
Unit 2: NRF Overview

Objectives

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

- The purpose of the National Response Framework (NRF).
 - The response doctrine established by the NRF.
-

Scope

- Unit Introduction
 - Unit Objectives
 - Introduction to the Framework
 - Video: Introducing the NRF
 - Mandates
 - Purpose
 - Scope
 - National Strategy
 - Focus
 - Premises
 - Knowledge Review
 - Response Doctrine
 - Engaged Partnership
 - Tiered Response
 - Scalable, Flexible, Adaptable Operational Capabilities
 - Unified Command
 - Readiness to Act
 - Activity: NRF Best Practices
 - Organization
 - Implementation
 - Activity: Response Doctrine
 - Summary
-

Methodology

The instructors will introduce the unit by displaying a visual, which outlines the unit objectives. Then the instructors will show a video that introduces the Framework. The instructors will present a basic overview of the mandates that gave rise to the NRF, the purpose of the document, its place within a broader strategy, the focus of the document, and the premises that guide its use. The class will participate in a knowledge review and transition into the next part of the lesson.

The next part of the unit presents the five elements of NRF response doctrine, including a discussion question about each. The instructors will then conduct an activity in which participants review the key concepts, read real-world examples, and discuss best practices they've observed.

(Continued on next page.)

The instructors will next describe how the Framework is organized, and briefly discuss how it is being implemented. Participants will complete an activity that involves reading a scenario and determining whether possible actions are consistent or inconsistent with the response doctrine of the NRF.

After answering any questions that the participants have, the instructors will summarize the key points from the unit and transition to Unit 3.

Time Plan

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

| Topic | Time |
|---------------------------------|--------------------------|
| Unit Objectives | 5 minutes |
| Introducing the Framework | 15 minutes |
| Knowledge Review | 5 minutes |
| Response Doctrine | 20 minutes |
| Activity: NRF Best Practices | 15 minutes |
| Organization and Implementation | 5 minutes |
| Activity: Response Doctrine | 10 minutes |
| Summary | 5 minutes |
| Total Time | 1 hour 20 minutes |



Visual 2.1



Visual Description: Unit Introduction

Instructor Notes

Explain that Unit 2 provides a general overview of the National Response Framework, or NRF. The next visual will outline the objectives for this unit.



Visual 2.2

Unit Objectives

Describe:

- The purpose of the National Response Framework (NRF).
- The response doctrine established by the NRF.

Lesson List

- Overview
- Roles & Responsibilities
- Response Action
- Response Organization
- Planning
- Additional Resources & Summary

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Visual 2.2
NRF Overview

Visual Description: Unit Objectives

Instructor Notes

Review the unit objectives with the group. Tell the participants that by the end of this unit, they should be able to describe:

- The purpose of the National Response Framework (NRF).
- The response doctrine established by the NRF.



Visual 2.3



Visual Description: Video: Introducing the NRF

Instructor Notes

Tell the participants that this video provides an introduction to the NRF.

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

The total running time for the video is 3:04.

Video Transcript:

In recent years, our Nation has faced an unprecedented series of disasters and emergencies. As a result, our national response structures have evolved and improved to meet these threats.

The National Response Framework is the next step in this evolution, and as such defines how we respond as a Nation. Based on best practices and stakeholder input, the Framework presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe.

Building on the National Incident Management System, the Framework's coordinating structures align key roles and responsibilities fostering response partnerships at all levels of government, and with nongovernmental organizations and the private sector. Given its flexibility and scalability, the National Response Framework is always in effect and elements can be implemented at any level and at any time.

Video Transcript: (Continued)

The Framework establishes a response vision through five key principles. Let's take a closer look at these principles, starting with engaged partnership.

Engaged partnership means that leaders at all levels develop shared response goals and align capabilities so that no one is overwhelmed in times of crisis.

The next principle is tiered response. Incidents must be managed at the lowest possible jurisdictional level and supported by additional capabilities when needed.

The third principle is scalable, flexible, and adaptable operational capabilities. As incidents change in size, scope, and complexity, the response must adapt to meet requirements.

The fourth principle is unity of effort through unified command. Unity of effort respects the chain of command of each participating organization while harnessing seamless coordination across jurisdictions in support of common objectives.

The last principle is readiness to act. It is our collective duty to provide the best response possible. From individuals, households, and communities to local, tribal, State, and Federal governments, national response depends on our readiness to act.

The National Response Framework strives to improve coordination among all response partners. And through these partnerships, we can work together to help save lives and protect America's communities.

[end of transcript]



Visual 2.4



Visual Description: National Mandates: Homeland Security Presidential Directives 5 and 8

Instructor Notes

Explain to the participants that Homeland Security Presidential Directive (HSPD) 5 called for a single, comprehensive system to enhance the ability of the United States to manage domestic incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS) and a National Response Framework (NRF).

Inform the participants that HSPD-8 describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop national preparedness guidelines.

