L0930 Integrated Emergency Management Course: Yolo Operational Area Logistics Track

Student Manual

May 2017
Version 1.1

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LOGISTICS SECTION TRACK TABLE OF CONTENTS

May 16, 2017

UNIT 1
ADMINSTRATIVE ANNOUCEMENTS, COURSE INTRODUCTIONS, AND COURSE OVERVIEW

May 16, 2017

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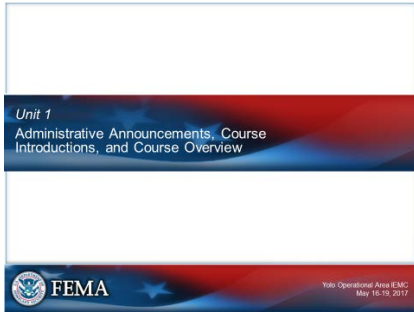
Visual 1.1

VISUAL 1.1 - UNIT 1:

ADMINISTRATIVE ANNOUNCEMENTS, COURSE INTRODUCTIONS, AND COURSE OVERVIEW

Visual 1.2

VISUAL 1.2 - WELCOME

Emergency Management Insitute (EMI) Course Staff

Class Manager	Exercise Director
Doug Kahn, PACEM	Doug Kahn, PACEM
Training Specialist	Training Specialist
Integrated Emergency	Integrated Emergency
Management Branch	Management Branch
301-447-7645	301-447-7645

IEM Branch Email: fema-emi-iemb@fema.dhs.gov

Branch Phone: 301-447-1381

Visual 1.3

VISUAL 1.3 WELCOME TO THE EMERGENCY MANAGEMENT INSTITUTE (EMI)

Integrated Emergency Management Concepts Course for the Yolo Operational Area

Visual 1.3 Photo Caption: Seals of Davis California, City of Woodland, County of Yolo, City of West Sacramento, Yolo County Housing, Yocha Dehe Wintun Nation, City of Winters California and County of Yolo Office of Emergency Services

Visual 1.4

VISUAL 1.4 - CLASS ROSTER

- On the table as you enter classroom

- Check your information for accuracy

  - Make changes as necessary (i.e., make sure your name is listed, spelled correctly, etc.)

- Do NOT enter personal addresses or personal e-mail addresses (except FEMA Reservists)

- Initial by your name to verify review

- If your name is not listed, add it, and initial next to your name

Visual 1.5

VISUAL 1.5 - COURSE ADMIN

- Attendance

  - If you get sick or have to leave for an emergency, contact the Class Manager

- Course Materials/Handouts

- Breaks/Lunch

Visual 1.6

VISUAL 1.6 – EMI COURSE EVALUATIONS

EMI has several levels of evaluation for our courses. Information gathered from the evaluations identifies areas for improvement (i.e., course materials, instructors, processes).

- EMI's Scantron evaluation form should be completed daily during class

  - Take time to provide written comments under Remarks Section

  - Rate both content and quality of instruction in Block 18 (1 lowest – 5 highest) and overall course in Block 19

- Follow-up evaluation survey will be mailed to students 90 days after course completion

  - Complete the questionnaire and return it ASAP (postage-paid return envelope provided)

Visual 1.7

VISUAL 1.7 - OUT OF COURTESY FOR OTHERS IN THE CLASSROOM, PLEASE:

- Turn off all electronic devices or place in silent mode.

- Do not text or send e-mails during class.

- Return calls and text messages ONLY during breaks.

- Refrain from sidebar conversations.

Visual 1.8

VISUAL 1.8 – LUNCH

During this IEMC offering, lunch will be predominately on your own with the exception of the date of the exercise.

Date	Option
May 16	On Your Own – Woodland
May 17	On Your Own – Woodland
May 18	Provided at Your Home EOC
May 19	On Your Own – Home Jurisdiction

Visual 1.8 Photo Alternative Text: Photo of the EMI Dining Facility.

Visual 1.9

VISUAL 1.9 – STUDENT/VISITOR PARKING

Please park in the OES Parking lot in front of 120 West Main Street.

