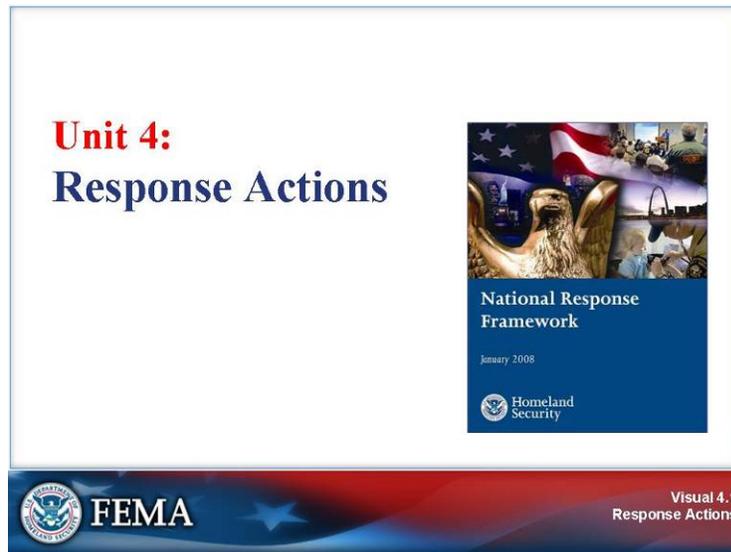

Unit 4: Response Actions



Visual 4.1



Visual Description: Unit Introduction

Key Points

The Framework is intended to strengthen, organize, and coordinate response actions across all levels. Unit 4 describes and outlines key tasks related to the three phases of effective response: prepare, respond, and recover.



Visual 4.2

Unit Objective

Describe actions that support national response.

Lesson List

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

FEMA

Visual 4.2
Response Actions

Visual Description: Unit Objective

Key Points

By the end of this unit, you should be able to describe the actions at all levels of government that support national response.



Visual 4.3

The slide titled "Lesson Topics" features two blue rounded rectangular buttons. The top button is labeled "Preparedness" and includes a small inset image of emergency responders in a field. The bottom button is labeled "Response" and includes a small inset image of people in a control room. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "Visual 4.3 Response Actions" on the right.

Visual Description: Lesson Topic: Preparedness

Key Points

This unit is divided into two sections—preparedness and response.



Visual 4.4



Visual Description: Video: Response Actions

Key Points

This video provides an overview of response actions.

Video Transcript:

Responders and emergency managers are both doers and planners, which means to lead response and recovery efforts effectively, they must also prepare effectively. In this segment, we'll look at how the National Response Framework strengthens our ability to prepare for, respond to, and recover from incidents.

Let's begin with how we prepare as a Nation. Preparedness is essential for effective response. During preparedness, response partners plan; organize, train, and equip; exercise; and evaluate and improve.

Planning includes the development of policies, plans, procedures, mutual aid and assistance agreements, strategies, and other arrangements to perform missions and tasks. Plans should address all hazards and be tailored to each jurisdiction.

Organizing to execute response activities includes developing an overall organizational structure, strengthening leadership at each level, and assembling well-qualified teams of paid and volunteer staff for essential response and recovery tasks. The National Incident Management System, or NIMS, provides standard command and management structures used during response. These common structures enable responders from different jurisdictions and disciplines to work together to respond to incidents.

Video Transcript: (Continued)

Once responders are equipped with resources, training helps build essential response capabilities and readiness.

Exercises provide opportunities to test plans and improve proficiency. When response partners exercise together, interagency coordination and communications are improved and capability gaps and opportunities for improvement are identified.

Evaluation and continuous improvement are cornerstones of effective preparedness. Corrective action programs help response partners to evaluate response operations, capture lessons learned, and make improvements.

Once an incident occurs, priorities shift – from building capabilities to taking actions to save lives, protect property and the environment, and preserve the social, economic, and political structure of the jurisdiction. Let's look at the four key actions that typically occur in support of a response.

Situational awareness requires continuous monitoring of relevant sources of information regarding actual and developing incidents. For an effective national response, jurisdictions must continuously refine their ability to assess the situation as an incident unfolds and rapidly provide accurate and accessible information to decisionmakers. It is essential that all response partners develop a common operating picture and synchronize their response operations and resources.

When an incident occurs, responders assess the situation, identify and prioritize requirements, and activate available resources and capabilities to save lives, protect property and the environment, and meet basic human needs.

