
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:

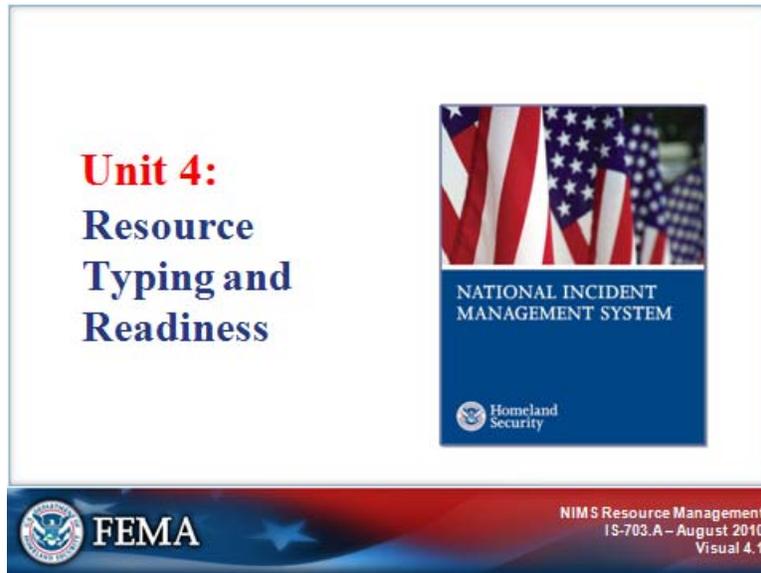
- Define resource typing and describe its purpose.
 - Describe the importance of training and exercising resource capabilities prior to an incident.
-

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

Visual 4.1



Key Points:

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

Visual 4.2

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

Visual 4.4

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

Key Points:

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" and contains two bullet points. The first bullet point states that Tier I represents resources included in national definitions. The second bullet point states that Tier II includes resources defined by states, tribes, local jurisdictions, NGOs, and others not predefined in Tier I. To the right of the text are two images: one of a dog and a person in a helmet labeled "Urban Search and Rescue Tier I Resource" and another of a person in a Red Cross uniform labeled "Local Red Cross Chapter Tier II Resource". The slide footer includes the FEMA logo and the text "NIMS Resource Management IS-703.A - August 2010 Visual 4.5".

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

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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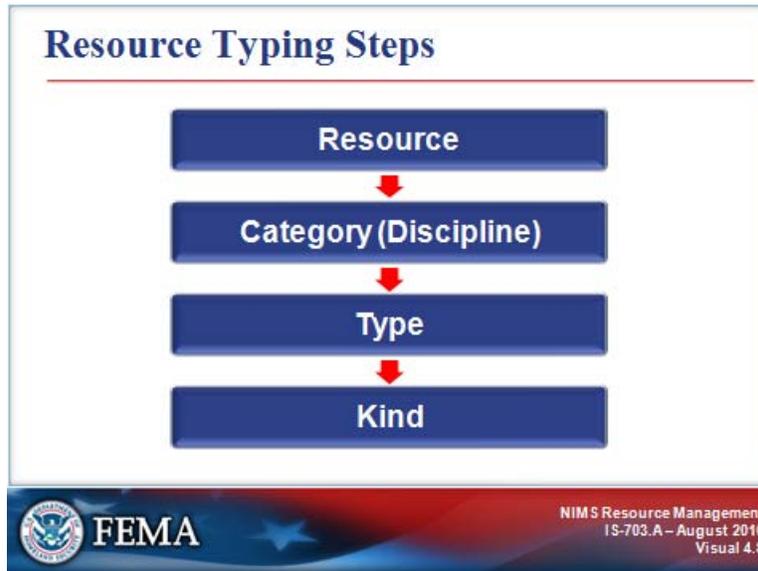
Key Points:

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).