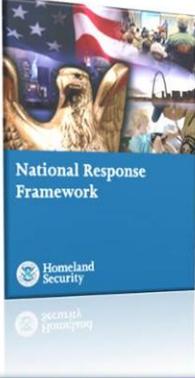
Note that these related efforts align Federal, State, local, tribal, private sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.

Mention that the rest of this unit covers the organizational structures outlined in the video presentation.



Visual 2.5

Framework Purpose



The purpose of the National Response Framework is to ensure that all response partners:

- Understand domestic incident response roles, responsibilities, and relationships.
- Respond effectively to any type of incident.

 **FEMA** Visual 2.5
NRF Overview

Visual Description: Framework Purpose

Instructor Notes

Explain that the purpose of the National Response Framework is to ensure that all response partners across the Nation understand domestic incident response roles, responsibilities, and relationships in order to respond more effectively to any type of incident.

Tell the participants that the Framework is written especially for government executives, private-sector and nongovernmental organization leaders, and emergency management practitioners.



Visual 2.6

Scope: Domestic Incident Response

Response includes:

- Immediate actions to save lives, protect property and the environment, and meet basic human needs.
- The execution of emergency plans and actions to support short-term recovery.



Visual Description: Scope: Domestic Incident Response

Instructor Notes

Tell the participants that the Framework provides structures for implementing national-level policy and operational coordination for domestic incident response.

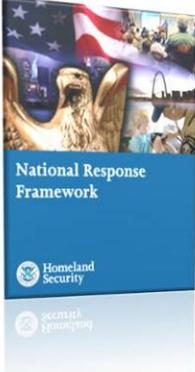
Explain that the term “**response**” as used in this Framework includes:

- Immediate actions to save lives, protect property and the environment, and meet basic human needs.
- The execution of emergency plans and actions to support short-term recovery.



Visual 2.7

Key Concept: Always in Effect



The Framework is always in effect, and elements can be implemented as needed on a scalable, flexible basis to improve response.

National Response Framework

Homeland Security

Department of Homeland Security

FEDERAL EMERGENCY MANAGEMENT AGENCY
FEMA

Visual 2.7
NRF Overview

Visual Description: Always in Effect

Instructor Notes

Explain that the Framework is always in effect, and elements can be implemented as needed on a scalable, flexible basis to improve response.

Note that it is not always obvious at the outset whether a seemingly minor event might be the initial phase of a larger, rapidly growing threat.

Tell the participants that the National Response Framework allows for the rapid acceleration of response efforts without the need for a formal trigger mechanism.



Visual 2.8

Part of a Broader Strategy

The National Response Framework is required by, and integrates under, a larger National Strategy for Homeland Security.



The image shows two book covers. The top cover is red and white, titled 'NATIONAL STRATEGY FOR HOMELAND SECURITY' with the subtitle 'HOMELAND SECURITY' and 'OCTOBER 2002'. The bottom cover is blue and white, titled 'National Response Framework' with the subtitle 'January 2008' and the 'HomeLand Security' logo.

 **FEMA**

Visual 2.8
NRF Overview

Visual Description: Part of a Broader Strategy

Instructor Notes

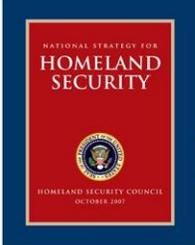
Explain to the participants that the National Response Framework is required by, and integrates under, a larger National Strategy for Homeland Security that:

- Serves to guide, organize, and unify our Nation's homeland security efforts.
- Reflects our increased understanding of the threats confronting the United States.
- Incorporates lessons learned from exercises and real-world catastrophes.
- Articulates how we should ensure our long-term success by strengthening the homeland security foundation we have built.

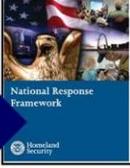


Visual 2.9

National Strategy for Homeland Security Goals



1. Prevent and disrupt terrorist attacks.
2. Protect the American people and our critical infrastructure and key resources.
- 3. Respond to and recover from incidents that do occur.**
4. Continue to strengthen the foundation to ensure our long-term success.



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Visual 2.9
NRF Overview

Visual Description: National Strategy for Homeland Security Goals

Instructor Notes

Remind participants that the National Response Framework is a component of the larger National Strategy for Homeland Security. Explain that this overall National Strategy includes the following goals:

- Prevent and disrupt terrorist attacks.
- Protect the American people, critical infrastructure, and key resources.
- **Respond to and recover from incidents that do occur.**
- Continue to strengthen the foundation to ensure long-term success.



Visual 2.10

NRF Focus



The Framework:

- Focuses on **response** and **short-term recovery** instead of all of the phases of incident management.
- Represents a key component of a broader **National Homeland Security Strategy** for integrating national efforts for prevention, protection, preparedness, response, and recovery.



Visual Description: NRF Focus

Instructor Notes

Explain to the participants that the Framework focuses on response and **short-term recovery** instead of all of the phases of incident management.

Note that in the context of the overall National Strategy, the NRF primarily focuses on the third goal of “responding to and recovering from incidents.”