Response is guided by the common principles, structures, and coordinating processes established by NIMS.

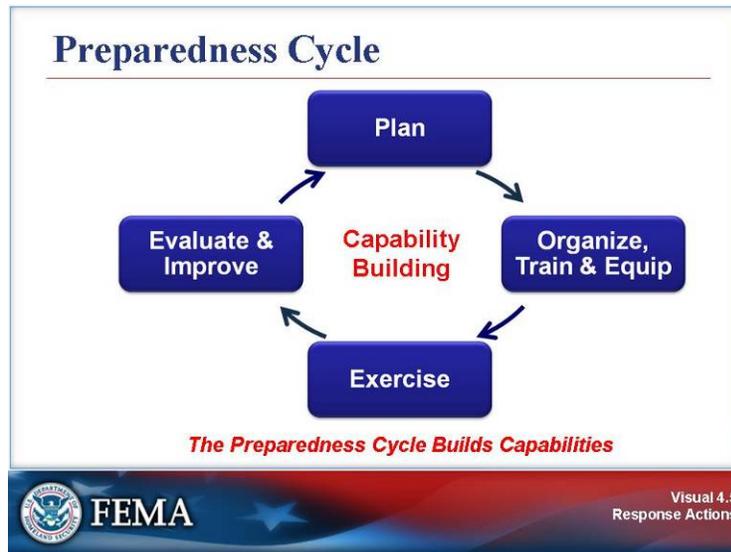
Demobilization is the orderly, safe, and efficient return of a resource to its original location and status. Demobilization begins as soon as possible to facilitate accountability of the resources and to make resources available for other incidents as needed.

Once immediate lifesaving activities are complete, the focus shifts to recovery. During short-term recovery, basic services and functions are restored. In the long term, recovery is a restoration of both the personal lives of individuals and the livelihood of the community.

Each member of our society, including our leaders, professional emergency managers, private-sector representatives, and nongovernmental organizations plays a vital role in strengthening the Nation's response capabilities. The partnerships fostered by the National Response Framework greatly improve our ability to work together to prepare, respond, and recover.



Visual 4.5



Visual Description: Preparedness Cycle: Plan, Organize, Train, Equip, Exercise, Evaluate, Improve

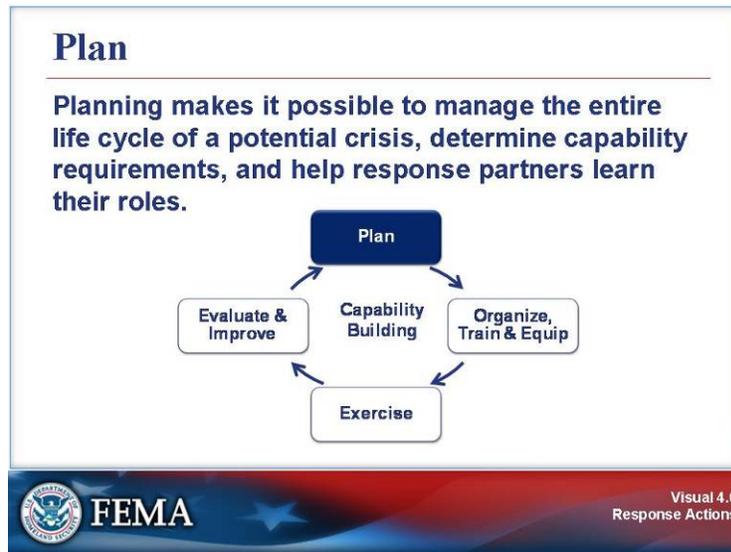
Key Points

As described in the video presentation, preparedness is essential for effective response.

The next portion of this lesson briefly reviews the six essential activities for preparing to respond to an incident: plan, organize, train, equip, exercise, and evaluate and improve.



Visual 4.6



Visual Description: Preparedness Cycle: Plan

Key Points

Planning makes it possible to manage the entire life cycle of a potential crisis, determine capability requirements, and help response partners learn their roles. In addition, planning:

- Includes the collection and analysis of intelligence and information, as well as the development of policies, plans, procedures, mutual aid and assistance agreements, strategies, and other arrangements to perform missions and tasks.
- Improves effectiveness by clearly defining required capabilities, shortening the time required to gain control of an incident, and facilitating the rapid exchange of information.