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

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

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

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

RESOURCE TYPING

Visual 4.9

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:

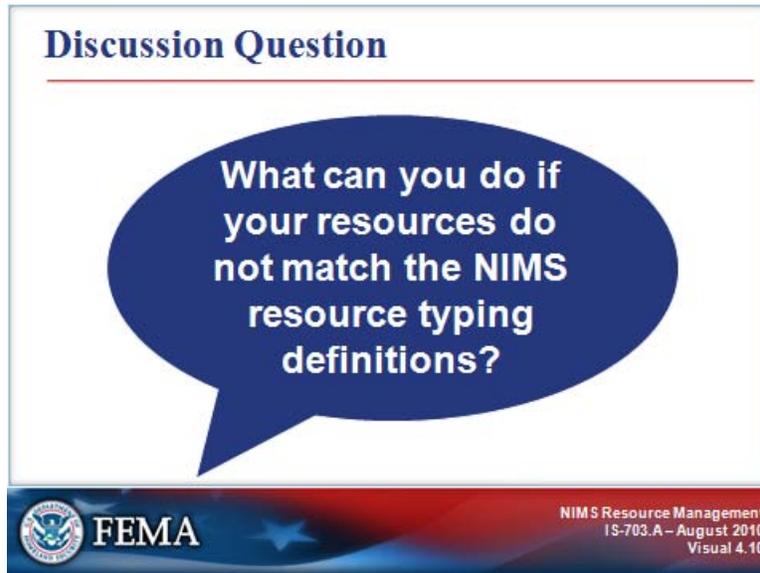
FEMA has developed specific resource typing requirements for State, tribal, and local governments. These requirements include:

- 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?

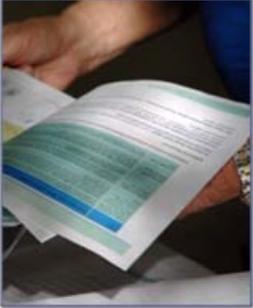
RESOURCE TYPING

Visual 4.11

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:

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

Visual 4.14 (Continued)

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:

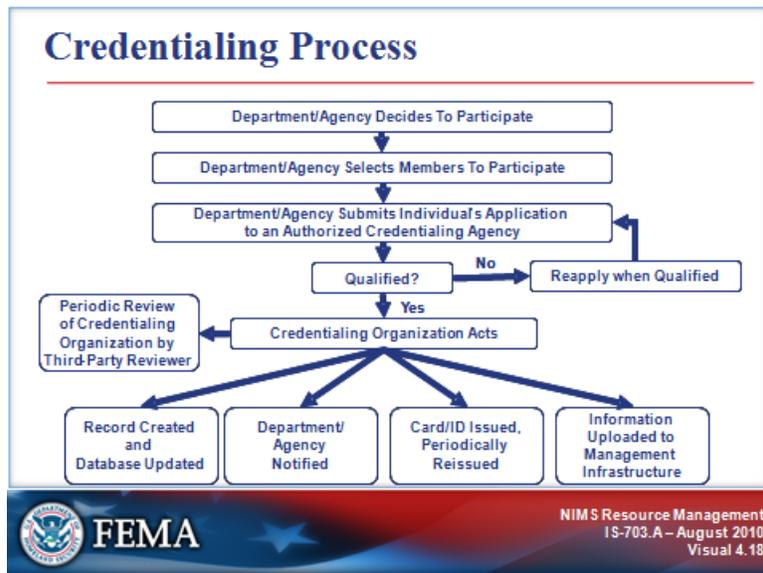
The credentialing process involves an objective evaluation and documentation of an individual's:

- 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:

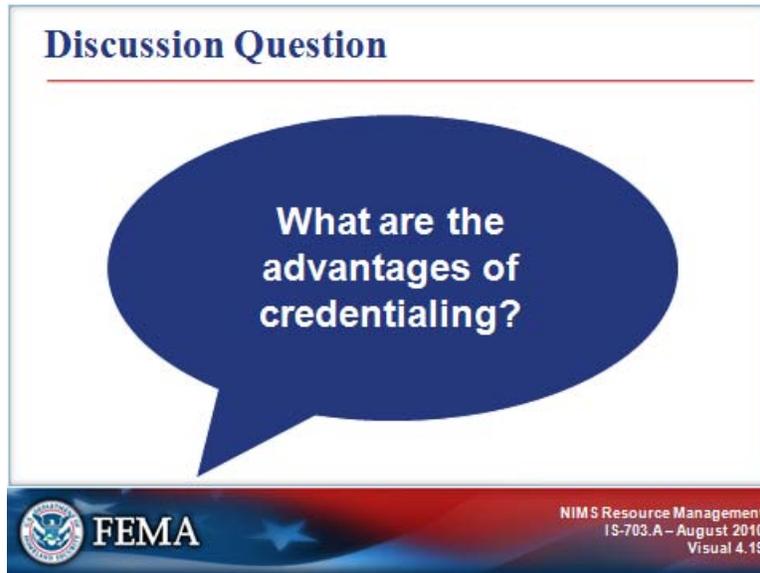
The process begins with the department/agency deciding to participate in the credentialing effort. Next the department/agency selects members to participate in the credentialing effort.