Visual 2.11

NRF Premises

- The Framework is **always in effect** and can be implemented at any level at any time.
- Incident management activities are initiated and conducted using the principles contained in the **National Incident Management System (NIMS)**.



Visual 2.11
NRF Overview



Visual Description: NRF Premises

Instructor Notes

Review the following premises of the NRF with participants:

- **The Framework provides structures for implementing nationwide response policy and operational coordination for all types of domestic incidents.** It can be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to an incident. Selective implementation allows for a scaled response, delivery of the resources needed, and an appropriate level of coordination.

The Framework is always in effect, and elements can be implemented as needed on a flexible, scalable basis that can help improve response.

- The Framework retains the same core principles of the National Incident Management System (NIMS) in which first responders from different jurisdictions and disciplines can work together better to respond to natural disasters and emergencies, including acts of terrorism. **Once response activities have begun, on-scene actions are based on NIMS principles.**
- Federal assistance can be provided to State, tribal, and local jurisdictions, and to other Federal departments and agencies, in a number of different ways through various mechanisms and authorities. **Often, Federal assistance does not require coordination by DHS and can be provided without a Presidential major disaster or emergency declaration.**



Visual 2.12

Knowledge Review (1 of 4)

Instructions: Complete the following sentence.

The National Response Framework presents the guiding principles that _____.

 **FEMA** Visual 2.12
NRF Overview

Visual Description: Fill in the blank: The NRF presents the guiding principles that (blank).

Instructor Notes

Ask the participants to complete the following sentence: The National Response Framework presents the guiding principals that _____.

Facilitate a discussion. If not mentioned by the participants, explain that the National Response Framework establishes a comprehensive, national, all-hazards approach to domestic incident response. The Framework identifies key response principles, as well as the roles and structures that organize national response. It also describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response.



Visual 2.13

Knowledge Review (2 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

The Secretary of Homeland Security must make a declaration in order to trigger the use of the Framework mechanisms.

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Visual 2.13
NRF Overview

Visual Description: True or False: The Secretary of Homeland Security must make a declaration in order to trigger the use of the Framework mechanisms.

Instructor Notes

Ask the participants to decide if the following statement is TRUE or FALSE: The Secretary of Homeland Security must make a declaration in order to trigger the use of the Framework mechanisms.

Facilitate a discussion. If not mentioned by the participants, tell them that the statement is **false**, and explain that the Framework is always in effect, and elements can be implemented as needed on a flexible, scalable basis to improve response. There is no triggering mechanism necessary. The "Incident of National Significance" term utilized in the previous National Response Framework has been eliminated.



Visual 2.14

Knowledge Review (3 of 4)

Instructions: Answer the question below.

To what types of incidents does the NRF apply?

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Visual 2.14
NRF Overview

Visual Description: To what types of incidents does the NRF apply?

Instructor Notes

Ask the participants: To what types of incidents does the NRF apply?

Facilitate a discussion. If not mentioned by participants, explain that the Framework is applicable to all incidents. Incidents include actual or potential emergencies or all-hazards events that range from accidents and natural disasters to actual or potential terrorist attacks. They include events wholly contained within a single jurisdiction and others that are catastrophic in nature and national in their scope or consequences.



Visual 2.15

Knowledge Review (4 of 4)

Instructions: Answer the following question.

What is the relationship between the National Strategy for Homeland Security and the National Response Framework?

 **FEMA** Visual 2.15
NRF Overview

Visual Description: What is the relationship between the National Strategy for Homeland Security and the National Response Framework?

Instructor Notes

Ask the participants: What is the relationship between the National Strategy for Homeland Security and the National Response Framework?

Facilitate a discussion. If not mentioned by participants, explain that the National Response Framework is required by, and integrates under, a larger National Strategy for Homeland Security that:

- Serves to guide, organize, and unify our Nation's homeland security efforts.
- Reflects our increased understanding of the threats confronting the United States.
- Incorporates lessons learned from exercises and real-world catastrophes.
- Articulates how we should ensure our long-term success by strengthening the homeland security foundation we have built.

Note that in the context of the overall National Strategy, the NRF primarily focuses on the third goal of “responding to and recovering from incidents.”



Visual 2.16

Response Doctrine: Overview

Response doctrine defines basic roles, responsibilities, and operational concepts for response across all levels of government and with the private sector and nongovernmental organizations.



Visual 2.16
NRF Overview



Visual Description: Response Doctrine: Overview

Instructor Notes

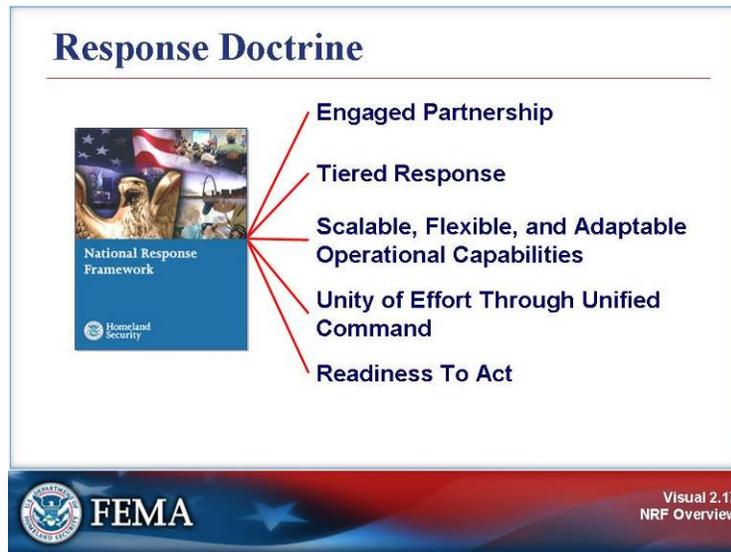
Explain that response doctrine defines basic roles, responsibilities, and operational concepts for response across all levels of government and with the private sector and nongovernmental organizations.

Remind participants that it is important to remember that the overarching objective of response activities is life safety, followed by protecting property and the environment.

Tell the participants that the next visual reviews the five key principles of operations that support the Nation's response mission.



Visual 2.17



Visual Description: Principles of NRF Response Doctrine

Instructor Notes

Explain that the Framework establishes the following key principles of response doctrine:

Engaged partnership: Leaders at all levels must communicate and actively support engaged partnerships to develop shared goals and align capabilities so that none allows the other to be overwhelmed in times of crisis.

Tiered response: Incidents must be managed at the lowest possible jurisdictional level and supported by additional response capabilities when needed.

Scalable, flexible, and adaptable operational capabilities: As incidents change in size, scope, and complexity, the response must adapt to meet requirements.

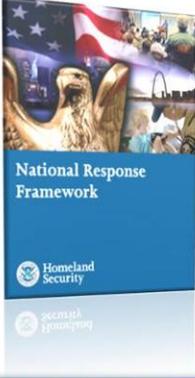
Unity of effort through unified command: Response is a team effort. Effective unified command is indispensable to all response activities and requires clear understanding of the roles and responsibilities of each participating organization.

Readiness to act: Effective incident response requires readiness to act balanced with an understanding of risk. From individuals, families, and communities to local, State, and Federal agencies, national response depends on the instinct and ability to act.



Visual 2.18

Key Principle: Engaged Partnership



Engaged partnership means that leaders at all levels develop shared response goals and align capabilities so that no one is overwhelmed in times of crisis. Engaged partnerships are essential to preparedness.

 **FEMA** 

Visual 2.18
NRF Overview

Visual Description: Engaged Partnership

Instructor Notes

Tell the participants that engaged partnership means that leaders at all levels develop shared response goals and align capabilities so that no one is overwhelmed in times of crisis.

Note that effective response activities begin with a host of preparedness activities conducted well in advance of an incident. Preparedness involves a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities.



Visual 2.19

Discussion Question

Think about a recent incident. What actions demonstrated “engaged partnerships?”

Visual 2.19
NRF Overview

Visual Description: Think about a recent incident. What actions demonstrated “engaged partnerships?”

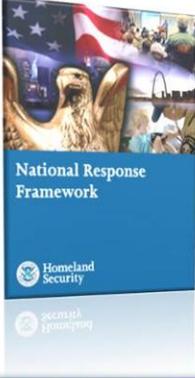
Instructor Notes

Ask the participants to think about a recent incident and answer the question: What actions demonstrated “engaged partnerships?”



Visual 2.20

Key Principle: Tiered Response



A basic premise of the Framework is that incidents are generally handled at the lowest jurisdictional level possible.

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Visual 2.20
NRF Overview

Visual Description: Tiered Response

Instructor Notes

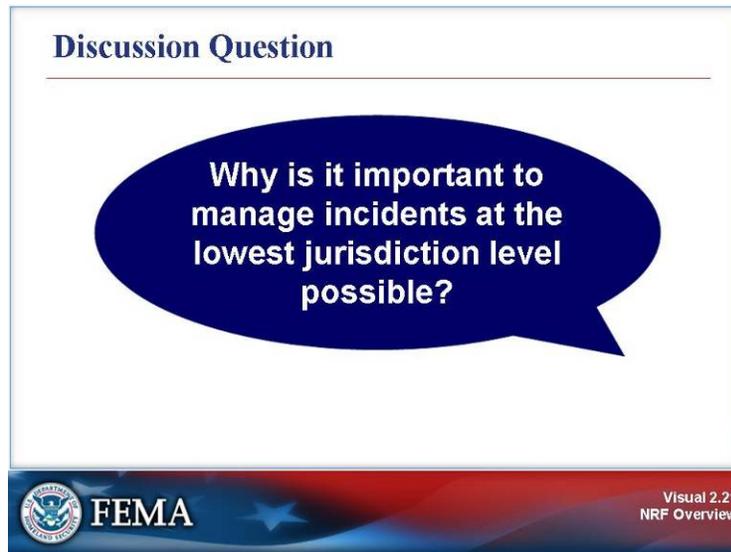
Note that incidents begin and end locally, and most are managed at the local level. A basic premise of the Framework is that incidents are generally handled at the lowest jurisdictional level possible.