Take a few minutes to complete the self-assessment checklist on the next page.

Instructions: Complete the following self-assessment of your jurisdiction's, agency's, and organization's plans.

Our Plans . . .	Yes	No
Are developed using hazard identification and risk assessment methodologies.	<input type="checkbox"/>	<input type="checkbox"/>
Are all-hazards in scope while providing hazard-specific guidance.	<input type="checkbox"/>	<input type="checkbox"/>
Define leadership roles and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>
Identify the decisions that need to be made, who will make them, and when.	<input type="checkbox"/>	<input type="checkbox"/>
Are integrated, operational, and incorporate key private-sector and nongovernmental elements.	<input type="checkbox"/>	<input type="checkbox"/>
Include provisions for all persons, including special needs populations and those with household pets.	<input type="checkbox"/>	<input type="checkbox"/>
Address all contingencies across various scenarios, including no-notice and forewarned events.	<input type="checkbox"/>	<input type="checkbox"/>
Are augmented by specific procedures and protocols to guide rapid implementation.	<input type="checkbox"/>	<input type="checkbox"/>
Are living documents that are updated continuously based on changing conditions and lessons learned.	<input type="checkbox"/>	<input type="checkbox"/>



Visual 4.7



Visual Description: Preparedness Cycle: Organize, Train & Equip

Key Points

Review the following points:

Organize: Executing response activities includes developing an overall organizational structure, strengthening leadership at each level, and assembling well-qualified teams of paid and volunteer staff for essential response and recovery tasks.

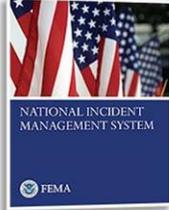
Train: Building essential response capabilities nationwide requires a systematic program to train individual teams and organizations—to include governmental, nongovernmental, private-sector, and voluntary organizations—to meet a common baseline of performance and certification standards.

Equip: It is critical to acquire equipment that will perform to established standards, including the capability to be interoperable with equipment used by other jurisdictions and/or participating organizations.



Visual 4.8

National Incident Management System



NIMS:

- Provides a consistent nationwide template.
- Enables Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together.
- Helps to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity.
- Reduces the loss of life and property, and harm to the environment.

 **FEMA**

Visual 4.8
Response Actions

Visual Description: National Incident Management System

Key Points

The National Incident Management System (NIMS) provides a comprehensive framework to ensure that responders from across the country are organized, trained, and equipped in a manner that allows them to work together seamlessly.

Response organizations should:

- Conduct a thorough, systematic inventory of their response resources.
- Establish resource management practices that conform to NIMS.
- Have a cadre of personnel (which can include full-time employees, temporary or reserve personnel, and contractors) who are trained in incident management and response principles and organized into teams.
- Pre-position resources close to those localities most at risk.



Visual 4.9

Discussion Questions

Why is planning important?

What steps can you take to ensure that responders work together seamlessly?

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Visual 4.9
Response Actions

Visual Description: Why is planning important? What steps can you take to ensure that responders work together seamlessly?

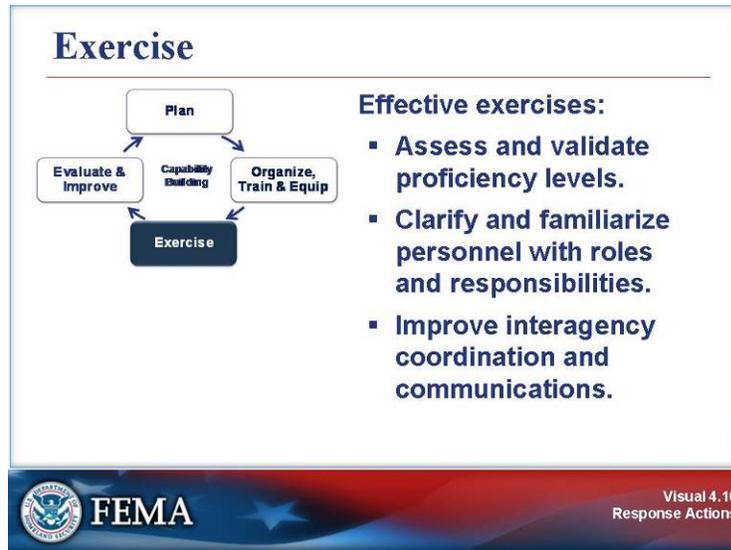
Key Points

Why is planning important?

What steps can you take to ensure that responders work together seamlessly?



Visual 4.10



Visual Description: Preparedness Cycle: Exercise

Key Points

Exercises provide opportunities to test plans and improve proficiency in a risk-free environment. Effective exercises:

- Assess and validate proficiency levels.
- Clarify and familiarize personnel with roles and responsibilities.
- Improve interagency coordination and communications, highlight capability gaps, and identify opportunities for improvement.

Local, tribal, State, and Federal jurisdictions should exercise their own response capabilities and evaluate their abilities to perform expected responsibilities and tasks. This is a basic responsibility of all entities and is distinct from participation in other interagency exercise programs.

The Department of Homeland Security (DHS) coordinates the National Exercise Program, which requires Federal departments and agencies to participate in an exercise program based upon the National Planning Scenarios contained in the National Preparedness Guidelines. This program coordinates and, where appropriate, integrates a 5-year homeland security exercise schedule across Federal agencies and incorporates exercises at the State and local levels.



Visual 4.11

Criteria for Effective Exercises

Exercises should:

- Include multidisciplinary, multijurisdictional incidents.
- Include participation of private-sector and nongovernmental organizations.
- Cover aspects of preparedness plans, particularly the processes and procedures for activating local, intrastate, or interstate mutual aid and assistance agreements.
- Contain a mechanism for incorporating corrective actions.



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Visual 4.11
Response Actions

Visual Description: Criteria for Effective Exercises

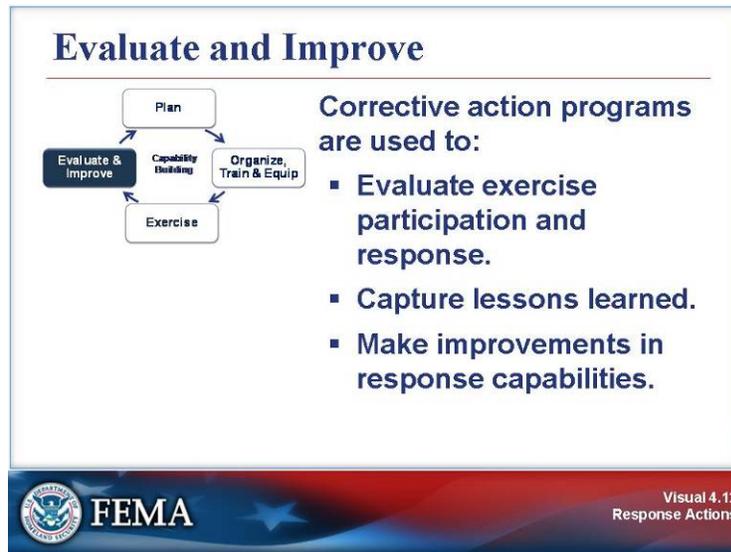
Key Points

Exercises should:

- Include multidisciplinary, multijurisdictional incidents.
- Include participation of private-sector and nongovernmental organizations.
- Cover aspects of preparedness plans, particularly the processes and procedures for activating local, intrastate, or interstate mutual aid and assistance agreements.
- Contain a mechanism for incorporating corrective actions.



Visual 4.12



Visual Description: Preparedness Cycle: Evaluate and Improve

Key Points

Evaluation and continual process improvement are cornerstones of effective preparedness. Upon concluding an exercise or significant response, jurisdictions should:

- Evaluate performance against relevant capability objectives and identify gaps.
- Develop corrective action plans with specific recommendations for changes in practice, timelines for implementation, and assignments for completion.

All local, tribal, State, and Federal entities should institute a corrective action program to evaluate exercise participation and response, capture lessons learned, and make improvements in their response capabilities.



Visual 4.13

HSEEP

The Homeland Security Exercise and Evaluation Program (HSEEP):

- Is a capabilities- and performance-based exercise program.
- Establishes standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises.
- Provides tools and resources.



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Visual 4.13
Response Actions

Visual Description: Homeland Security Exercise and Evaluation Program (HSEEP)

Key Points

The Homeland Security Exercise and Evaluation Program (HSEEP):

- Is a capabilities- and performance-based exercise program.
- Establishes standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises.
- Provides tools and resources including policy and guidance, training, technology, and direct exercise support.

The HSEEP Toolkit is a Web-based system that enables implementation of the corrective action program process.