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

Operations-Based Exercises

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

Exercise Development Framework

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

Visual 4.24 (Continued)

- **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

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.



 **FEMA**

NIMS Resource Management
IS-703.A – August 2010
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

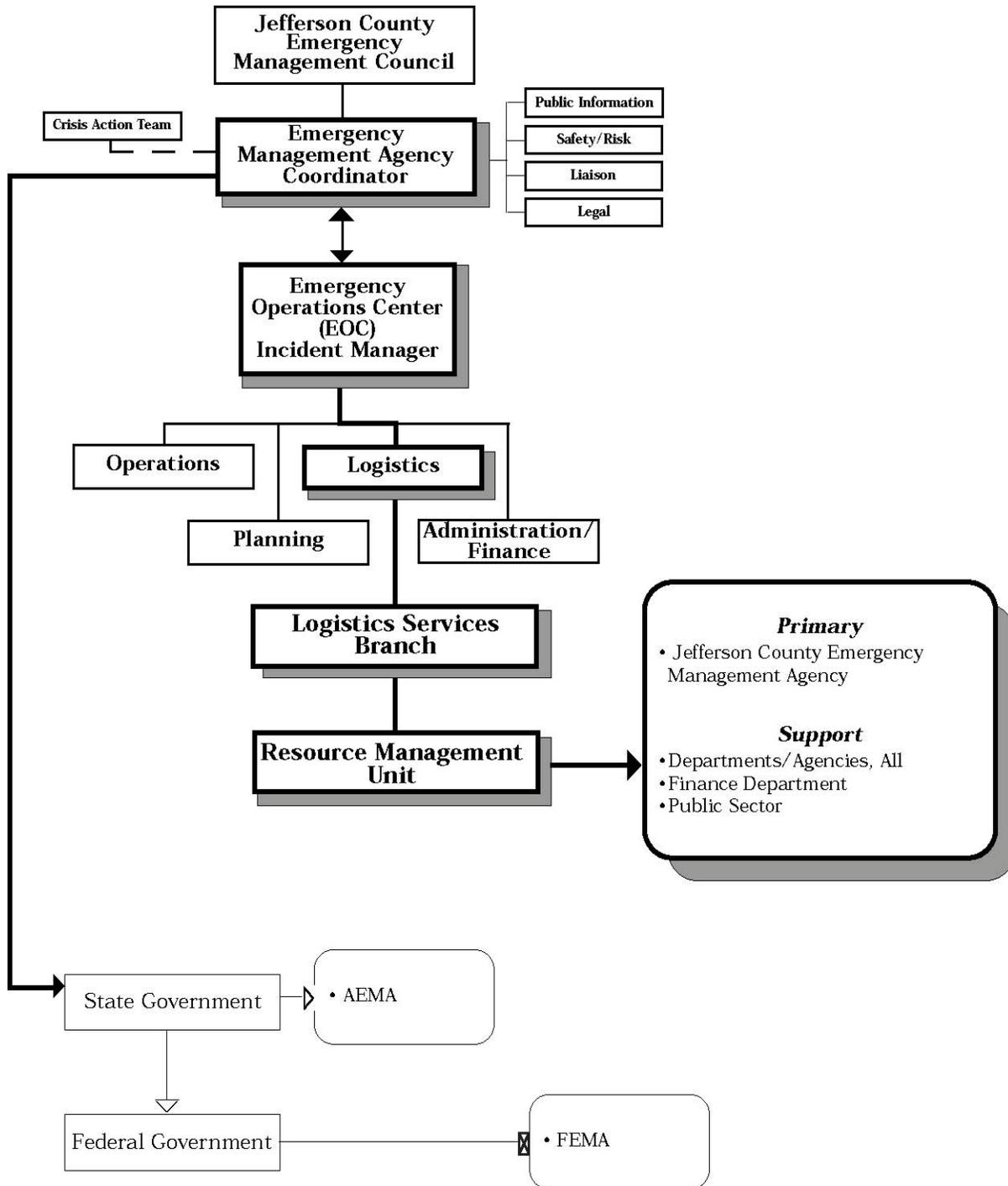
Preface

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: