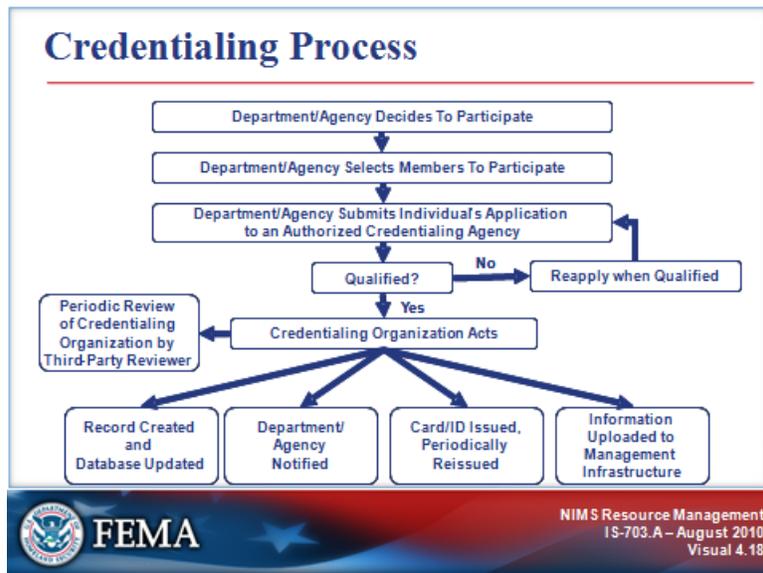
The credentialing process involves an objective evaluation and documentation of an individual's:

- 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.

### CREDENTIALING

#### Visual 4.18



#### Key Points:

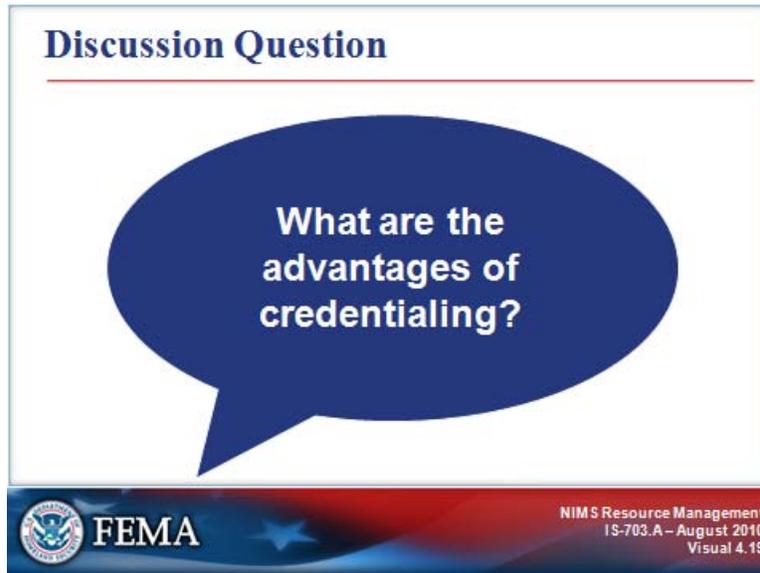
The process begins with the department/agency deciding to participate in the credentialing effort. Next the department/agency selects members to participate in the credentialing effort.

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.

**CREDENTIALING**

**Visual 4.19**



**Key Points:**

**What are the advantages of credentialing?**

### TESTING, TRAINING AND EXERCISES

#### Visual 4.20

### Testing, Training, and Exercises

Many coordination issues can be identified through:

- Testing
- Training
- Discussion-based exercises
- Operations-based exercises



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Visual 4.20

#### Key Points:

Personnel with roles in emergency management and incident response—including persons with leadership positions—should be trained to improve all-hazards capabilities.

The format for training depends on the skills and capabilities to be acquired and may include:

- Self-study or Web-based courses.
- Classroom sessions.
- Mentoring or shadowing during incidents.

The exercise objectives provide a framework for scenario development, guide development of individual organizational objectives, and supply evaluation criteria. The objectives help you select from the following types of exercises:

- **Discussion-based exercises** familiarize participants with current plans, policies, agreements, and procedures, or may be used to develop new plans, policies, agreements, and procedures.
- **Operations-based exercises** validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps in an operational environment.

**TESTING, TRAINING AND EXERCISES**

**Visual 4.21**

**Exercise and Evaluation Program**



The Homeland Security Exercise and Evaluation Program (HSEEP):

- Offers a common exercise policy.
- Provides program guidance.
- Fosters consistent terminology.
- Provides useful tools to improve preparedness.

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Visual 4.21

**Key Points:**

The DHS Homeland Security Exercise and Evaluation Program (HSEEP):

- Offers a common exercise policy.
- Provides program guidance that constitutes a national standard for exercises.
- Fosters consistent terminology that can be used by all exercise planners, regardless of the nature and composition of their sponsoring agency or organization.
- Provides useful tools that exercise managers can use to plan, conduct, and evaluate exercises to improve overall preparedness.

### TESTING, TRAINING AND EXERCISES

#### Visual 4.22

### Comprehensive Exercise Program

A comprehensive exercise program:

- Incorporates all types of exercises.
- Includes all important players.
- Increases in complexity.

Benefits include:

- Fostered communication.
- Tested capabilities.
- Personnel kept current.



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Visual 4.22

#### Key Points:

Effective exercises are an essential element of the preparedness cycle. Exercises:

- Raise the general awareness of potential crisis situations.
- Ensure that key staff members are familiar with the plans and understand their roles and expected actions.
- Help identify shortcomings in the plans, leading to possible improvements.

Discussion-based exercises include **seminars, workshops, tabletop exercises, and games.**

These types of exercises are used:

- As a starting point in the building-block approach of escalating exercise complexity.
- To highlight existing plans, policies, interagency/interjurisdictional agreements, and procedures.
- As valuable tools for familiarizing agencies and personnel with current or expected capabilities of an entity.
- To focus on strategic, policy-oriented issues.

Operations-based exercises include **drills, functional exercises, and full-scale exercises.**

These types of exercises are:

- Used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises.
- Used to clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance.
- Characterized by actual reaction to simulated intelligence; response to emergency conditions; mobilization of apparatus, resources, and/or networks; and commitment of personnel, usually over an extended period of time.

The next page provides more details about each type of operations-based exercise.

### TESTING, TRAINING, AND EXERCISES

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#### Operations-Based Exercises

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##### Drill

A drill is a low-level exercise that tests, develops, or maintains skills in a single incident response procedure. A drill:

- Is a coordinated, supervised activity usually used to validate a specific operation or function in a single agency or organization.
- May be part of a training program to provide instruction on new equipment, develop or validate new policies and procedures, or maintain current skills.
- Has a narrow focus but is conducted within a realistic environment.
- Provides instant feedback using established standards to measure performance.
- May be used to prepare personnel for larger scale exercises.

##### Functional Exercise

A functional exercise is the highest level exercise you can conduct without fully activating all aspects of your emergency action plan or evacuating residents. A functional exercise:

- Involves various levels of response agencies and emergency management personnel.
- Involves the simulation of a facility failure or other specified events that require rapid responses by trained personnel “acting out” their actual roles.
- Takes place in a stress-induced environment with time constraints.
- Evaluates both the internal capabilities and responses of all levels of responders and emergency management officials.
- Evaluates the coordination activities between all levels of responders and emergency management personnel.

##### Full-Scale Exercise

A full-scale exercise:

- Is an interactive exercise designed to evaluate the operational capability of all facets of the emergency management system under review in a highly realistic and stressful environment.
- Differs from a functional exercise by involving actual field movement and mobilization, instead of simulation.
- The realism of the full-scale exercise can be conveyed through on-scene actions and decisions, simulated “disaster survivors,” communication devices, equipment deployment, and resource and personnel allocation.

**TESTING, TRAINING, AND EXERCISES**

**Visual 4.23**

**Planning Effective Exercises**

When developing exercises:

- Define the purpose.
- Assemble the planning team.
- Develop the scenario.
- Develop guidelines.
- Prepare materials and evaluator guides.
- Complete post-exercise evaluation.



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Visual 4.23

**Key Points:**

Although the exercise types will vary significantly in terms of scope and scale, the same general framework can be applied when planning most of the exercise types.

When developing exercises, it is important to:

- Define the purpose of the exercise.
- Assemble the planning team.
- Develop the scenario.
- Develop exercise guidelines.
- Prepare exercise materials and evaluator guides.
- Complete a post-exercise evaluation.

The next page includes more detail about each of these steps, including examples from successful exercises.

### TESTING, TRAINING, AND EXERCISES

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#### Exercise Development Framework

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##### **Define the Purpose of the Exercise**

A clear definition of the need for the exercise and the purpose for conducting it will aid the planning process by clarifying who should be involved and exercise scope (e.g., tabletop, game, full-scale).

The following need and purpose statements were based on a tabletop exercise template provided by Alliant Energy: “Our business is highly dependent on moving information across telecommunication networks. We need to be prepared to continue important business activities even if telecommunication networks stop functioning. The purpose of this exercise is to ensure that business groups can adapt to unpracticed emergency situations, like loss of telecommunication networks, and understand the actions that may be needed to keep important business functions operating.”

##### **Assemble the Planning Team**

The size of the planning team and representation on it is dependent on the scope of the exercise. The team should include representatives from all the major facility organizations involved in the exercise and local law enforcement and first responders.

##### **Develop the Scenario**

The planning team’s initial task is development of the exercise scenario. The scenario should be a plausible event scaled to the purpose of the exercise.

The following sample scenario was developed for a full-scale exercise: “An individual wearing a backpack was found lying unconscious inside the north gate. The backpack was leaking an orange liquid. A security officer approached the individual and has been rendered unconscious. An unidentified individual was seen running from the vicinity of the administration building and has caused an explosion resulting in a fire inside the building. His current whereabouts are unknown but he is believed to be somewhere on the site.”

##### **Develop Exercise Guidelines**

Depending on the type of exercise and the scenario, the planning team should describe any limitations placed on the design, development, and implementation of the exercise. Limitations could be the ability of responders to participate, lengthy authorization protocols, areas that may be off-limits for safety reasons, or financial constraints.

The following is an example of a guideline: “No personnel may enter the switchyard at any time because it will continue to be energized.”

##### **Prepare Exercise Materials and Evaluator Guides**

Participants should receive invitation letters describing the exercise purpose and goal; scenario descriptions pertaining to their role; and safety, health, and logistics plans. Equally important are the guidelines developed for the observers who will be evaluating actions and decisions as the exercise unfolds.

##### **Complete Post-Exercise Evaluation**

Post-exercise evaluations provide the basis for improving the plans or procedures that were tested as part of the exercise.

### TESTING, TRAINING, AND EXERCISES

#### Visual 4.24

### Post-Exercise Evaluation

Post-exercise evaluations include:

- Hot washes.
- Debriefs.
- After-action reports.
- Improvement plans.



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Visual 4.24

#### Key Points:

A post-exercise evaluation is completed following all exercises. Post-exercise evaluations include the following elements:

- **Hot Wash**

A hot wash is a facilitated discussion held immediately following an exercise among exercise players from each functional area. It is designed to capture feedback about any issues, concerns, or proposed improvements players may have about the exercise. The hot wash is an opportunity for players to voice their opinions on the exercise and their own performance. This facilitated meeting allows players to participate in a self-assessment of the exercise play and provides a general assessment of how the jurisdiction performed in the exercise. At this time, evaluators can also seek clarification on certain actions and what prompted players to take them. Evaluators should take notes during the hot wash and include these observations in their analysis. The hot wash should last no more than 30 minutes.

- **Debrief**

A debriefing is a forum for planners, facilitators, controllers, and evaluators to review and provide feedback after the exercise is held. It should be a facilitated discussion that allows each person an opportunity to provide an overview of the functional area they observed and document both strengths and areas for improvement. Debriefs should be facilitated by the exercise planning team leader or the exercise program manager; results should be captured for inclusion in the after-action report and improvement plan. A debriefing is different from a hot wash, in that a hot wash is intended for players to provide feedback.

(Continued on next page.)

### TESTING, TRAINING, AND EXERCISES

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#### Visual 4.24 (Continued)

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- **After-Action Report**

An after-action report (AAR) should be developed upon conclusion of the exercise. The purpose of an AAR is to provide feedback to participants on their performance during the exercise. The AAR summarizes exercise events and analyzes performance of the tasks identified as important during the planning process. It also evaluates achievement of the selected exercise objectives and demonstration of the overall capabilities.

- **Improvement Plan**

The last step is to develop an improvement plan to convert lessons learned from the exercise into concrete, measurable steps that result in improved response capabilities. The improvement plan lists the corrective actions that will be taken, the responsible party or agency, and the expected completion date. The improvement plan is incorporated into the final after-action report.

ACTIVITY

Visual 4.25

**Activity: Assessing Readiness**

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**Instructions:**

1. Review the Resource Management Annex to your jurisdiction's Emergency Operations Plan (EOP).
2. Complete the checklist 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.