Visual 4.14

Knowledge Review

Instructions: Read the description below, and talk with a partner about how the exercise could be improved. Be prepared to share with the class in 2 minutes.

Scenario: A local fire department conducts annual exercises to prepare for the possibility of an accidental release of hazardous materials within the county.

Question: How could this exercise be improved?



Visual 4.14
Response Actions

Visual Description: Knowledge Review

Key Points

Read the scenario and then talk with a partner about how the exercise could be improved. Be prepared to share your answers with the class in 2 minutes.

Scenario: A local fire department conducts annual exercises to prepare for the possibility of an accidental release of hazardous materials within the county.

Question: How could this exercise be improved?



Visual 4.15



Visual Description: Lesson Topic: Response

Key Points

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

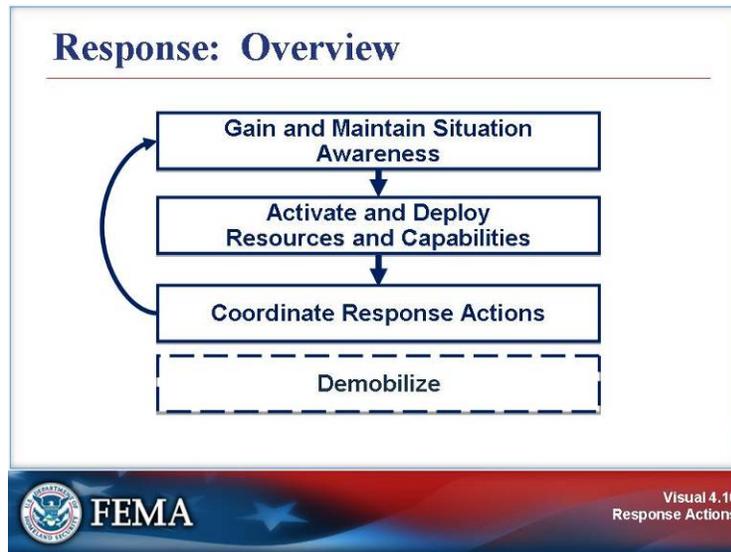
- Serves to guide, organize, and unify our Nation's homeland security efforts.
- Reflects our increased understanding of the threats confronting the United States.
- Incorporates lessons learned from exercises and real-world catastrophes.
- Articulates how we should ensure our long-term success by strengthening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

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

The next part of this unit covers response.



Visual 4.16



Visual Description: Response: Overview

Key Points

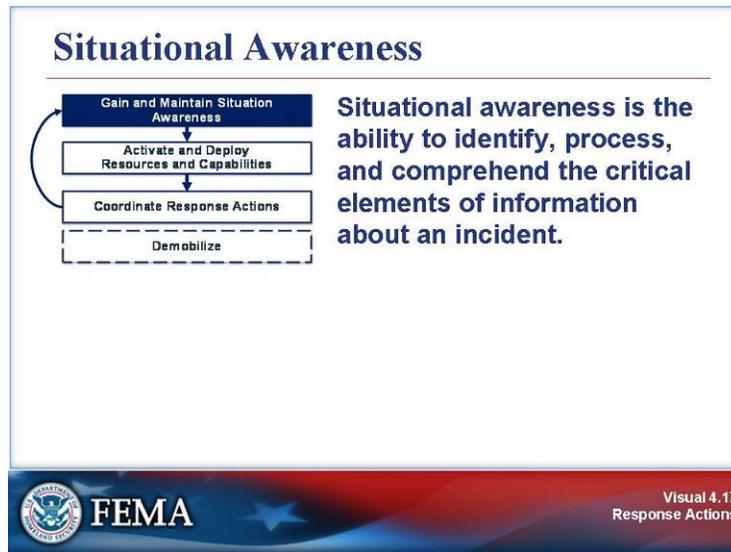
Depending on the size, scope, and magnitude of an incident, communities, States, and, in some cases, the Federal Government will respond.

The next part of this lesson covers four key actions that typically occur in support of a response:

- Gain and maintain situational awareness;
- Activate and deploy key resources and capabilities;
- Coordinate response actions; and
- Demobilize.