Many incidents require unified response from local agencies, the private sector, and nongovernmental organizations. Other incidents may require additional support from neighboring jurisdictions or the State.

A small number require Federal support. National response protocols recognize this and are structured to provide additional, tiered levels of support.



Visual 2.21



Visual Description: Why is it important to manage incidents at the lowest jurisdictional level possible?

Instructor Notes

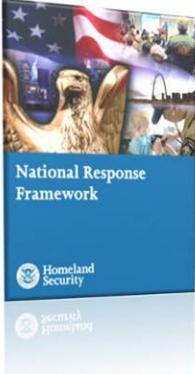
Ask the participants: Why is it important to manage incidents at the lowest jurisdictional level possible?

Facilitate a discussion. If not mentioned by participants, explain that incidents begin and end locally. Managing incidents at the lowest jurisdictional level possible ensures that resources are available where and when they're needed.



Visual 2.22

Key Principle: Scalable, Flexible, Adaptable



As incidents change in size, scope, and complexity, the response must adapt to meet requirements.

National Response Framework

Homeland Security

Department of Homeland Security

FEMA

Visual 2.22
NRF Overview

Visual Description: Scalable, Flexible, Adaptable

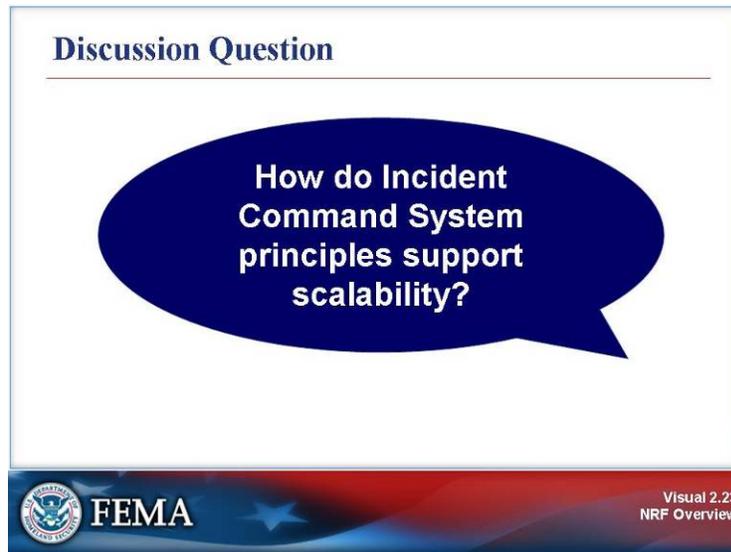
Instructor Notes

Explain to participants that the number, type, and sources of resources must be able to expand rapidly to meet needs associated with a given incident.

Remind participants that the Framework builds on the National Incident Management System (NIMS). Together, the Framework and NIMS help to ensure that all response partners use standard command and management structures that allow for scalable, flexible, and adaptable operational capabilities.



Visual 2.23



Visual Description: How do Incident Command System principles support scalability?

Instructor Notes

Ask the participants: How do Incident Command System principles support scalability?

Facilitate a discussion. If not mentioned by participants, explain that the ICS structure can expand or contract rapidly to meet needs associated with a given incident. Through the use of local mutual aid and assistance agreements, State assistance to local jurisdictions, State-to-State assistance, and Federal assistance, ICS scales to provide the appropriate number, type, and source of resources to support each response.



Visual 2.24

Key Principle: Unified Command

Unity of effort through Unified Command:

- Is a collective, strategic approach.
- Enables different agencies and jurisdictions to coordinate, plan, and interact effectively.
- Uses joint priorities and resource allocation.
- Relies on a single plan and set of objectives.

Visual Description: Unified Command

Instructor Notes

Explain that unified command is an Incident Command System (ICS) application used when more than one agency has jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the unified command to establish a common set of objectives and strategies and a single Incident Action Plan.

Tell the participants that success requires unity of effort, which respects the chain of command of each participating organization while harnessing seamless coordination across jurisdictions in support of common objectives.

As a team effort, unified command allows all agencies with jurisdictional authority and/or functional responsibility for the incident to provide joint support through mutually developed incident objectives and strategies. Each participating agency maintains its own authority, responsibility, and accountability.



Visual 2.25

Advantages of Unified Command



- Improves information flow.
- Fosters a mutual understanding of priorities and restrictions.
- Ensures that agency authority is not compromised.
- Allows for awareness of others' tactics.
- Optimizes response through combined efforts.
- Avoids duplication of efforts/ resources reduced or eliminated.