**Key Points:**

**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.

## Unit 4. Resource Typing and Readiness

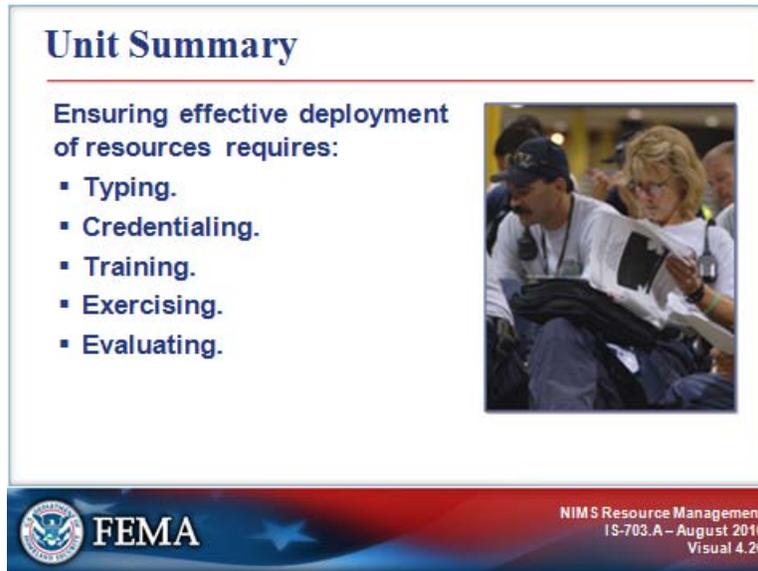
### ACTIVITY

#### Resource Management Assessment

Does your organization . . .	Yes	No	Unclear
Have needed resources identified based on a thorough hazard analysis and the Emergency Operations Plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop and maintain standing agreements and contracts for services and supplies that may be needed during an incident?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incorporate available resources from all levels of government, nongovernmental organizations, and the private sector (where appropriate) in resource management planning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use standard protocols for requesting resources, prioritizing requests, activating and mobilizing resources to incidents, and returning resources to normal status?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have standard methods for identifying, acquiring, allocating, and tracking resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establish incident perimeters and other measures to protect resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have plans for managing unaffiliated volunteers and unsolicited donations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use systems to provide accurate resource status information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain backup systems to manage resources in the event that the primary resource management information system is disrupted or unavailable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use credentialing processes and criteria for ensuring consistent training, licensure, and certification standards?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have processes for rehabilitating, replenishing, disposing of, and/or retrograding resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follow established mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintain a current and accurate inventory and data on available resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### UNIT SUMMARY

#### Visual 4.26



**Unit Summary**

Ensuring effective deployment of resources requires:

- Typing.
- Credentialing.
- Training.
- Exercising.
- Evaluating.



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Visual 4.26

#### Key Points:

In this unit, you learned that effective resource management requires typing, credentialing, training, exercising, and evaluating to facilitate the efficient and effective deployment of resources.

Exercises help ensure that key staff members are familiar with the plans and understand their roles and expected actions. In addition, exercises can help identify best practices and shortcomings in the plans, leading to continuous improvements.

The next lesson covers resource management during an incident.

SAMPLE RESOURCE MANAGEMENT ANNEX

*JEFFERSON COUNTY CEMP*  
**Annex 7**  
**Resource Management**

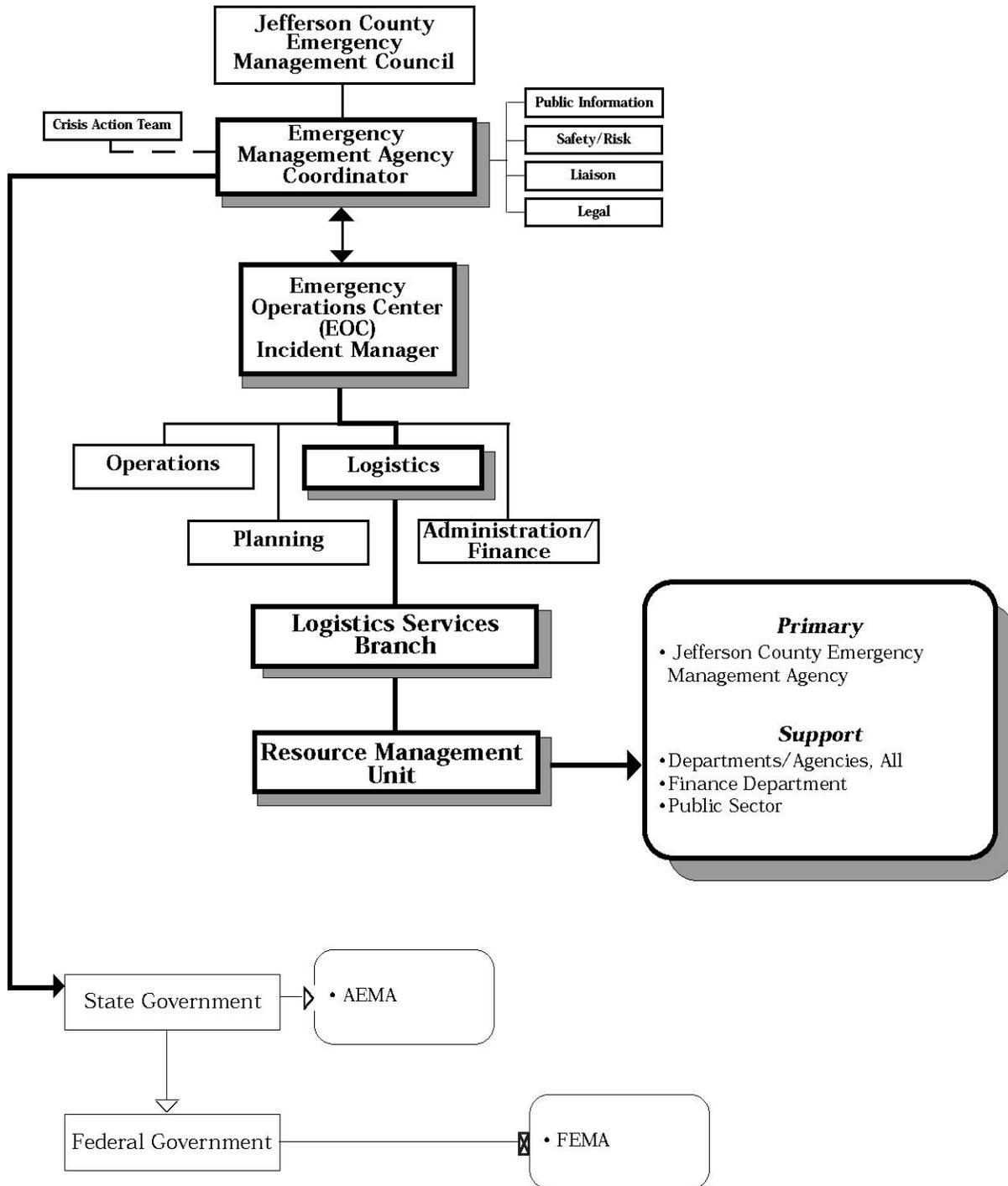
*Preface*

When disaster threatens or strikes, a community must marshal its resources since prompt and effective response and recovery efforts may require more personnel, equipment, and supplies than the local government possesses. Local officials may find it necessary to use their government's personnel and equipment in extraordinary ways, to call upon private citizens and organizations for assistance, and even to request help from neighboring jurisdictions and state and federal agencies to aid in the community's emergency operations. Therefore, planning for coordinating such resources, including the development of procedures to inventory available community resources, must be an integral part of a community's comprehensive emergency management plan development process.

*Primary*

Jefferson County Emergency Management Agency

Annex 7: Resource Management



This diagram illustrates the concept of operations for this function, particularly how departments/agencies/organizations are to be coordinated. The diagram assumes a full EOC activation. The EOC position(s) responsible for the coordination of this function is indicated. Likely primary and support resource providers are listed.

*Jefferson County, Alabama  
Comprehensive Emergency Management Plan*

**ANNEX 7  
RESOURCE MANAGEMENT**

**I. PURPOSE.**

To provide for the effective utilization, prioritization, and conservation of available local resources (equipment and supplies) during emergencies or disasters. The coordination and use of human resources is discussed in Annex 8.

**II. POLICY.**

It is the policy of the Jefferson County Emergency Management Council that:

- A. Resources will be inventoried, prioritized and utilized in the most efficient manner possible, and be applied to functions and areas of greatest need.
- B. Disaster victims will take precedence in the allocation of resources.
- C. After all available local resources have been utilized, additional resources will be requested from state and federal government agencies when necessary to save lives and protect property.
- D. The Emergency Council, in extraordinary circumstances, may convene advisory groups of public and private sector representatives to coordinate and manage the emergency use of community resources.
- E. The Emergency Council may invoke temporary controls on local resources and establish priorities when a local State of Emergency is proclaimed. These may include, but not be limited to, fuel, food, shelter and other resources necessary for human needs. The EOC will coordinate dissemination of information concerning any emergency measures, and voluntary controls or rationing.
- F. This annex may be utilized singularly, or in conjunction with a Crisis Action Team (CAT) or full Emergency Operations Center (EOC) activation.

**III. DEPARTMENTS/AGENCIES/ORGANIZATIONS INVOLVED AND THEIR RESPONSIBILITIES.**

*In the fullest context, these responsibilities assume a full Emergency Operations Center (EOC) activation. In the interest of time and efficiency, the departments / agencies / organizations involved with this function may or may not be utilized in smaller Crisis Action Team (CAT) situations. Note: During a CAT situation, the Jefferson County EMA and / or other CAT members, in the interest of saving lives and property, will liaison direct to the agencies with resources and capabilities. As the situation grows larger and more complex, your agency may be called upon to perform some or all its stated responsibilities.*

### A. Local Government.

Local governments are encouraged to develop their own procedures to guide their initial response to emergency events occurring within their jurisdiction. They should consider the following responsibilities in their emergency planning efforts. Responsibilities that a local government cannot fulfill can be deferred to the Jefferson County CEMP.

- Jefferson County EMA is the lead agency responsible for organization and mobilization of this function during emergencies. Each local government should identify a point of contact for implementation.
- Designate a resource coordinator.
- Develop procedures for inventory, storage, maintenance, and replacement of administrative and logistical support items.
- List available public and private community resources.
- Describe sources and methods for obtaining and using facilities, equipment, supplies, services, and other resources to support emergency response.

### B. Jefferson County Emergency Organization.

If local government capabilities are exceeded, support may be available upon request through the Jefferson County EMA from the following departments/agencies/organizations that comprise the emergency organization for this function:

*Primary:*

1. Jefferson County Emergency Management Agency.
  - Coordinate and use all available resources during an emergency or disaster.
  - Prepare and maintain lists of emergency resources and key points of contact.
  - Coordinate resources with other agencies and volunteers in order to maintain adequate resources.
  - Develop mutual aid agreements.
  - Assess impact of the emergency on the available resources and identifiable needs.
  - Keep records of services and resources rendered during an emergency.

*Support:*

2. Departments/Agencies, All.
  - Develop and maintain appropriate resource lists for inclusion in department procedures.
  - Provide supplies, equipment, and personnel as requested.
3. Finance Department.
  - Process emergency purchases/procurement.
4. Public Sector.
  - Provide supplies and equipment as requested.

### C. State Responsibilities.

1. If local capabilities are exceeded, and a local emergency has been declared, state government agencies can augment assistance to local government to meet the emergency needs of victims during declared emergencies/disasters. Requests for state assistance are processed through the Jefferson County EMA.
2. The Alabama Emergency Management Agency (AEMA) receives and coordinates requests for state assistance. The Governor may declare a “state of emergency” to authorize use of state resources. Additionally, AEMA will:
  - Coordinate the use of state resources.

### D. Federal Responsibilities.

1. Federal government agencies can provide supplemental assistance to local and state government to meet the emergency needs of victims during declared emergencies/disasters. Requests for federal assistance are processed through Alabama Emergency Management Agency (AEMA).
2. The Federal Emergency Management Agency (FEMA) receives and coordinates requests for federal assistance. The President may declare an “emergency” or “disaster” to authorize use of federal resources.

## IV. CONCEPT OF OPERATIONS.

### A. General.

1. When disaster threatens or strikes, a community must marshal its resources since prompt and effective response and recovery efforts may require more personnel, equipment, and supplies than the local government possesses. Local officials may find it necessary to use their government’s personnel and equipment in extraordinary ways, to call upon private citizens and organizations for assistance, and even to request help from neighboring jurisdictions and state and federal agencies to aid in the community’s emergency operations. Therefore, planning for coordinating such resources, including the development of procedures to inventory available community resources, must be an integral part of a community’s Comprehensive Emergency Management Plan (CEMP) development process.

### B. Role of Local Government.

1. Local government should commit all locally available resources as necessary to protect the lives and property of its citizens. After local and county resources have been expended or committed, assistance will be sought from the state EOC through the Jefferson County EOC.
2. Local government should maintain a list of local resources available for emergency use. The list should indicate the quantity, location, and contact person.
3. Local government will maintain records of all resources expended in an emergency or disaster, such as personnel, equipment, and materials.