Visual 4.17



Visual Description: Gain and Maintain Situational Awareness

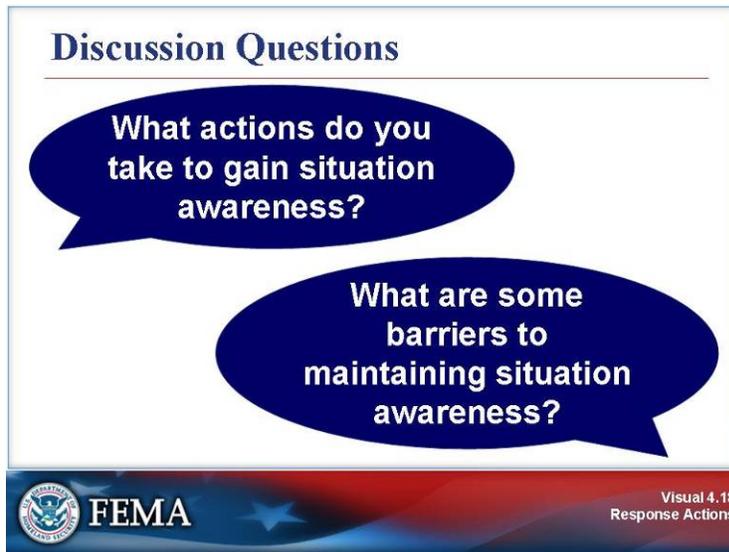
Key Points

Situational awareness requires continuous monitoring of relevant sources of information regarding actual and developing incidents.

The scope and type of monitoring vary based on the type of incidents being evaluated and needed reporting thresholds. Critical information is passed through established reporting channels according to established security protocols.



Visual 4.18



Visual Description: What actions do you take to gain situation awareness? What are some barriers to maintaining situation awareness?

Key Points

What actions do you take to gain situational awareness?

What are some barriers to maintaining situation awareness?



Visual 4.19

Situational Awareness Priorities

When developing protocols for situational awareness, priority should be given to:

- Providing the right information at the right time.
- Improving and integrating national reporting.
- Linking operations centers and tapping subject-matter experts.
- Standardizing reporting.



Visual 4.19
Response Actions



Visual Description: Situational Awareness Priorities

Key Points

For an effective national response, jurisdictions must continuously refine their ability to assess the situation as an incident unfolds and rapidly provide accurate and accessible information to decisionmakers in a user-friendly manner. It is essential that all levels of government, the private sector (in particular, owners/operators of critical infrastructure and key resources), and nongovernmental organizations share information to develop a common operating picture and synchronize their response operations and resources.

Read the following points about situational awareness priorities:

Improving and integrating national reporting.

Situational awareness must start at the incident scene and be effectively communicated to local, tribal, State, and Federal governments and the private sector, to include critical infrastructure and key resources. Jurisdictions must integrate existing reporting systems to develop an information and knowledge management system that fulfills national information requirements.

Linking operations centers and tapping subject-matter experts.

Local governments, tribes, States, and the Federal Government have a wide range of operations centers that monitor events and provide situational awareness. Based on their roles and responsibilities, operations centers should identify information requirements, establish reporting thresholds, and be familiar with the expectations of decisionmakers and partners. Situational awareness is greatly improved when experienced technical specialists identify critical elements of information and use them to form a common operating picture.

(Continued on the next page.)

Standardizing reporting.

Reporting and documentation procedures should be standardized to enhance situational awareness and provide emergency management and response personnel with ready access to critical information. Situation reports should contain verified information and explicit details (who, what, where, when, and how) related to the incident. Status reports, which may be contained in situation reports, relay specific information about resources. Based on an analysis of the threats, jurisdictions issue accessible warnings to the public and provide emergency public information.



Visual 4.20

Knowledge Review

Instructions: Answer the question below.

What is the role of documentation and information sharing in enhancing situational awareness?

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Visual 4.20
Response Actions

Visual Description: What is the role of the documentation and information sharing in enhancing situational awareness?

Key Points

What is the role of documentation and information sharing in enhancing situational awareness?



Visual 4.21

Discussion Question

What are typical initial response activities?