 **FEMA** Visual 2.25
NRF Overview

Visual Description: Advantages of Unified Command

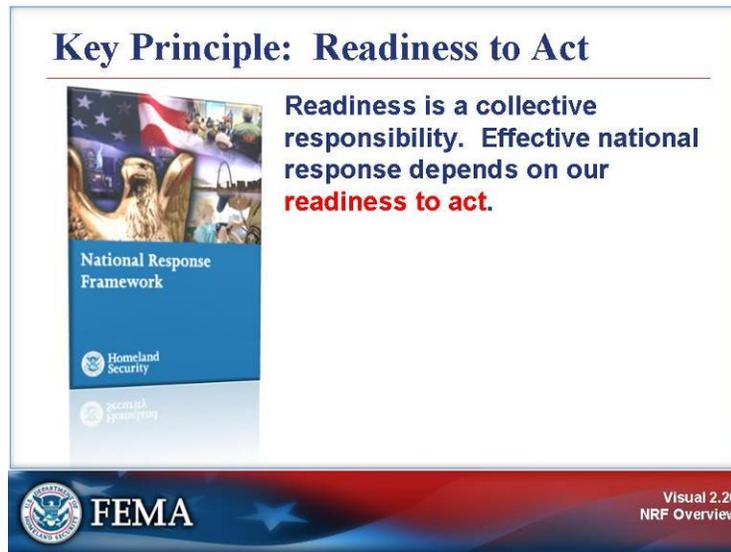
Instructor Notes

Tell the participants that unified command:

- Improves information flow.
- Fosters a mutual understanding of priorities and restrictions.
- Ensures that agency authority is not compromised.
- Allows for awareness of others' tactics.
- Optimizes response through combined efforts.
- Avoids duplication of efforts and allows for unneeded resources to be reduced or eliminated.



Visual 2.26



Visual Description: Readiness to Act

Instructor Notes

Explain to participants that forward-leaning posture is imperative for incidents that have the potential to expand rapidly in size, scope, or complexity, and for no-notice incidents.

Note that once response activities have begun, on-scene actions are based on NIMS principles. An effective national response relies on disciplined processes, procedures, and systems.

Tell participants that a key concept is “readiness to act.” Explain that readiness is a collective responsibility, and effective national response depends on our readiness to act.



Visual 2.27

Discussion Question

What does “readiness to act” mean to you? What actions does your jurisdiction take to be prepared?

 **FEMA**  Visual 2.27
NRF Overview

Visual Description: What does “readiness to act” mean to you? What actions does your jurisdiction take to be prepared?

Instructor Notes

Facilitate a discussion by asking the following questions:

What does “readiness to act” mean to you?

What actions does your jurisdiction take to be prepared?

Topic

Activity



Visual 2.28

Activity: NRF Best Practices

Instructions:

1. In your Student Manual, review the chart of key principles and best practices.
2. In the space provided, make note of other best practices implemented by your own agency or jurisdiction or others that you've observed.
3. Be prepared to share your answers with the class in 10 minutes.



Visual Description: Activity: NRF Best Practices

Instructor Notes

Instructions: Present the following instructions to the participants:

1. In your Student Manual, review the chart of key principles and best practices.
2. In the space provided, make note of other best practices implemented by your own agency or jurisdiction or others that you've observed.
3. Be prepared to share your answers with the class in 10 minutes.

Debrief: Monitor the time. When 10 minutes have passed, ask a volunteer to share answers for each of the key concepts.

Your Notes:

| Principles | Examples | Your Examples |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <p>Engaged Partnership</p> | <p>1. For many people, pets are part of the family. Every day, companion animals provide vital services. In the case of farming, animals play a valuable role in the agricultural economy of the community. Studies show that up to 60 percent of pet owners may not evacuate unless they can take their pets along. In many jurisdictions, such as the city of Lansing, Michigan, Animals in Disaster Planning Taskforces are working to train local workers and volunteers to set up and operate emergency pet shelters in a disaster. The Taskforce is also developing plans to assist pet owners who were not able to evacuate their pets before the disaster. The Animals in Disaster Planning Taskforce in Lansing is a true partnership and includes the local and county emergency management agencies, Capital Area Humane Society, Ingham County Animal Control, Michigan State University Veterinary Clinic, and Mid-Michigan Red Cross.</p> <p>2. In the aftermath of the 2007 firestorms in Southern California, the Business Executives for National Security (BENS) served as a crucial bridge between the public and private sectors. Private-sector liaisons from BENS's Bay Area Business Force and Los Angeles Business Force/Homeland Security Advisory Council worked side-by-side with Federal, State, and local officials inside emergency operations centers to quickly match local needs with business assets. In that role, Business Force staff helped route millions of dollars worth of food and supplies to affected areas. Just as importantly, they helped prevent major duplications in requests for and delivery of emergency donations and volunteers.</p> | |