### C. Role of Jefferson County EMA.

1. The Jefferson County EMA is responsible for the overall coordination of emergency resources. The major responsibility is to identify available sources from which needed resources can be obtained during an emergency situation. Major duties include:
  - Identify and maintain current resource inventories.
  - Establish inventory, control, and delivery systems.
  - Develop agreements with resource providers as necessary.
  - Identify staging area locations and resources needed.
  - Procure and allocate essential resources to support emergency operations.
2. Resource management includes:
  - Distribution of food and other essential supplies.
  - Procurement, allocation of transportation resources. (See Annex 18, Transportation.)
  - Water, electrical, sanitation, and other utility systems and services.
  - Supplies for mass care facilities, multipurpose staging areas and medical facilities.
3. Organizations locally available to provide resources and other support are contained in the EMA Resource Listing. Coordination of these resources during emergencies will be from the EOC.
  - When local resources and mutual aid resources are insufficient to support an emergency operation, the Jefferson County EMA can request state assistance through the State EOC.
4. The Finance Department is the lead agency for coordinating emergency purchases/procurement. Purchases shall be made in accordance with emergency purchasing/procurement policies.
5. The Emergency Council may invoke controls on resources and establish resource allocation priorities during a state of emergency.

### D. EOC Operations.

1. If the situation warrants, the EMA Coordinator or EOC Incident Manager may establish a “Resource Management UNIT” within the Logistics Services Branch. Responsibilities include:
  - Coordinate with the “EOC Incident Manager” and/or “EOC Planning/Intelligence Section Chief” to determine resource needs. Essential information includes:
    - WHAT is needed and WHY?
    - HOW MUCH is needed?
    - WHO needs it?
    - WHERE is it needed?
    - WHEN is it needed?
  - Advise and assist the “Emergency Council” with determining priorities.

## Unit 4. Resource Typing and Readiness

- In general:
    - Receive, document, prioritize, and track requests for resources.
    - Use resource inventory/lists to match and meet needs.
    - Coordinate supply distribution points, reception, storage, and deployment.
    - Coordinate with other functions within the “EOC Logistics Section.”
    - Maintain financial and legal accountability.
  - Sources for resources can include:
    - All personnel, equipment, and supplies.
    - State EOC.
    - Volunteer organizations.
    - General public.
    - Businesses, industry.
2. As needed, the Resource Management Unit Leader may establish the following units:
- Equipment, Supplies Unit.
  - Food, Water, Commodities Unit.
  - Energy, Utilities Unit.
  - Facilities, Maintenance Unit.
3. The EOC will develop and use a zone system for staging emergency personnel and equipment responding in an emergency or disaster.
- a. Staging areas should be identified in each zone for both local resources to gather or for outside resources entering the county by major transportation routes/systems.
  - b. This staging concept may support staging areas set by incident commanders at individual sites.
  - c. Communications should be established between staging areas and the EOC.
  - d. If feasible, staging areas and zones should be predesignated.

### E. Donated Goods.

1. After a major disaster has occurred, it can be anticipated that resources may be sent in from outside the county without them being requested. Information should be disseminated to send these resources to appropriate staging areas for registering, inventorying, assignments, and distribution.
2. Management of donated supplies, food, clothing, medicine, and other items is discussed in “Annex 20: Donated Goods and Services.”

### F. Economy.

After a major disaster, the free market economy and normal distribution, transportation, warehousing, and retail systems will be encouraged and maintained to the maximum extent possible. If a disaster causes a shortage of essential resources, Jefferson County will endeavor to cooperate with the private sector and with the State in encouraging voluntary controls and to enforce mandatory controls as may be needed and when necessary.

Your Notes:

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## **UNIT 5. RESOURCE MANAGEMENT DURING INCIDENTS**

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## Unit 5. Resource Management During Incidents

### Unit Objectives

At the end of this unit, you 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.
- 

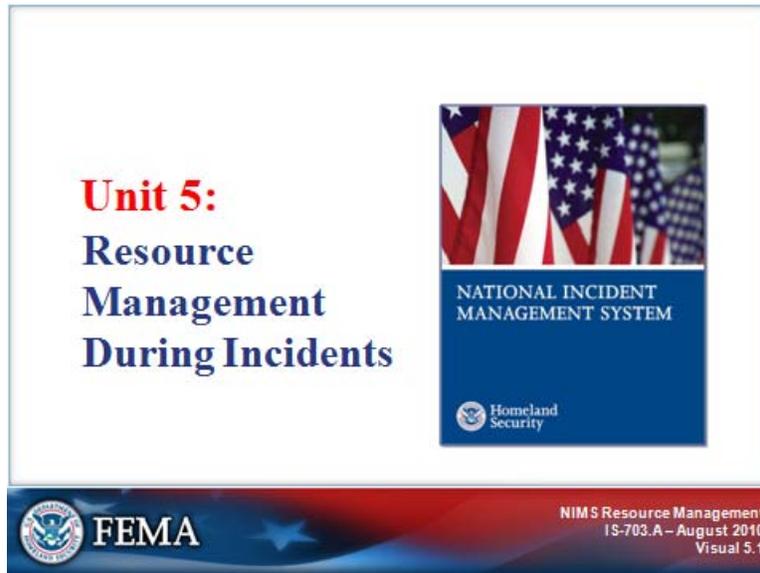
### Scope

- Unit Overview
- Identify Requirements
- Order and Acquire
- Activity
- Order and Acquire
- Activity
- Order and Acquire
- Mobilize
- Activity
- Track and Report
- Recover/Demobilize
- Reimburse
- Inventory
- Unit Summary



**UNIT OVERVIEW**

**Visual 5.1**



**Key Points:**

This unit discusses managing resources during an incident.

### UNIT OVERVIEW

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#### Visual 5.2

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### Unit Objectives

**Describe:**

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



 **FEMA**

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IS-703.A – August 2010  
Visual 5.2

#### Key Points:

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At the end of this lesson, you should 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.

UNIT OVERVIEW

Visual 5.3



Key Points:

Following an incident, NIMS promotes the use of a standardized seven-step cycle for managing resources.

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

### IDENTIFY REQUIREMENTS

#### Visual 5.4



#### 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.

**IDENTIFY REQUIREMENTS**

**Visual 5.5**

**Sizeup**

The first step in determining resource needs is to:

- “Size up” the current incident situation.
- Predict future incident potential.



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Visual 5.5

**Key Points:**

The first step in determining resource needs is a thorough assessment or “sizeup” of the current incident situation and future incident potential.

This assessment provides the foundation for the incident objectives, and without it, it is impossible to identify the full range of resources that will be needed.

A solid hazards/risk analysis will give the jurisdiction an idea of the kind of resources that might be needed during incidents that are likely to occur. This can be the basis for planning as well as training and exercises with the partners that “own” resources.

### IDENTIFY REQUIREMENTS

#### Visual 5.6

### Establish Incident Objectives



Incident objectives are established based on the priorities of:

1. Life safety.
2. Incident stabilization.
3. Property/environmental conservation.

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Visual 5.6

#### Key Points:

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. Incident objectives can be prioritized using the following simple “LIP” mnemonic:

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

Incident objectives are not necessarily completed in sequence determined by priority. It may be necessary to complete an objective related to incident stabilization before a life safety objective can be completed. Using the LIP mnemonic helps prioritize incident objectives. This device 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.

### IDENTIFY REQUIREMENTS

#### Visual 5.7

### Incident Action Planning Process

- Develop incident objectives and strategy.
- Develop tactics and resource assignments.
- Conduct incident and resource assessment.
- Identify required logistical support.
- Consider public information and interagency issues.
- Document assignments and required support.
- Monitor implementation.



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Visual 5.7

#### Key Points:

The management by objectives focus of ICS is reinforced and implemented through the planning process. The Incident Action Planning (IAP) process steps include:

- Development of incident objectives and strategy.
- Development of tactics and resource assignments.
- Detailed incident and resource assessment, including safety concerns.
- Required logistical support.
- Consideration of public information and interagency issues.
- Documentation of assignments and required support on the written IAP.
- Monitored implementation.

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

**IDENTIFY REQUIREMENTS**

**Visual 5.8**

**Strategies, Tactics, and Resources**

**The Operations Section Chief:**

- Develops strategies and tactics to accomplish objectives.
- Uses this information to identify resource needs.
- Uses ICS Form 215 to indicate kinds and types of resources needed.



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Visual 5.8

**Key Points:**

The Operations Section Chief develops strategies and detailed tactics for accomplishing the incident objectives. By assigning resources to execute each tactic, the Operations Section Chief can identify 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 onsite, ordered, and needed.

The next page includes graphics illustrating how to complete the ICS Form 215.

# Unit 5. Resource Management During Incidents

## IDENTIFY REQUIREMENTS

### ICS Form 215 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.

**OPERATIONAL PLANNING WORK SHEET** Incident Name: **Winter Storm**

Resource by Type (Show Strike Team as ST)

Work Assignments	Engines				Police Officers				Snow Piles				Spading Trucks				Dump Trucks			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Parking Lot Group</b> Remove snow from I/O, Fire Stations, Police Dept., and Hospital Parking Lots. See maps for snow pile location. 6" max. accumulation.									4				4							
<b>Division A</b> Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" max. accumulation.									3				3							

Annotations:

- Kind/Type of Resources**: Points to the 'Resource by Type' header.
- Resources Needed Next Operational Period**: Points to the numerical values in the resource columns.
- Operations Section Organizational Element**: Points to the 'Work Assignments' column.
- Tactical Assignment**: Points to the specific work assignment text.

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

Incident Name: **Winter Storm** Date Prepared: **2-10** Time Prepared: **1100**

Operational Period (Date/Time): **2-10/11 1800/0600**

Resource by Type (Show Strike Team as ST)	Reporting Location	Requested Arrival Time
Spading Trucks	Public Works Shop	1700
Dump Trucks	Public Works Shop	1700
Spading Trucks	Public Works Shop	1700

Annotations:

- Operational Period Being Planned**: Points to the 'Operational Period (Date/Time)' field.
- Kind/Type of Resources**: Points to the 'Resource by Type' header.
- Reporting Location and Requested Arrival Time**: Points to the 'Reporting Location' and 'Requested Arrival Time' columns.

**IDENTIFY REQUIREMENTS**

**Visual 5.9**

**Supervisory and Support Resources**



**Supervisory and support resources:**

- May be needed to maintain adequate span of control.
- May be added to ensure adequate planning and logistics.
- Must be considered in determining tactical operations.
- Can mean the difference between success and failure.

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Visual 5.9

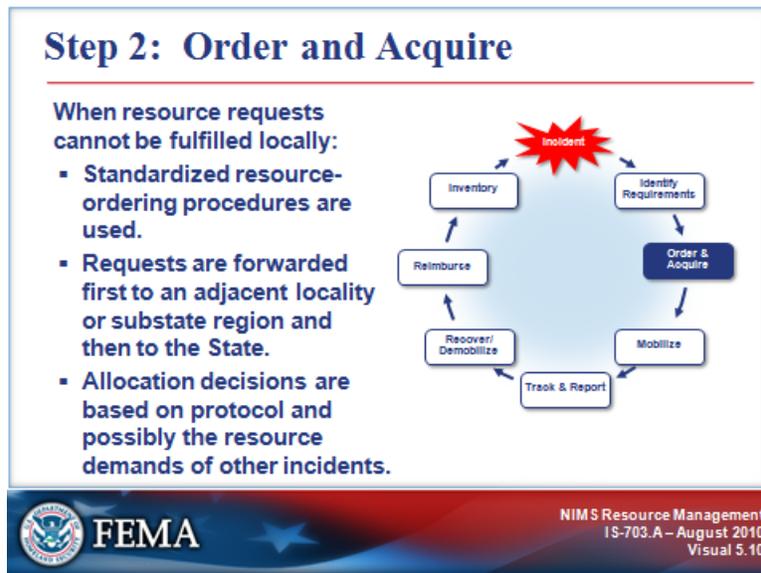
**Key Points:**

It is important that the incident organization's ability to supervise and support additional resources is in place prior to requesting them. As a consequence, more supervisory personnel may be needed to maintain adequate span of control, and support personnel may be added to ensure adequate planning and logistics.

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.

### ORDER AND ACQUIRE

#### Visual 5.10



#### Key Points:

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. Ordinarily, dispatchers have the authority to activate first-tier mutual aid and assistance resources.

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.

### ORDER AND ACQUIRE

#### Visual 5.11

### Formalized Resource-Ordering Protocols

Formalized resource-ordering protocols 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 5.11

#### Key Points:

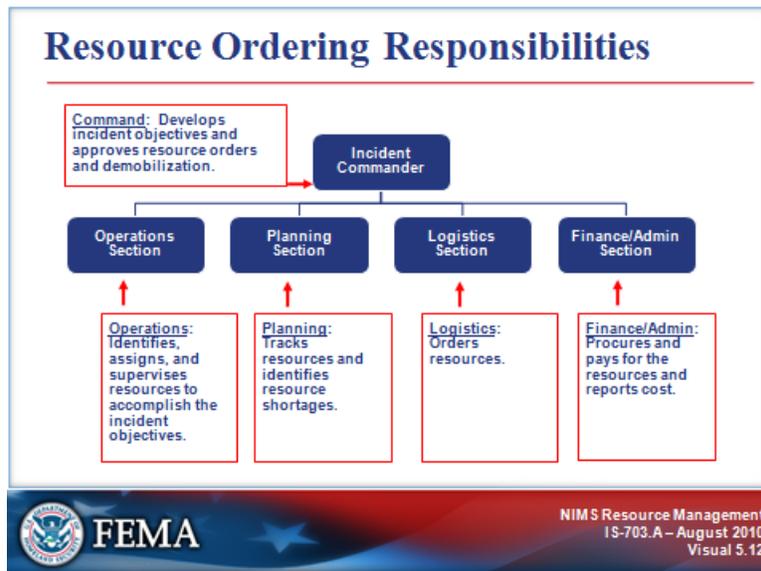
More formalized resource-ordering protocols and the use of a Multiagency Coordination (MAC) Group or policy group may be required when:

- 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.

### ORDER AND ACQUIRE

#### Visual 5.12



#### Key Points:

The chart on the visual illustrates that:

- The Incident Commander is responsible for developing incident objectives and approving resource orders and demobilization.
- The Operations Section is responsible for identifying, assigning, and supervising resources to accomplish the incident objectives.
- The Planning Section is responsible for tracking resources and identifying resource shortages.
- The Logistics Section is responsible for ordering resources.
- The Finance/Administration Section is responsible for procuring and paying for resources and reporting on costs.

### ORDER AND ACQUIRE

#### Visual 5.13

### Avoid Bypassing Systems



Reaching around the official resource coordination process:

- Creates serious problems.
- Puts responders at risk.
- Leads to inefficient use and/or lack of accounting of resources.

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Visual 5.13

#### 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 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, and at best typically lead to inefficient use and/or lack of accounting of resources.

### ORDER AND ACQUIRE

#### Visual 5.14

### Resource Ordering Guidelines

The Incident Commander should communicate:

- Who within the organization may place an order with Logistics.
- What resource requests require the Incident Commander's approval.
- What resource requests may be ordered without the Incident Commander's approval.



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Visual 5.14

#### Key Points:

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 nonroutine 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.

### ORDER AND ACQUIRE

#### Visual 5.15

### Purchasing Guidelines

Emergency purchasing guidelines should be:

- Established by the Incident Commander.
- Understood by Finance/Admin and Logistics staff.
- Written in a formal delegation of authority to ensure appropriate fiscal controls are in place.



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Visual 5.15

#### Key Points:

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 guidelines 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 agency administrator.

### ACTIVITY

#### Visual 5.16

### 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.



#### Key Points:

**Instructions:** Working with your table group . . .

1. Read the scenarios on the next page 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.

### ACTIVITY

---

#### Resource Management Scenarios

---

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

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

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

### ORDER AND ACQUIRE

#### Visual 5.17

### Resource Order Documentation

---

**Resource orders should document:**

- **Contacts with sources or potential sources for the resource request.**
- **Source for the responding resource.**
- **Identification of the responding resource.**
- **Estimated time of arrival.**
- **Estimated cost.**
- **Changes to the order made by Command, or the position placing the order.**

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Visual 5.17

#### Key Points:

Resource orders should 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.

The resource order is used to request personnel, tactical, and support resources. Even though different formats exist, every resource order should contain the following essential elements of information:

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



**Unit 5. Resource Management During Incidents**

INCIDENT/PROJECT ORDER NUMBER	<b>RESOURCE ORDER</b>			INITIAL DATE/TIME	2. INCIDENT/PROJECT NAME			3. INCIDENT /PROJECT ORDER NUMBER			4. OFFICE REFERENCE NUMBER				
	Personnel			04-05-03	Mormon Cricket # 1			10-03-E6-1234			USDA-APHIS-I4				
	5. DESCRIPTIVE LOCATION/RESPONSE AREA				6. SEC.	TWN	RNG	Base MDM	8. INCIDENT BASE/PHONE NUMBER			9. JURISDICTION/AGENCY ID - Dept. of Ag.			
	Southern Elmore County				7. MAP REFERENCE				208-123-4567			10. ORDERING OFFICE ID - Dept. of Ag.			
	11. AIRCRAFT INFORMATION				LAT.				LONG.						
	BEARING	DISTANCE	BASE OR OMNI	AIR CONTACT	FREQUENCY		Ground Contact	FREQUENCY	RELOAD BASE	OTHER AIRCRAFT/HAZARDS					
12.	Request Number	Ordered Date/Time	From To	QTY	RESOURCE REQUESTED	Needed Date/Time	Deliver To	To From	Time	Agency ID	RESOURCE ASSIGNED	ETD ETA	RELEASED		Time ETA
	0-1	04/05 1000	10M Smith/ T. Able	1	Entomologist	04-07 1200	see action taken	T. Pole/ C. Davis	1030	PPQ 05	Bill Paxton	0800 1030			
	0-2	04/05 1000	10M Smith/ T. Able	1	Entomologist	04-07 1200	see action taken	T. Pole/ C. Davis	1030	PPQ 06	Martha Hill	0800 1030			
	0-3	04/06 1300	10 T. Fray/ T. Able	1	Operations S.C.	04-08 0800	ICP	T. Pole/ C. Davis	1310	PPQ 25	Brent Woods	4-7 1500 4-7 1900			
13. ORDER RELAYED				ACTION TAKEN				ORDER RELAYED				ACTION TAKEN			
Req. No.	Date	Time	To/From					Req. No.	Date	Time	To/From				
0-1/2	04/05	1030	T. Pole/C. Davis	Request filled. ETA 04-07 <input type="checkbox"/>								Will be met in BOI by Kelly <input type="checkbox"/>			
				1030 UA 235 departs LAX <input type="checkbox"/>								Phone#: 208-344-7825. <input type="checkbox"/>			
				0800 arrives BOI 1100. Plane.					04/05	1030 M. Smith/T.Pole		Relayed. Confirmed phone #.			

### ACTIVITY

#### Visual 5.19

### Activity: Ordering Resources

---

**Instructions:** Working with your table group . . .

1. Read the scenario 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.

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Visual 5.19

#### Key Points:

**Instructions:** Working with your table group . . .

1. Read the scenario below in your Student Manual.
2. Review the resource orders on the next page 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.

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

### ACTIVITY

---

#### ORDERING RESOURCES

---

**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.

**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.

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

**ORDER AND ACQUIRE**

**Visual 5.20**

**Placing Orders**

Methods for placing orders may include:

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



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

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Visual 5.20

**Key Points:**

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:

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

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

The following pages include an explanation of the differences between single-point and multipoint resource ordering.

### ORDER AND ACQUIRE

#### Single-Point vs. 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.



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.

ORDER AND ACQUIRE

Single-Point vs. Multipoint Resource Ordering (Continued)

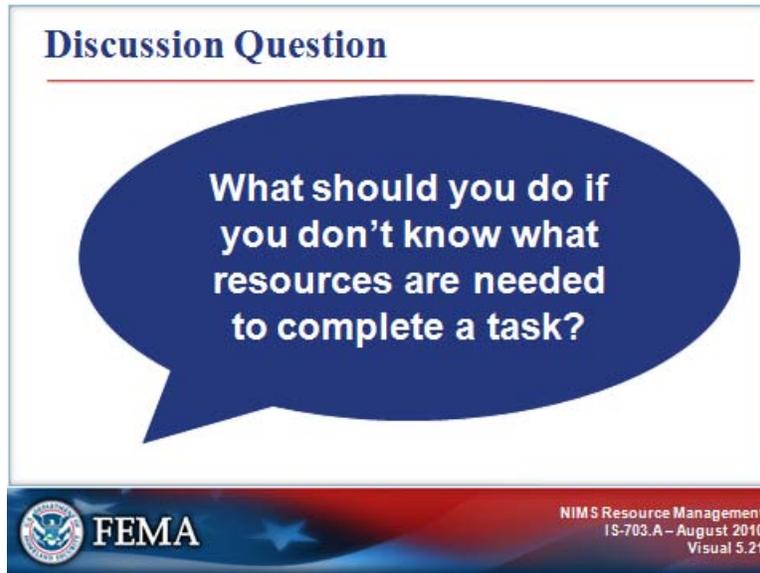
**Multipoint Resource Ordering:** Multipoint ordering is when the incident orders resources from several different ordering points and/or the private sector. **Multipoint off-incident resource ordering should be done only when necessary.**



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.

**ORDER AND ACQUIRE**

**Visual 5.21**

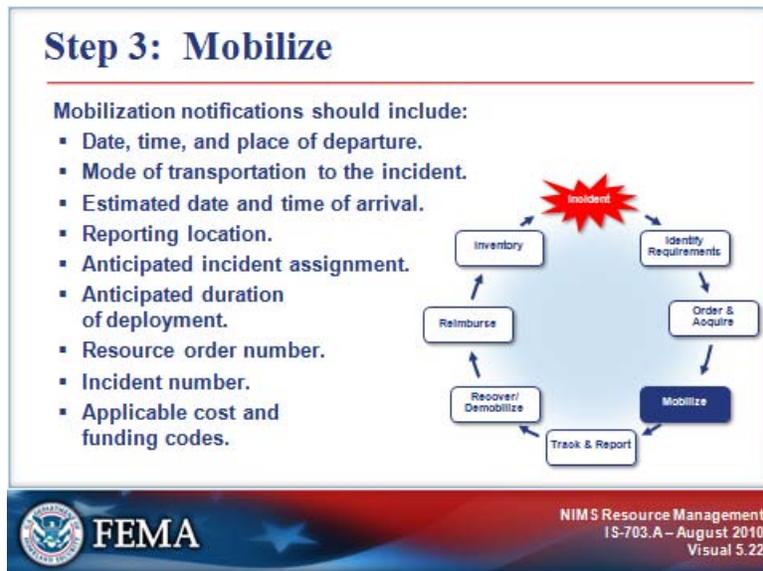


**Key Points:**

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

### MOBILIZE

#### Visual 5.22



#### 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.

### MOBILIZE

#### Visual 5.23

### Mobilization Procedures

Mobilization procedures should detail:

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



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Visual 5.23

#### Key Points:

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.

### ACTIVITY

#### Visual 5.24

**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 in 15 minutes.



#### Key Points:

**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

---

#### Notification and Mobilization

---

**Instructions:** 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?**

### TRACK AND REPORT

#### Visual 5.25



#### Key Points:

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

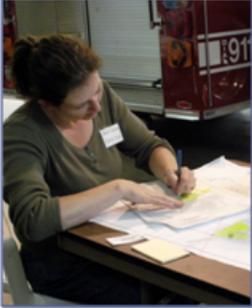
- Provide a clear picture of where resources are located.
- Help staff prepare to receive resources.
- Protect the safety and security of personnel, equipment, and supplies.
- Enable resource coordination and movement.

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

### TRACK AND REPORT

#### Visual 5.26

### Tracking and Reporting Responsibilities



- **Planning Section** tracks all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** tracks the movement of resources within the Operations Section itself.
- **Finance/Admin Section** ensures the cost-effectiveness of resources.

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Visual 5.26

#### Key Points:

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.

### TRACK AND REPORT

#### Visual 5.27

### Accounting for Responders

Securing a perimeter allows the incident response organization to:

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



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Visual 5.27

#### Key Points:

As soon as the incident is discovered and reported, and often even before responders are dispatched, volunteers, victims, 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:

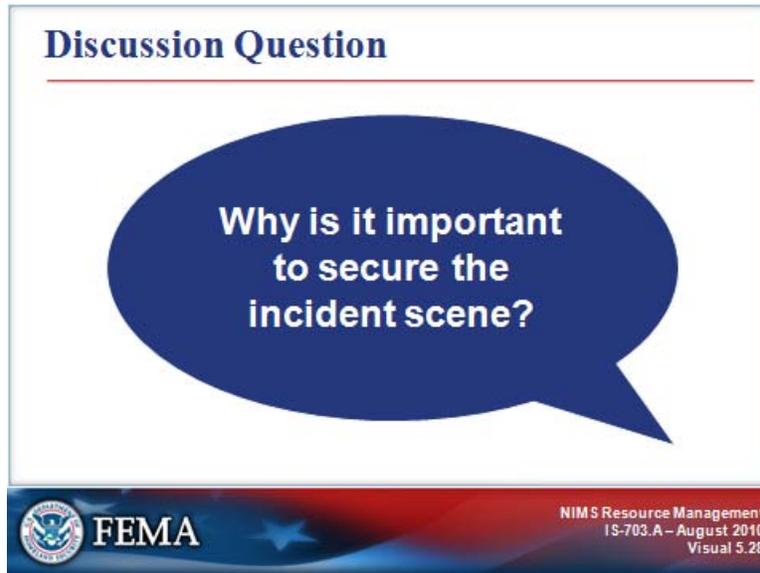
- Establish resource accountability.
- Provide security and force protection.
- Ensure safety of responders and the public.

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.

**TRACK AND REPORT**

**Visual 5.28**



**Key Points:**

**Why is it important to secure the incident scene?**

### TRACK AND REPORT

#### Visual 5.29

### Check-In Process



Information 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.

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Visual 5.29

#### Key Points:

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.

A copy of the ICS Form 211 is provided on the next page.

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.



### TRACK AND REPORT

#### Visual 5.30

### Resource Status-Keeping Systems



Resource-tracking systems should:

- Account for the overall status of resources at the incident.
- Track personnel movement into and out of the incident "hot zone."
- Be able to handle large or small incidents.
- Have a backup mechanism.