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Visual 4.21
Response Actions

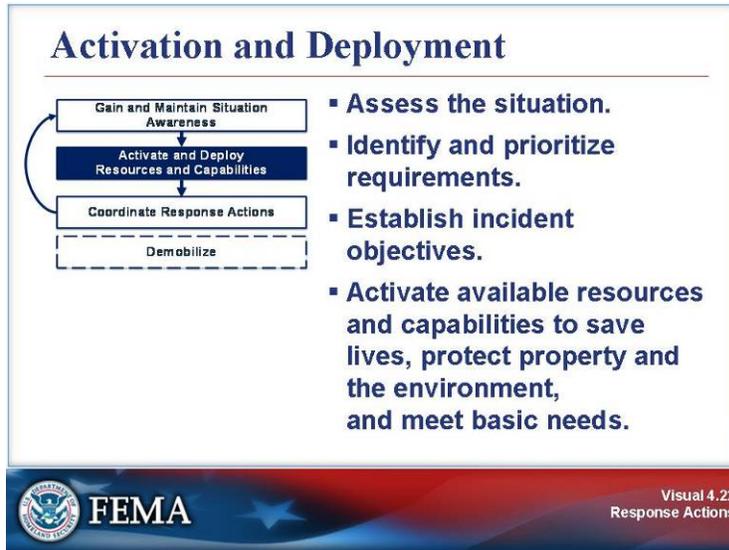
Visual Description: What are some typical initial response activities?

Key Points

What are some typical initial response activities?



Visual 4.22



Visual Description: Activate and Deploy Resources and Capabilities

Key Points

At the onset of an incident or planned event, responders establish command and then:

- Assess the situation.
- Identify and prioritize requirements.
- Establish incident objectives.
- Activate available resources and capabilities to save lives, protect property and the environment, and meet basic human needs.

At the scene, Incident Commanders develop Incident Action Plans while local, tribal, State, and/or Federal Government entities develop plans for coordinating support efforts.



Visual 4.23



Visual Description: Coordinate Response Actions

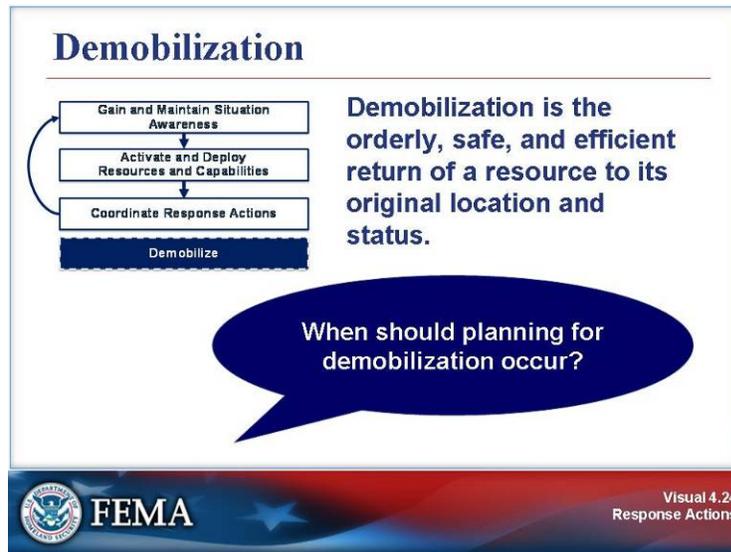
Key Points

Coordination of response actions:

- Is enhanced through NIMS principles, structures, and coordinating processes.
- Involves the clear delegation of assigned roles and responsibilities.
- Requires that critical information is provided through established reporting mechanisms.



Visual 4.24



Visual Description: Demobilize: When should planning for demobilization occur?

Key Points

Incident managers should plan and prepare for the demobilization process at the same time that they begin the resource mobilization process.

Early planning for demobilization facilitates accountability and makes the logistical management of resources as efficient as possible—in terms of both costs and time of delivery.



Visual 4.25

Recovery

Recovery includes:

- Assisting individuals and households.
- Restoring critical infrastructure.
- Returning communities to self-sufficiency.



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Visual 4.25
Response Actions

Visual Description: Recovery

Key Points

After immediate lifesaving activities are complete, the focus shifts to assisting individuals, households, critical infrastructure, and businesses in meeting basic needs and returning to self-sufficiency.

Short-term recovery is immediate and overlaps with response. Recovery actions include providing essential public health and safety services, restoring interrupted utility and other essential services, reestablishing transportation routes, and providing food and shelter for those displaced by the incident. Although called “short term,” some of these activities may last for weeks.

Long-term recovery, which is outside the scope of the National Response Framework, may involve some of the same actions but may continue for a number of months or years.



Visual 4.26

Discussion Questions

What is the goal of short-term recovery?

When does short-term recovery begin?