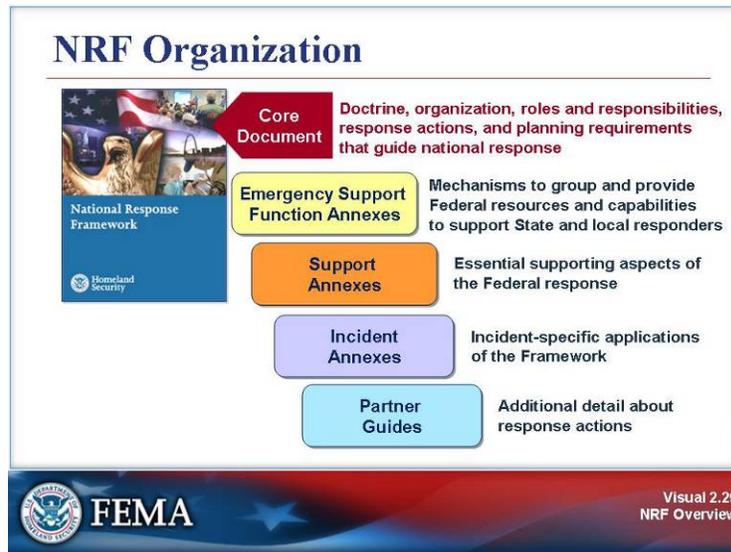
| Principles | Examples | Your Examples |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <p>Scalable, Flexible, and Adaptable Operational Capabilities</p> | <p>Based on lessons learned from the 9/11 attacks, the New York City Fire Department (FDNY) established and trained Incident Management Teams (IMTs). The IMTs are designed to provide operational capabilities to ensure that the department has adequate around-the-clock coverage during prolonged incidents. Each team member is trained and credentialed to assume specific Incident Command System (ICS) functions. When Hurricane Katrina made landfall in August 2005, FDNY had enough trained personnel to deploy a full IMT to assist in the response.</p> | |
| <p>Unity of Effort through Unified Command</p> | <ol style="list-style-type: none"> 1. In Boston, planned events can attract crowds of 1 million or more participants and spectators, providing an optimal environment to test and improve disaster plans. Medical planners, led by Boston Emergency Medical Services, began treating special events as “planned disasters” during preparations for events such as the Boston Marathon. Agencies and organizations involved adopted the Incident Command System, conducted planning and operations using unified command, and integrated aspects of the region’s disaster plans into the event’s operations plan. 2. In the aftermath of the devastating winds and flooding from Hurricane Katrina, more than 8.1 million gallons of oil escaped from numerous damaged oil infrastructure sources. Each responding company had its own incident management teams and incident command posts. An area unified command was established to set the priorities for the incident and ensure that competing demands were resolved for the benefit of the entire response effort. The unified command organizations included industry, State, and Federal representatives. This system enabled government and industry to execute an effective response and avoid catastrophic pollution levels. | |

| Principles | Examples | Your Examples |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Tiered Response | <p>Mutual aid is provided through the Mutual Aid Box Alarm System (MABAS). More than 11,000 of the State of Illinois's 12,000 fire agencies belong to MABAS. There are also MABAS-affiliated agencies in Wisconsin, Indiana, and Missouri. Throughout the Great Lakes region, the groundwork is being laid to establish a compatible mutual aid system modeled after MABAS. Since the late 1960s, MABAS has provided needed resources to non-declared incidents such as extra-alarm fires, multiple-victim accidents, technical rescues, and hazmat accidents. MABAS may be activated for larger incidents under the Illinois Emergency Management Agency's statewide mutual aid plan. The statewide plan allows for resource deployment to a stricken area while leaving at least 80 percent of local resources in place to respond to ongoing, routine local emergencies.</p> | |

| Principles | Examples | Your Examples |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Readiness to Act | <ol style="list-style-type: none"><li data-bbox="604 337 1350 699">1. Through a public-private partnership, the Linn County, Iowa, Emergency Management Agency and the local nuclear power plant have developed a plan for evacuating individuals with special needs (including the elderly, those with mobility limitations, those on medical assistance devices, etc.) during emergencies or disasters. The voluntary program compiles information on individuals who feel they may need special assistance and enters this information into a database, where it is crosswalked with the county's Geographic Information System (GIS). This allows emergency personnel to quickly determine the location and specific needs of individuals during a disaster.<li data-bbox="604 764 1350 1008">2. In Washington State, the King County Office of Emergency Management, in collaboration with other regional emergency management agencies, a local radio station, the Seattle Mariners baseball team, nongovernmental organizations, and the private sector, promoted community preparedness through the 3 Days, 3 Ways, Are You Ready? campaign. The program combined the use of print advertisements, outreach activities, and giveaways. | |



Visual 2.29



Visual Description: NRF Organization

Instructor Notes

Tell the participants that the National Response Framework is comprised of the core document, the Emergency Support Function (ESF), Support, and Incident Annexes, and the Partner Guides.

Explain that the core document 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.

Note that the following documents provide more detailed information to assist practitioners in implementing the Framework:

Emergency Support Function Annexes group Federal resources and capabilities into functional areas that are most frequently needed in a national response (e.g., Transportation, Firefighting, Search and Rescue).

Support Annexes describe essential supporting aspects that are common to all incidents (e.g., Financial Management, Volunteer and Donations Management, Private-Sector Coordination).

Incident Annexes address the unique aspects of how we respond to seven broad incident categories (e.g., Biological, Nuclear/Radiological, Cyber, Mass Evacuation).

Partner Guides provide ready references describing key roles and actions for local, tribal, State, Federal, and private-sector response partners.