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Visual 5.30

#### Key Points:

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

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

The next page includes more information about different types of resource status-keeping systems.

### TRACK AND REPORT

---

#### Types of Resource Status-Keeping Systems

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**Manual Recordkeeping on Forms.** The following ICS forms can be used for resource tracking: the resources summary of the Incident Briefing (ICS Form 201), Check-In List (ICS Form 211), and Assignment List (ICS Form 204).

**Card Systems.** Several versions are available that allow for maintaining status of resources on cards. One of these systems has different-colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.

**Magnetic Symbols on Maps or Status Boards.** Symbols can be prepared in different shapes, sizes, and colors with space to add a resource designator. The symbols are placed on maps or on boards indicating locations designated to match the incident.

**Computer Systems.** A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then be maintained to reflect current resource status.

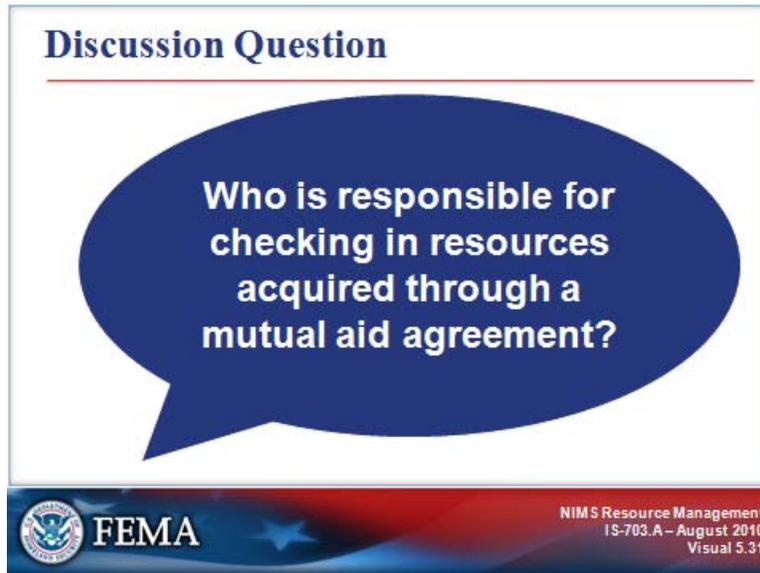
The “Passport” system is an on-scene resource-tracking system that is in common use in fire departments across the country. The system includes three Velcro-backed name tags and a special helmet shield for each employee. When the employee reports for work, he or she places the name tags on three “passports.” 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.

**TRACK AND REPORT**

**Visual 5.31**

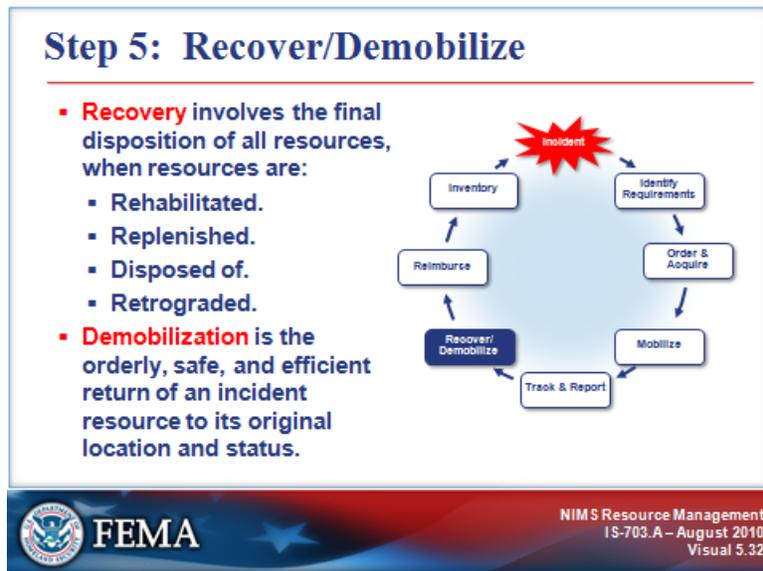


**Key Points:**

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

### RECOVER/DEMOBILIZE

Visual 5.32



#### 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. 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).

The next page includes more information about nonexpendable and expendable resources.

### RECOVER/DEMOBILIZE

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#### Expendable vs. Nonexpendable Resources

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##### **Nonexpendable Resources**

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**

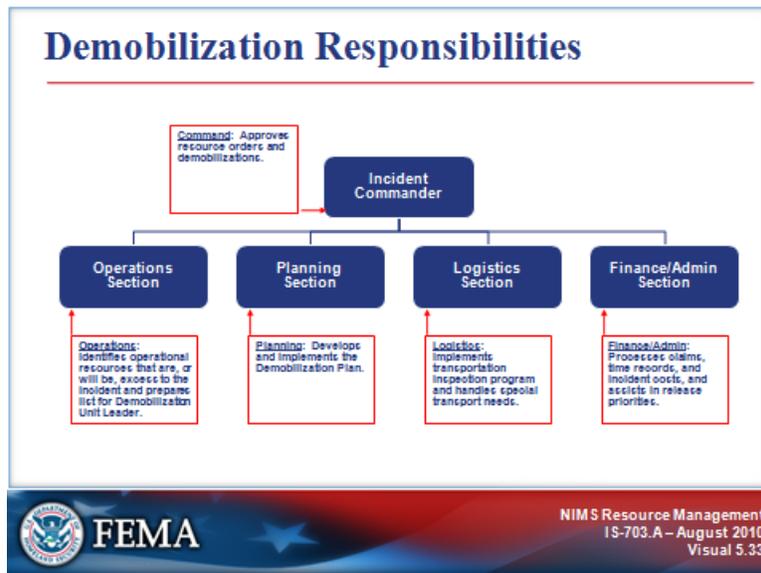
Expendable resources (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations. Restocking occurs at the point from 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.

### RECOVER/DEMOBILIZE

#### Visual 5.33



#### Key Points:

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 on the visual illustrates the following demobilization responsibilities on a complex incident:

- The **Incident Commander** is responsible for approving resource orders and demobilizations.
- The **Operations Section** identifies operational resources that are, or will be, excess to the incident and prepares a list for the Demobilization Unit Leader.
- The **Planning Section** develops and implements the Demobilization Plan.
- The **Finance/Administration Section** processes claims, time reports, and incident costs, and assists in release priorities.

### RECOVER/DEMOBILIZE

#### Visual 5.34

### Early Demobilization Planning

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.



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Visual 5.34

#### 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 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.

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. The next page presents information about position-specific demobilization considerations.

### RECOVER/DEMobilize

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#### Position-Specific Demobilization Considerations

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##### **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 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 and 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.

### RECOVER/DEMOBILIZE

#### Visual 5.35

### Demobilization: Safety and Cost

When planning to demobilize resources, consider:

- **Safety:** Organizations should watch for "first in, last out" syndrome.
- **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.



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Visual 5.35

#### Key Points:

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.

### RECOVER/DEMOBILIZE

#### Visual 5.36

### Written Demobilization Plans

Use formal demobilization plans when resources:

- 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.



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Visual 5.36

#### Key Points:

Incident personnel are considered under incident management and responsibility until they reach their home base or new assignment. In some circumstances this may also apply to contracted resources. For 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 that 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.

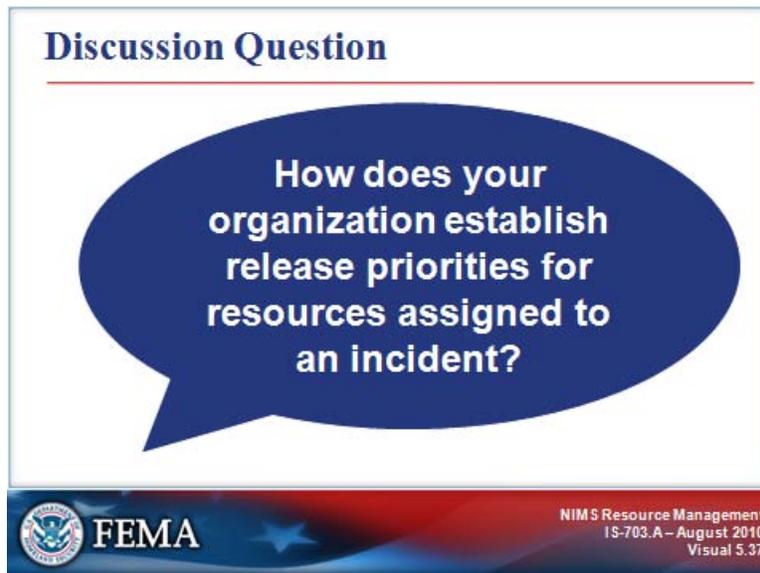
A formal demobilization process and plan should be developed when personnel:

- 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.

**RECOVER/DEMOBILIZE**

**Visual 5.37**



**Key Points:**

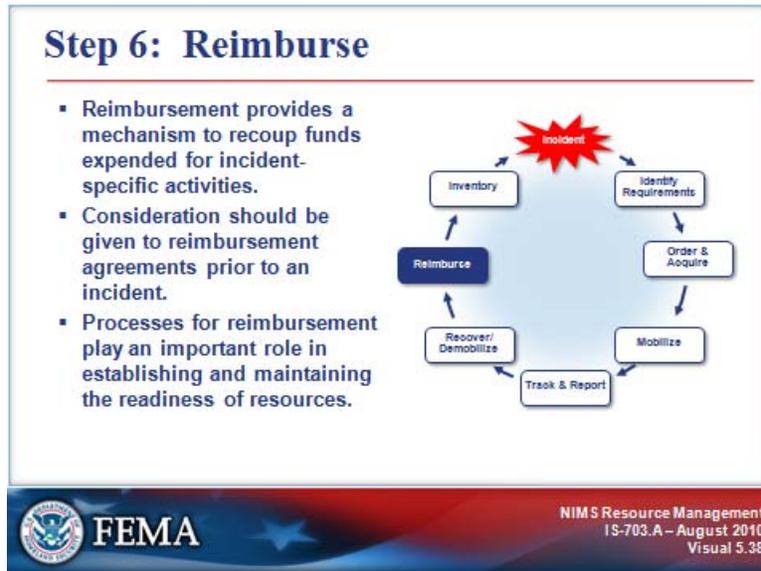
Agencies will differ in how they establish release priorities for resources assigned to an incident.

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

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.

### REIMBURSE

#### Visual 5.38



#### 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.

### REIMBURSE

#### Visual 5.39

### Reimbursement Terms & Arrangements

Plans and agreements should specify terms 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.



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Visual 5.39

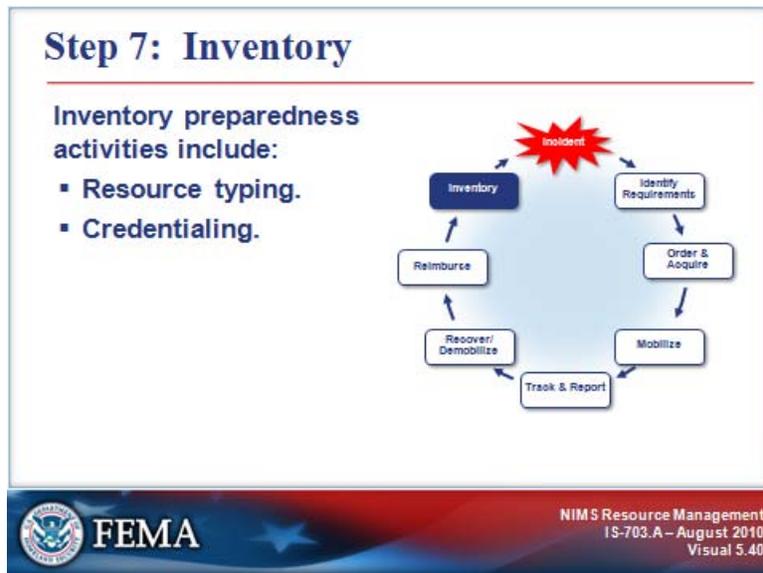
#### Key Points:

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.

### INVENTORY

#### Visual 5.40



#### Key Points:

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

The previous lesson covered the preparedness activities of resource typing and credentialing.

**Credentialing:** The credentialing process entails the objective evaluation and documentation of an individual's current certification, license, or degree; training and experience; and competence or proficiency to meet nationally accepted standards, provide particular services and/or functions, or perform specific tasks under specific conditions during an incident.

**Resource Typing:** Resource typing is categorizing, by capability, the resources requested, deployed, and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for categories. Resource users at all levels use these standards to identify and inventory resources. Resource kinds may be divided into subcategories to define more precisely the capabilities needed to meet specific requirements. Resource typing is a continuous process designed to be as simple as possible; it facilitates frequent use and accuracy in obtaining needed resources.

### INVENTORY

#### Visual 5.41

### Inventory Systems



Inventory systems should:

- Be adaptable and scalable.
- Account for the potential of double-counting personnel and/or equipment.
- Reflect single resources with multiple skills, taking care not to overstate the total resources.

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Visual 5.41

#### Key Points:

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.