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Visual 4.26
Response Actions

Visual Description: What is the goal of short-term recovery? When does short-term recovery begin?

Key Points

What is the goal of short-term recovery?

When does short-term recovery begin?



Visual 4.27

Guiding Response: Support Annexes

- Describe how response partners coordinate and execute the common support processes and administrative tasks required during an incident.
- Are not limited to particular types of events.
- Are overarching in nature and applicable to nearly every type of incident.



Visual 4.27
Response Actions



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Visual Description: Guiding Response: Support Annexes

Key Points

Support Annexes guide response because they:

- Describe how response partners coordinate and execute the common support processes and administrative tasks required during an incident.
- Are not limited to particular types of events.
- Are overarching in nature and applicable to nearly every type of incident.



Visual 4.28

Support Annexes
Critical Infrastructure and Key Resources
Financial Management
International Coordination
Private-Sector Coordination
Public Affairs
Tribal Relations
Volunteer and Donations Management
Worker Safety and Health



Visual 4.28
Response Actions

Visual Description: List of Support Annexes

Key Points

The information on the following pages reviews the different Support Annexes.

Critical Infrastructure and Key Resources Support Annex

The Critical Infrastructure and Key Resources Support Annex describes policies, roles and responsibilities, and the concept of operations for assessing, prioritizing, protecting, and restoring critical infrastructure and key resources (CIKR) of the United States and its territories and possessions during actual or potential domestic incidents. The annex details processes to ensure coordination and integration of CIKR-related activities among a wide array of public and private incident managers and CIKR security partners within immediate incident areas as well as at the regional and national levels.

Financial Management Support Annex

The Financial Management Support Annex provides basic financial management guidance for all participants in NRF activities. This includes guidance for all Federal departments and agencies providing assistance for incidents requiring a coordinated Federal response. The financial management function is a component of Emergency Support Function #5 – Emergency Management. The processes and procedures described in this annex ensure that funds are provided expeditiously and that financial operations are conducted in accordance with established Federal law, policies, regulations, and standards.

International Coordination Support Annex

The International Coordination Support Annex provides guidance on carrying out responsibilities for international coordination in support of the Federal Government’s response to a domestic incident with an international component.

Private-Sector Coordination Support Annex

The Private-Sector Coordination Support Annex describes the policies, responsibilities, and concept of operations for Federal incident management activities involving the private sector during incidents requiring a coordinated Federal response. In this context, the annex further describes the activities necessary to ensure effective coordination and integration with the private sector, both for-profit and not-for-profit, including the Nation’s critical infrastructure, key resources, other business and industry components, and not-for-profit organizations, including those serving special needs populations, engaged in response and recovery.

Public Affairs Support Annex

The Public Affairs Support Annex describes the interagency policies and procedures used to rapidly mobilize Federal assets to prepare and deliver coordinated and sustained messages to the public in response to incidents requiring a coordinated Federal response.

Tribal Relations Support Annex

The Tribal Relations Support Annex describes the policies, responsibilities, and concept of operations for effective coordination and interaction of Federal incident management activities with those of tribal governments and communities during incidents requiring a coordinated Federal response. The processes and functions described in this annex help facilitate the delivery of incident management programs, resources, and support to tribal governments and individuals.

(Continued on next page.)

Volunteer and Donations Management Support Annex

The Volunteer and Donations Management Support Annex describes the coordination processes used to support the State in ensuring the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support all Emergency Support Functions for incidents requiring a Federal response, including offers of unaffiliated volunteer services and unsolicited donations to the Federal Government.

Worker Safety and Health Support Annex

The Worker Safety and Health Support Annex provides Federal support to Federal, State, tribal, and local response and recovery worker safety and health during incidents requiring a coordinated Federal response. The annex, coordinated by the Department of Labor/Occupational Safety and Health Administration (OSHA), describes the technical assistance resources, capabilities, and other support to ensure that response and recovery worker safety and health risks are anticipated, recognized, evaluated, communicated, and consistently controlled.



Visual 4.29

Summary

Are you now able to describe:

- The preparedness cycle used for capability building?
- The key actions that typically occur in support of a response?

Lesson List

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

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Visual 4.29
Response Actions

Visual Description: Summary

Key Points

Are you now able to describe:

- The preparedness cycle used for capability building?
- The key actions that typically occur in support of a response?

The next unit presents common organizational structures used in nationwide response.