These documents are available at the **NRF Resource Center**, www.fema.gov/emergency/NRF.



Visual 2.30

The screenshot shows the FEMA NRF Resource Center website. The main heading is "Implementing the Response Doctrine". Below the heading is a navigation menu with the following categories:

- Information and Documents
 - About the National Response Framework
 - National Response Framework Document
 - Overview Document
 - National Incident Management System (NIMS)
 - Response Partner Guides
- Annexes
 - Emergency Support Function Annexes
 - Support Annexes
 - Incident Annexes
 - Printable Version of All Annexes
- References
 - Authorities
 - Overview of Stafford Act Support to States
 - Overview of Federal-to-Federal Support
 - I/O Task Books
 - Glossary/Acronyms
 - Links
- Training Resources
 - Training Courses
 - Online Videos
 - Job Aids

At the bottom of the page, there are buttons for "What's New?", "Collaborate", "Site Help", and "Site Index". The URL <http://www.fema.gov/nrf> is displayed below the navigation menu. The footer includes the FEMA logo and the text "Visual 2.30 NRF Overview".

Visual Description: Implementing the Response Doctrine

Instructor Notes

Explain that the response doctrine is not just a philosophy, but rather actions we all can take to be better prepared. To support the doctrine, the National Response Framework is a compendium of resources, not just a single document.



Visual 2.31

Activity: NRF Response Doctrine (1 of 2)

Instructions:

1. Working as a team, review the scenario presented on the next visual.
2. Determine whether each bulleted point is consistent with NRF doctrine. Explain why or why not. Write your answers on chart paper.
3. Select a spokesperson. Be prepared to present in 5 minutes.



Visual Description: Activity: NRF Response Doctrine (1 of 2)

Instructor Notes

Instructions: Conduct the activity as follows:

1. Divide the participants into three groups.
2. Explain that the participants should read the scenario on the next visual and determine if each bulleted point is consistent with NRF doctrine.
3. Tell the participants that they should record their answers on chart paper and select a spokesperson to report back to the group. Answers should explain why or why not.
4. Inform the groups that they will have 5 minutes to complete this activity.

Scenario: A severe ice storm hits the Midwest, causing massive damage and several casualties.

- Before the storm hits, FEMA sends a liaison to the State Emergency Operations Center to provide support and ensure that any request for assistance will be expedited.
- Each response organization establishes its own separate command structure based on their authorities.
- A private-sector association deploys its forward-leaning task force to collect donated items without waiting for a formal request.



Visual 2.32

Activity: NRF Response Doctrine (2 of 2)

Scenario: A severe ice storm hits the Midwest, causing massive damage and several casualties.

- Before the storm hits, FEMA sends a liaison to the State Emergency Operations Center to provide support and ensure that requests for assistance will be expedited.
- Each response organization establishes its own separate command structure and plans based on its authorities.
- A private-sector association deploys its forward-leaning task force to collect donated items without waiting for a formal request.



Visual Description: Activity: NRF Response Doctrine (2 of 2)

Instructor Notes

Debrief: Monitor the time. When 5 minutes have passed, have a spokesperson from each group present the answer to one of the questions. If not mentioned by participants, provide the following information.

Before the storm hits, FEMA sends a liaison to the State Emergency Operations Center to provide support and ensure that any request for assistance will be expedited.

This statement is **consistent** with NRF response doctrine because national response protocols recognize the need for expedited action and are structured to provide additional, tiered levels of support when there is a need for more resources or capabilities to support and sustain the response and initial recovery. All levels should be prepared to respond, anticipating resources that may be required.

Each response organization establishes its own separate command structure based on their authorities.

This statement is **not consistent** with NRF response doctrine, because establishing separate command structures and incident plans does not help to promote unity of effort through unity of command. As a team effort, unified command allows all agencies with jurisdictional authority and/or functional responsibility for the incident to provide joint support through mutually developed incident objectives and strategies established at the command level.

(Continued on next page.)

Activity Debrief (Continued)

A private-sector association deploys its forward-leaning task force to collect donated items without waiting for a formal request.

This statement is not consistent with NRF response doctrine, because engaged partnerships require ongoing communication of incident activity among all partners to the Framework. Although well intended, an uncoordinated bias toward action is dangerous and ineffectual. An effective national response relies on disciplined processes, procedures, and systems to communicate timely, accurate, and accessible information on the incident's cause, size, and current situation to the public, responders, and others.



Visual 2.33

Summary

Are you now able to describe:

- The purpose of the NRF?
- The response doctrine established by the NRF?

Lesson List

- ✓ Overview
- Roles & Responsibilities
- Response Action
- Response Organization
- Planning
- Additional Resources & Summary

FEMA

Visual 2.33
NRF Overview

Visual Description: Summary

Instructor Notes

Ask the participants if they are now able to describe:

- The purpose of the NRF.
- The response doctrine established by the NRF.

Ask if anyone has any questions about anything covered in this unit.

Transition to the next unit by explaining that it presents the response roles and responsibilities.