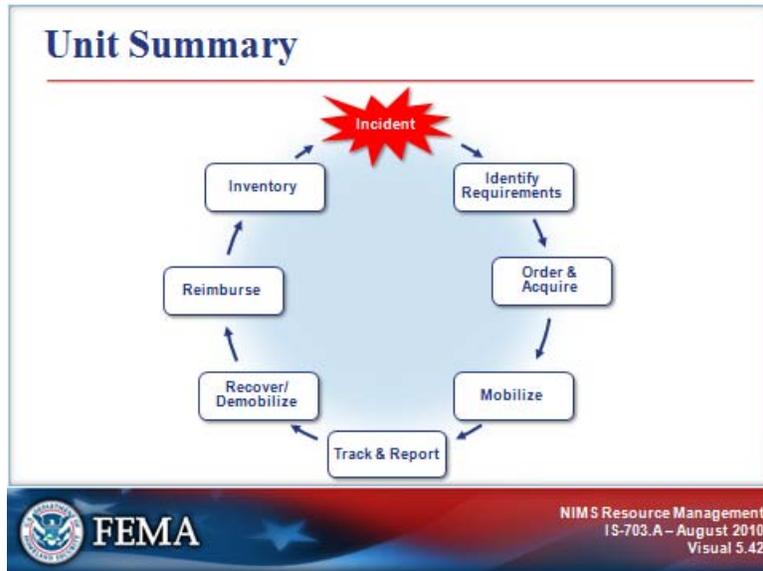
Resources identified within an inventory system are not an indication of automatic availability. The jurisdiction and/or owner of the resources have the final determination on availability.

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.

### UNIT SUMMARY

Visual 5.42



### Key Points:

This lesson focused on the resource management steps followed during an incident.

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

Your Notes:

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## **UNIT 6. RESOURCE MANAGEMENT AND COMPLEX INCIDENTS**

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## Unit 6. Resource Management and Complex Incidents

### Unit Objectives

At the end of this unit, you will 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.
- 

### Scope

- Unit Overview
- Command vs. Coordination
- Multiagency Coordination
- Resource Coordination Process
  - Assessing the Situation
  - Developing Incident Objectives
  - Prioritizing and Allocating Resources
  - Activity
  - Determining Additional Steps
- Mobilizing Resources
- Convergence Issues
  - Emergency Responder Convergence
  - State and National Mobilizations
  - Donations and Volunteer Assistance
  - VIP Visits
  - Self-Dispatched Resources
- Summary; Learning From Past Incidents

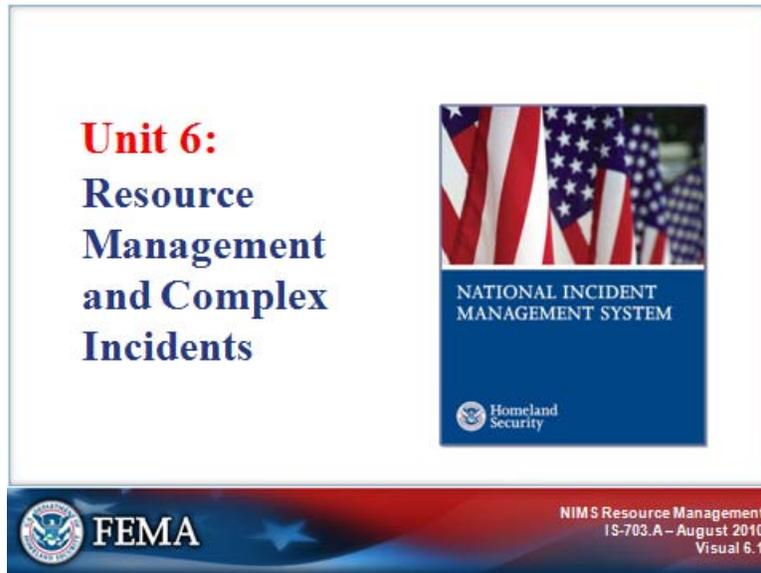


### UNIT OVERVIEW

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#### Visual 6.1

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#### Key Points:

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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 Multiagency Coordination (MAC) System elements, and the flow of information that ensures resource accountability is present at all levels.

In this unit, we will expand that discussion to include the issues related to managing complex incidents.

### UNIT OVERVIEW

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#### Visual 6.2

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### Unit Objectives

- Describe 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 complications with and strategies for managing donations and spontaneous volunteers.



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Visual 6.2

#### Key Points:

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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.

MULTIAGENCY COORDINATION

Visual 6.3

**Review: Command vs. Coordination**



**Command** is the act of directing, ordering, or controlling by virtue of explicit authority.

**Coordination** is the process of providing support to the command structure.

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Visual 6.3

**Key Points:**

The following MAC System elements play a role in the **command** system:

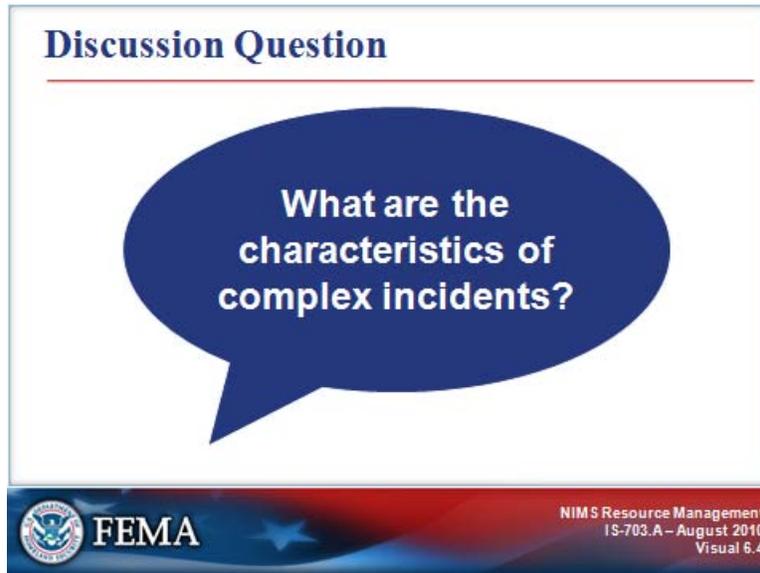
- Area Command
- Unified Command

The following MAC System elements play a role in the **coordination** system:

- Joint Field Office Leadership
- MAC Group
- Emergency Operations Center Policy Group

**MULTIAGENCY COORDINATION**

**Visual 6.4**



**Key Points:**

**What are the characteristics of complex incidents?**

### MULTIAGENCY COORDINATION

#### Visual 6.5



**Multiagency Coordination**

Resources are coordinated among various entities, including:

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

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Visual 6.5

#### Key Points:

The process for coordinating resources for complex incidents dovetails with that used for individual, smaller incidents. However, most of the action takes place within the entities that comprise the Multiagency Coordination (MAC) System. Elements of MAC Systems may include:

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

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

Remember: 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.

### RESOURCE COORDINATION PROCESS

#### Visual 6.6



#### Key Points:

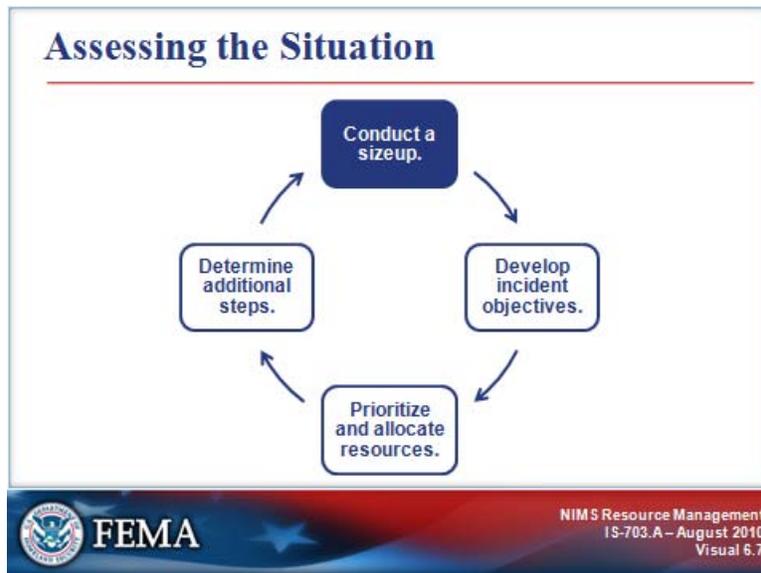
The visual shows the four-step process used to coordinate incident resources:

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

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

RESOURCE COORDINATION PROCESS

Visual 6.7



**Key Points:**

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.

RESOURCE COORDINATION PROCESS

Visual 6.8



**Key Points:**

The Command 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 MAC System must be able to prioritize multiple incidents happening simultaneously.

Life safety is always the first priority when making resource allocation decisions.

RESOURCE COORDINATION PROCESS

Visual 6.9



Key Points:

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

**ACTIVITY**

**Visual 6.10**

**Activity: Prioritization Considerations**

**Instructions:** Working with your table group . . .

1. Read the scenario in your Student Manual.
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.



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Visual 6.10

**Key Points:**

**Instructions:** Working with your table group . . .

1. Read the scenario on the next page in your Student Manual.
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.

### ACTIVITY

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#### Scenario and Incidents

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**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.

**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 that 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.

RESOURCE COORDINATION PROCESS

Visual 6.11



Key Points:

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.

**MOBILIZING RESOURCES**

**Visual 6.12**

**Mobilizing Resources (1 of 2)**

**During complex incidents:**

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



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Visual 6.12

**Key Points:**

During complex incidents, resource mobilization becomes complicated, as:

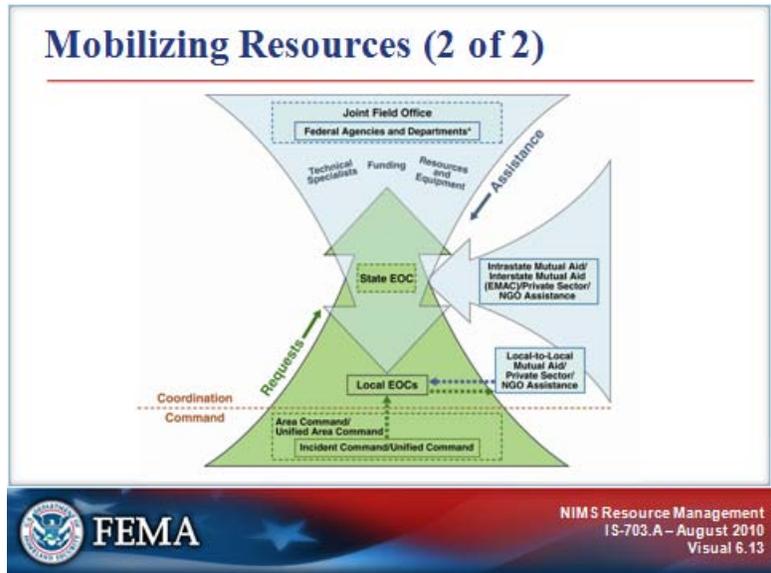
- More agencies and levels of government become involved.
- More incidents require assistance.
- Supply lines and response times get longer.
- More resources mobilize.

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.

MOBILIZING RESOURCES

Visual 6.13



Key Points:

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.

CONVERGENCE ISSUES

Visual 6.14

**Dealing With Convergence**

**Convergence:**

- Is the result of unstructured response to an incident.
- May severely hamper response activities.
- Can place an enormous logistical burden on an already burdened system.
- May also provide unexpected benefits.



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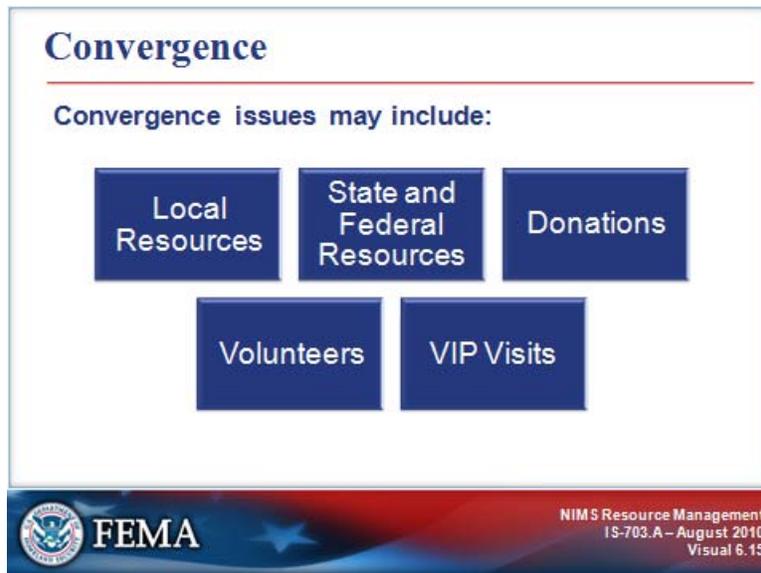
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Visual 6.14

**Key Points:**

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

Visual 6.15



#### Key Points:

Convergence issues may include any or all of the following:

- 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
- Volunteer assistance
- VIP visits

CONVERGENCE ISSUES

Visual 6.16

**Emergency Responder Convergence**

**Convergence:**

- Causes unnecessary exposure to hazards.
- Makes access difficult for resources that are needed for the response.
- Complicates resource accountability and tracking.



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Visual 6.16

**Key Points:**

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 or dispatched.

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 impossible to track resources or maintain resource accountability.
- Interfere with evacuation.
- Hamper access of formally requested resources.
- Make it impossible to protect responders from additional threats

### CONVERGENCE ISSUES

#### Visual 6.17

### Dealing With Convergence Issues



- Develop capability to sustain a reinforced response for 72 hours.
- Develop a plan for continued public safety service.
- Establish inner and outer perimeters.
- Enforce a controlled access plan for authorized personnel.
- Enforce a coordinated traffic management and evacuation plan.
- Establish Staging Areas.

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Visual 6.17

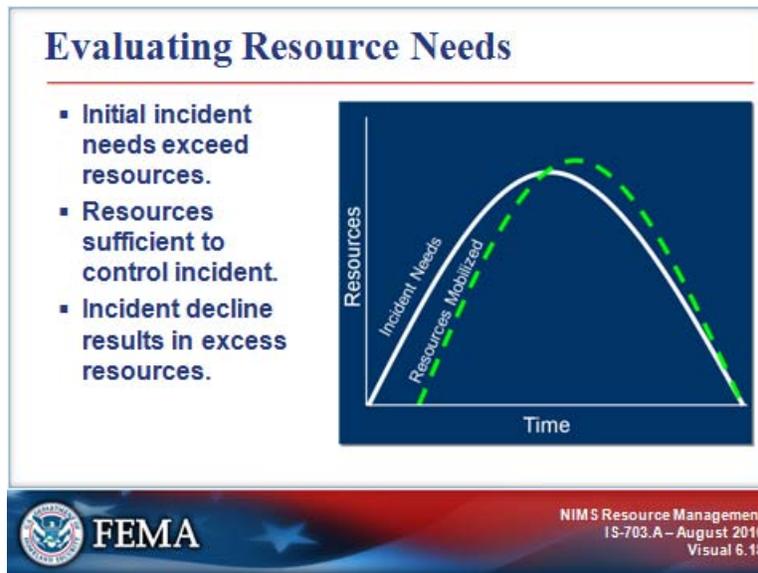
#### Key Points:

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—even necessary under certain extreme conditions—and should be part of the planning process.
- 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.
- 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.

### CONVERGENCE ISSUES

#### Visual 6.18



#### Instructor Notes: Present the following key points.

- On every incident, resource needs follow a predictable arc compared to the arc followed by the incident itself.
- Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs and demobilization can begin.

**CONVERGENCE ISSUES**

**Visual 6.19**

The slide features a white background with a blue speech bubble in the center. The text inside the speech bubble is white and reads: "If a large disaster occurred in your jurisdiction, what convergence issues would you need to prepare for?". Above the speech bubble, the title "Discussion Question" is written in blue. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "NIMS Resource Management IS-703.A - August 2010 Visual 6.19" on the right.

**Key Points:**

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

### CONVERGENCE ISSUES

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#### Visual 6.19 (Continued)

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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 has 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.

CONVERGENCE ISSUES

Visual 6.20

**State and National Mobilizations**



State and national teams may need:

- Space to store equipment, conduct planning, eat, and sleep.
- Support from local government.
- Special facilities/utilities.
- Security assistance.

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Visual 6.20

**Key Points:**

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.

### CONVERGENCE ISSUES

#### Visual 6.21

### Strategies for State and National Deployments

- Assess/update mutual aid and assistance agreements.
- Review and assess the support requirements of frequently deployed national resources.
- Plan to integrate State and Federal assets into incident operations.
- Build relationships with State and Federal officials.
- Preidentify locations suitable for incident facilities.



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Visual 6.21

#### Key Points:

Strategies for managing State and national deployments include:

- Making sure that statewide mutual aid and assistance 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 national resources.
- Developing a plan to integrate State and Federal assets into incident operations. Plan for the use of Unified Command and interdisciplinary tactical operations.
- 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.
- It is important to preidentify facilities necessary to support State and Federal mobilizations.

(Continued on next page.)

### CONVERGENCE ISSUES

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#### Visual 6.21 (Continued)

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Facilities will be required for the incident itself, including the Incident Command Post, Staging Areas (run by Operations), and Incident Bases (managed by Logistics).

Facilities are also needed “off-incident,” such as Receiving and Distribution and Mobilization/Demobilization Centers, where resources are gathered, housed, and supported while awaiting specific incident assignments, and locations for Disaster Recovery Centers (DRCs), Joint Operations Centers (JOCs), and Joint Information Centers (JICs).

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

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

**CONVERGENCE ISSUES**

**Visual 6.22**

The slide features a white background with a blue speech bubble in the center. The text inside the bubble is white and asks: "If a complex incident occurred in your jurisdiction, what local facilities might need to be used to support a major State or Federal response?". At the top left, the text "Discussion Question" is written in blue. The bottom of the slide has a red and blue decorative banner with the FEMA logo on the left and the text "NIMS Resource Management IS-703.A - August 2010 Visual 6.22" on the right.

**Key Points:**

**If a complex incident occurred in your jurisdiction, what local facilities might need to be used to support a major State or Federal response?**

### CONVERGENCE ISSUES

#### Visual 6.23

### Donations and Volunteer Assistance

- Plan for soliciting, gathering, prioritizing, and distributing appropriate donations.
- Prepare to deal with inappropriate donations without bogging down the distribution of essential goods and services.



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Visual 6.23

#### Key Points:

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.

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.

CONVERGENCE ISSUES

Visual 6.24

**Strategies for Dealing With Donations**



- Consult with experienced organizations.
- Train resources to assist with donations and volunteer management.
- Develop public information and media releases.
- Implement a structure to manage large-scale donations.

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Visual 6.24

**Key Points:**

Strategies for managing donations include:

- Consulting with organizations that are used to solicit, manage, and distribute donated goods and funds.
- Developing and training volunteer resources to assist with donations and volunteer management.
- Developing public information and media releases that provide direction for those who wish to donate.
- Developing and implementing an effective management structure to receive, warehouse, inventory, organize, distribute, and account for large-scale donations.

CONVERGENCE ISSUES

Visual 6.25

**Unaffiliated Volunteers**

**Unaffiliated volunteers:**

- Are individuals who offer to help or self-deploy without coordinating their activities.
- Can be significant resources.
- Present difficulty verifying their training or credentials and matching them with the appropriate service areas.



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Visual 6.25

**Key Points:**

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.

EMI offers a self-study course in Developing and Managing Volunteers, available at <http://training.fema.gov/EMIWeb/IS/is244.asp>.

CONVERGENCE ISSUES

Visual 6.26

**Strategies for Managing Volunteers**

- Establish relationships with National VOAD and Citizen Corps organizations.
- Develop a CERT capability.
- Make sure agreements with voluntary organizations spell out requirements and relationships.
- Develop and implement an effective management structure for spontaneous volunteers.
- Develop public information and media releases.



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Visual 6.26

**Key Points:**

The first strategy for managing volunteers is to establish working relationships with the local organizations representing National Voluntary Organizations Active in Disaster (National VOAD) and Citizen Corps. More information is provided about these organizations on the next page.

Consider:

- Developing a Community Emergency Response Team (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.

(Continued on next page.)

### CONVERGENCE ISSUES

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#### Visual 6.26 (Continued)

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**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.

Volunteers such as amateur radio operators, search and rescue teams, CERTs, police and fire auxiliaries, and reserves are valued members of emergency management organizations in many jurisdictions.

Such resources are known quantities that train and exercise to play specific roles in an 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.

CONVERGENCE ISSUES

Visual 6.27

**VIP Visits**

- Cause yet another convergence issue for incidents.
- Can disrupt incident operations, cause additional traffic congestion, and attract a larger media presence.
- Are valuable in providing VIPs with a realistic view of the problems posed by the disaster.
- May result in enhanced resources and provide a morale boost to responders and victims.



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Visual 6.27

**Key Points:**

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 victims. Most VIPs are aware of the impact their presence may have on operations, and are willing to coordinate visits with the incident management organization.

**CONVERGENCE ISSUES**

**Visual 6.28**

**Strategies for Dealing With VIP Visits**

- Encourage waiting until after 72 hours have passed.
- Avoid visits to time-sensitive operations.
- Preidentify appropriate background shots, photo opportunities, etc.
- Confirm availability of key personnel prior to the VIP's arrival.
- Limit time spent on scene.
- Conduct business away from the scene if possible.



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Visual 6.28

**Key Points:**

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.
- Share this information with your local elected officials since they will be talking with the VIPS.

CONVERGENCE ISSUES

Visual 6.29

**Self-Dispatched Resources**

The use of self-dispatched resources:

- Is highly discouraged.
- May make your organization liable for their actions, accidents, or injuries.
- May make your organization responsible for expenses or reimbursement.

Self-dispatched resources may be trained and capable, but the risks outweigh the advantages.



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Visual 6.29

**Key Points:**

The use of self-dispatched 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 self-dispatched resources outweigh the advantages.

### CONVERGENCE ISSUES

#### Visual 6.30

### Dealing With Self-Dispatched Resources

- Instruct perimeter personnel to refer self-dispatched resources to staging/mobilization points.
- Share information with the Command and General Staff.
- Inspect nongovernmental and private-sector resources.
- Complete formal agreements as soon as possible.
- Report the presence and status of public-sector resources to their home agency.



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Visual 6.30

#### Key Points:

If self-dispatched resources must be used, consider the following strategies:

- Self-dispatched resources may become freelancers if the incident organization cannot organize to use them. Instruct perimeter personnel to refer self-dispatched emergency resources to staging or mobilization points. Staging Area Managers and Resource Unit Check-In Recorders must be ready to inventory resources for skills and readiness, check them in, organize them into appropriate tactical configurations, and assign them to the incident. If their skills are not needed, they should return to normal status to avoid unnecessary impact on overall public safety coverage.
- A self-dispatched resource that has been accepted and assigned to the incident must be included in the resource tracking and incident planning process.
- 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.
- Work with JIC/PIO to get message out that individuals who want to help should donate to local chapters of national level organizations that are helping. Explain that necessary resources are arriving and that "uninvited" resources create significant problems at the incident site.

**SUMMARY: LEARNING FROM PAST INCIDENTS**

**Visual 6.31**

**Summary: Learning From Past Incidents**

---

**Instructions:**

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



**Key Points:**

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 self-dispatching and freelancing responders, unsolicited donations, and unaffiliated volunteerism.
- Ensure scene safety.

The next unit is the Tabletop Exercise.

Your Notes:

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## **UNIT 7. TABLETOP EXERCISE**

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### Unit Objective

At the end of this unit, you should be able to apply what they have learned throughout this course to their resource management systems.

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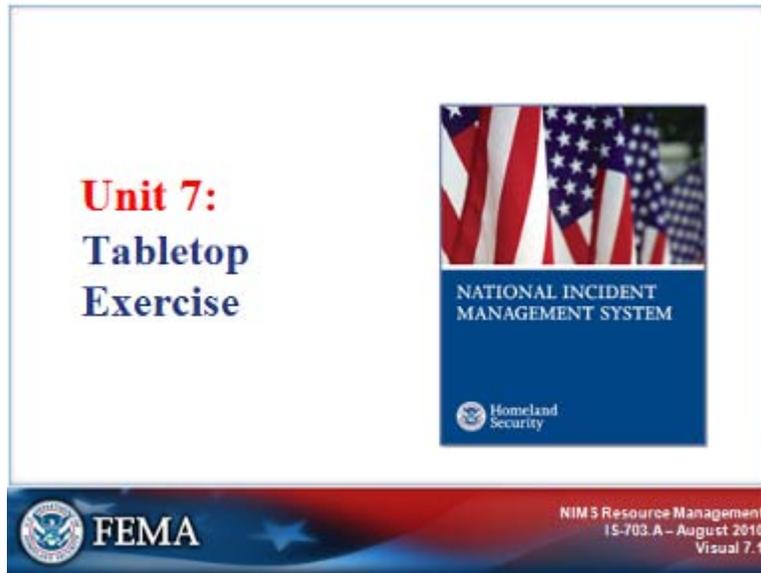
### Scope

- 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



**EXERCISE INTRODUCTION**

**Visual 7.1**



**Key Points:**

This tabletop is intended to help you apply what you have learned throughout this course to the resource management system in your jurisdiction in response to a simulated emergency.

**UNIT OBJECTIVE**

**Visual 7.2**

**Unit Objective**

Apply what you have learned throughout this course to the resource management system in your jurisdiction.



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Visual 7.2

**Key Points:**

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

**EXERCISE GUIDELINES**

**Visual 7.3**

**Exercise Guidelines**

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.

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Visual 7.3

**Key Points:**

**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 AND EXERCISE SCENARIO**

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**Background Information**

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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.

**BACKGROUND INFORMATION AND EXERCISE SCENARIO****Resources**

---

Jackson City

10 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

Baytown

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

Fryville

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

Jackson County

16 School Buses  
32 Sheriff Vehicles  
1 Mobile Command Vehicle  
8 Fire Engines  
6 Fire Trucks  
2 400-Gallon Tenders (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

Washington County

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 Ambulances (BLS)  
50,000 Sandbags  
2 Dump Trucks  
4 Backhoes  
8 Dozers  
3 Message Boards

(Continued on next page.)

**BACKGROUND INFORMATION AND EXERCISE SCENARIO**

**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

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

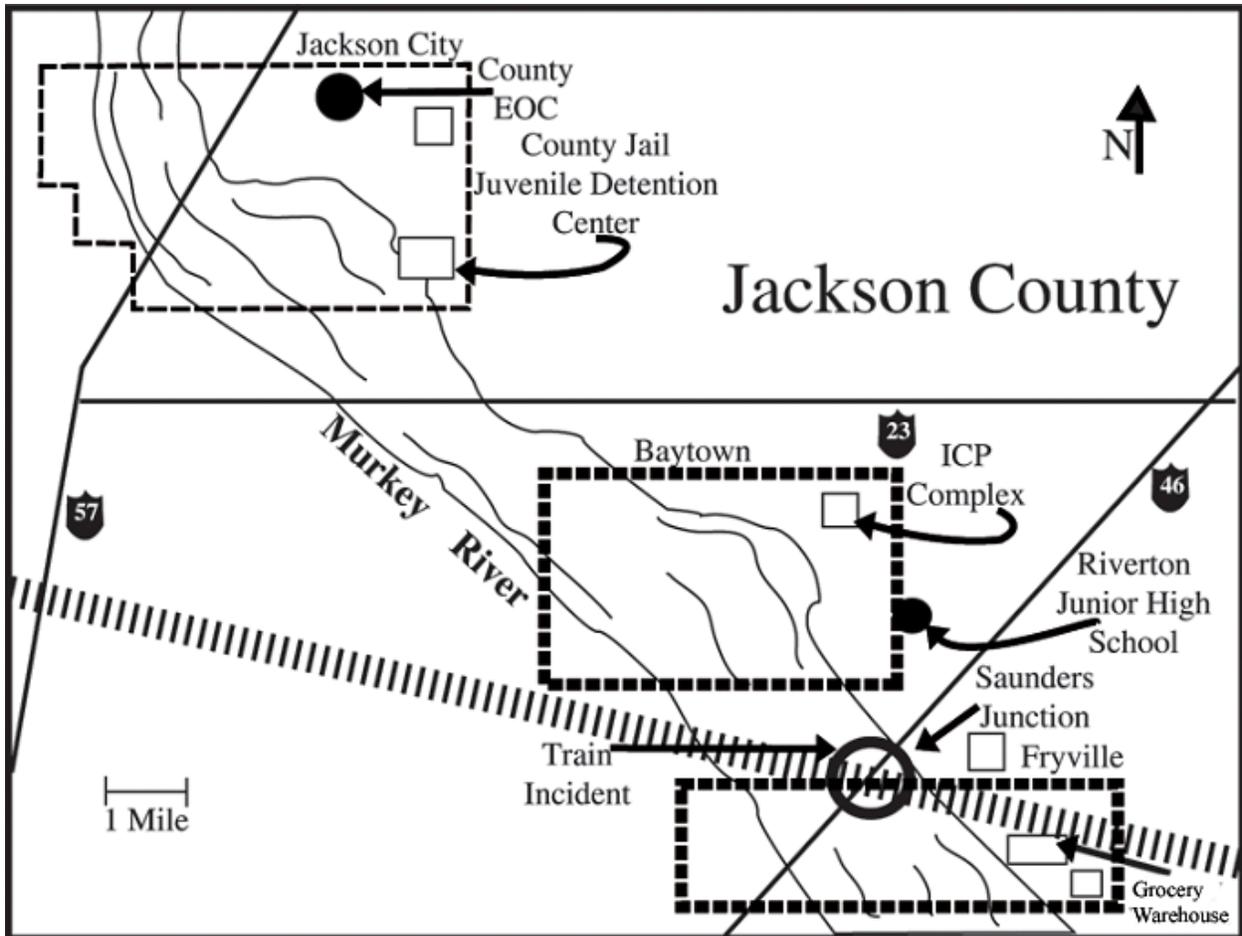
Adams County

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



BACKGROUND INFORMATION AND EXERCISE SCENARIO

Jackson County Map



**DEBRIEF**

**Visual 7.4**

**Debrief**

---

**Instructions:**

1. Evaluate your team's:
  - Resource management procedures.
  - Decisionmaking process.
  - Overall lessons learned.
2. Develop a list of tasks to improve your resource management capability.

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Visual 7.4

**Key Points:**

**Instructions:**

1. Evaluate your team's:
  - Resource management procedures.
  - Decisionmaking process.
  - Overall lessons learned.
2. Develop a list of tasks to improve your resource management capability.

**DEBRIEF**

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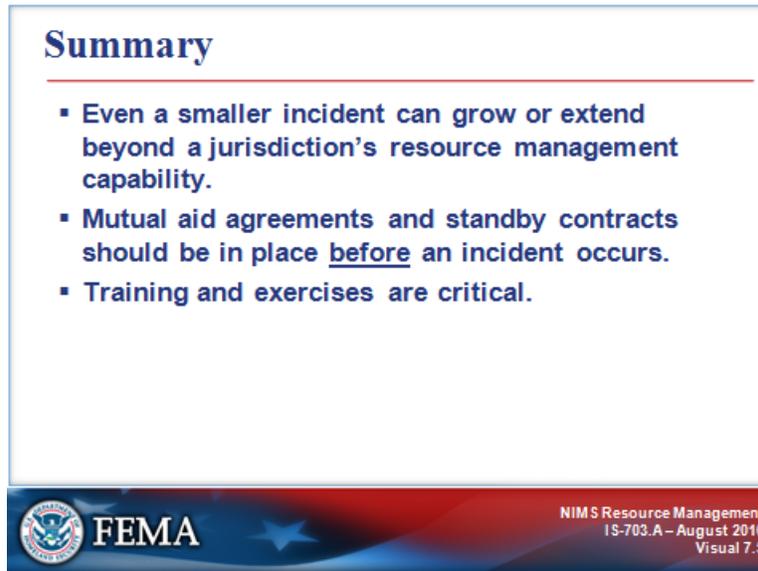
**Lessons Learned**

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

SUMMARY

Visual 7.5



The slide features a white background with a blue border. At the top left, the word "Summary" is written in a blue serif font. Below it, a red horizontal line separates the title from the content. Three bullet points are listed in a blue sans-serif font. At the bottom of the slide, there is a red and blue decorative banner. On the left side of the banner is the FEMA logo, which includes the text "FEDERAL EMERGENCY MANAGEMENT AGENCY" around a circular emblem and the word "FEMA" in large white letters. On the right side of the banner, the text "NIMS Resource Management", "IS-703.A - August 2010", and "Visual 7.5" is displayed in white.

**Summary**

- Even a smaller incident can grow or extend beyond a jurisdiction's resource management capability.
- Mutual aid agreements and standby contracts should be in place before an incident occurs.
- Training and exercises are critical.

FEDERAL EMERGENCY MANAGEMENT AGENCY  
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IS-703.A - August 2010  
Visual 7.5

**Key Points:**

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

Your Notes:

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## **UNIT 8. COURSE SUMMARY AND FINAL EXAM**

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## **Unit 8. Course Summary and Final Exam**

### **Unit Objectives**

At the end of this unit, you 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

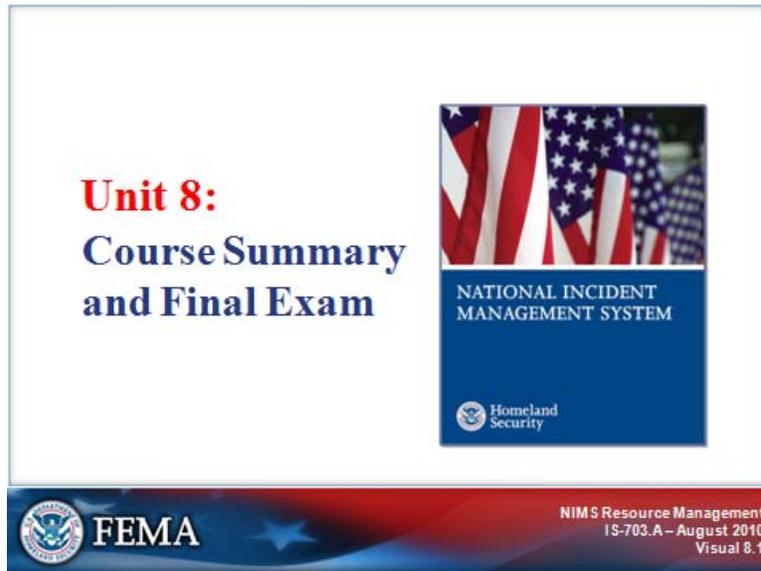


### UNIT OVERVIEW

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#### Visual 8.1

---



#### Key Points:

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The course discussed resource management planning, typing and readiness, resource management during incidents, and resource management in complex incidents. The tabletop exercise gave you the opportunity to apply what you learned throughout the course to a simulated incident.

**UNIT OVERVIEW**

**Visual 8.2**

**Unit Objective**

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



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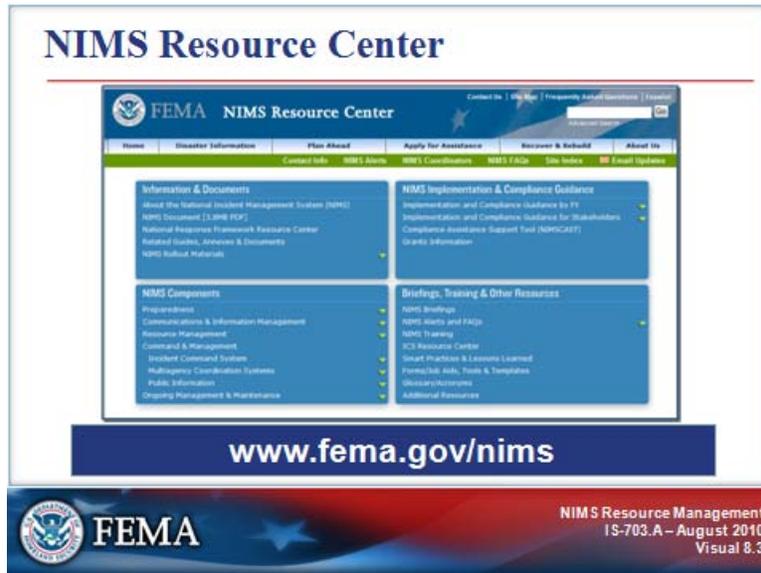
NIMS Resource Management  
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Visual 8.2

**Key Points:**

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

ADDITIONAL RESOURCES

Visual 8.3



Key Points:

Refer to the NIMS Resource Center, [www.fema.gov/nims](http://www.fema.gov/nims), for more information, additional reference materials, related training, and links to other resources.

**REVIEW**

**Visual 8.4**

**Activity: Summary of Key Points**

---

**Instructions:** Working with your table group . . .

1. Review the material covered in this course.
2. Identify the three most critical points from the course and record your answers on chart paper.
3. Select a spokesperson and be prepared to share your answers with the class in 10 minutes.



**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.

**FINAL EXAM**

**Visual 8.5**

**Taking the Exam**

Instructions:

1. Take a few moments to review your Student Manuals 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 enter the answers online.

→ You may refer to your Student Manuals and the NIMS document when completing this test.

 **FEMA**

NIMS Resource Management  
IS-703.A - August 2010  
Visual 8.5

**Key Points:**

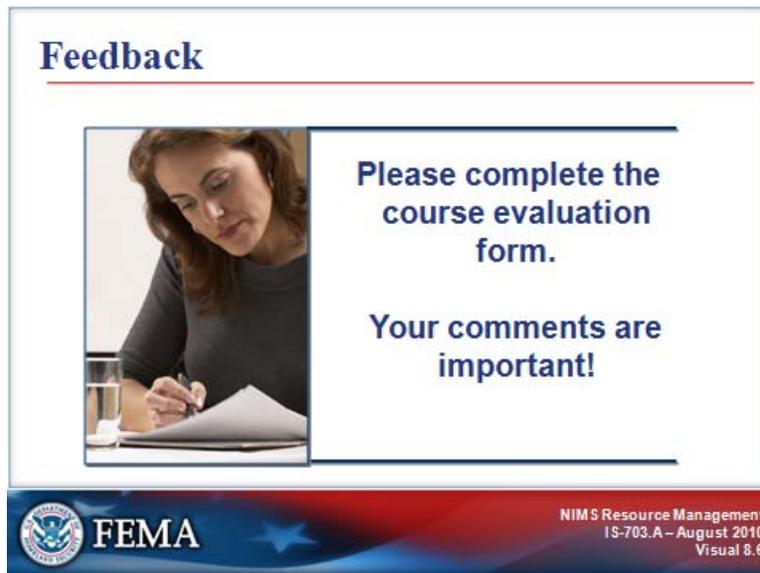
**Instructions:**

1. Take a few moments to review your Student Manuals 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.

You may refer to your Student Manual and the NIMS document when completing this test. When the review is completed, distribute the exams. Remain in the room to monitor the exam and to be available for questions. Collect the completed exams.

**COURSE EVALUATION**

**Visual 8.6**



**Key Points:**

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