Limited parking is available **in front of the OES building** with overflow parking available in the **bowling alley parking lot.**

Visual 1.9 Photo Alternative Text: Aerial image showing the primary parking lot (OES building) and the secondary parking lot (Bowling Alley).
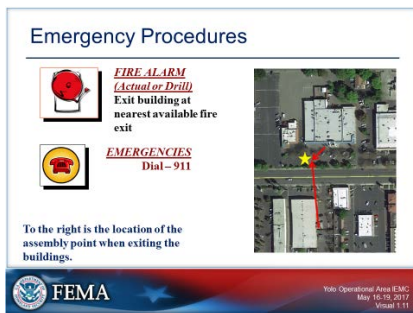
Visual 1.10

VISUAL 1.10 – EMERGENCY PROCEDURES

Fire Alarm (Actual or Drill): Exit building at available fire exit.
nearest

Emergencies – Dial 911

Below is a map with the location of the assembly point when exiting the buildings.

Visual 1.10 Image Alternative Text: Aerial image consisting of the two building locations used for training. The assembly area in case of emergency is located in the southwestern section of the OES Parking lot.

Visual 1.11

VISUAL 1.11 – WANT MORE INFORMATION ON EMI PROGRAMS?

- The Emergency Management Institute (EMI) encourages you to sign up for its e-mail subscription service.

- It allows you to subscribe to topics of interest and receive e-mails containing information pertinent to your profession.

- Visit the EMI Homepage (link available at the following URL: http://training.fema.gov/emi/) and look for the orange envelope.

Visual 1.12

VISUAL 1.12 – ACCESSING WI-FI

Yolo County Housing	Yolo County EOC
- **SSID:** YCH Public - **Password**: None	- **SSID:** Public - **Password:** provided by instructor (or check charts around classroom)

Visual 1.13

VISUAL 1.13 – STAY CONNECTED WITH THE FEMA APP

- Download the App: Google Play, App Store, or BlackBerry App World.

- You can also download the app via text messaging:
  - If you have an Apple device: Text APPLE to 43362 (4FEMA).
  - If you have an Android device: Text ANDROID to 43362 (4FEMA).

▪ If you have a Blackberry device: Text BLACKBERRY to 43362 (4FEMA).

Visual 1.13 Image Alternative Text: Photo of a cell phone showing the FEMA App. Cell phone screen displays – FEMA Logo – Weather Alerts, Prepare, Disaster Resources, Submit Disaster Photos, Contenido en Espanol, How to Help, Blog, Supporting Disaster, Communications from Space.

Text in photo: (Red lightning bolt) Receive alerts from the National Weather Service for up to five locations. (Green checkmark) Get safety reminders, read tips to survive natural disasters, and customize your emergency checklist. (Blue plus) Locate open shelters and where to talk to FEMA in person (or on the phone). (Camera icon) Upload and share your disaster photos to help first responders.

Visual 1.14

VISUAL 1.14 – STAY CONNECTED WITH THE FEMA APP (CONT.)

- Receive alerts from the National Weather Service for up to five locations.

- Get safety reminders, read tips to survive natural disasters, and customize your emergency checklist.

- Locate open shelters and where to talk to FEMA in person (or on the phone).

- Upload and share your disaster photos to help first responders.
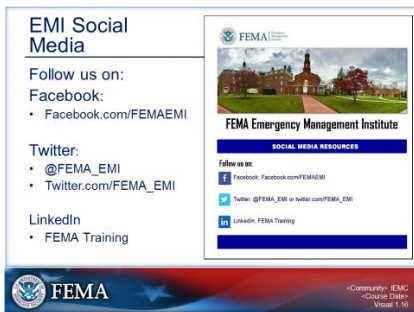
Visual 1.15

VISUAL 1.15 – EMI SOCIAL MEDIA

Follow us on:

Facebook:

- Facebook.com/FEMAEMI

Twitter:

- @FEMA_EMI

- Twitter.com/FEMA_EMI

LinkedIn:

- FEMA Training

Visual 1.15 Photo Alternative Text: FEMA Emergency Management Institute Social Media Resources. Photo of FEMA Campus. Text in photo: Follow us on: Facebook: Facebook.com/FEMAEMI; Twitter: @FEMA_EMI or twitter.com/FEMA_EMI; LinkedIn: FEMA Training
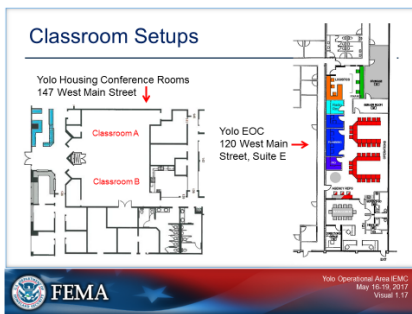
Visual 1.16

VISUAL 1.16 – CLASSROOM SETUPS

Yolo Housing Conference Rooms

147 West Main Street
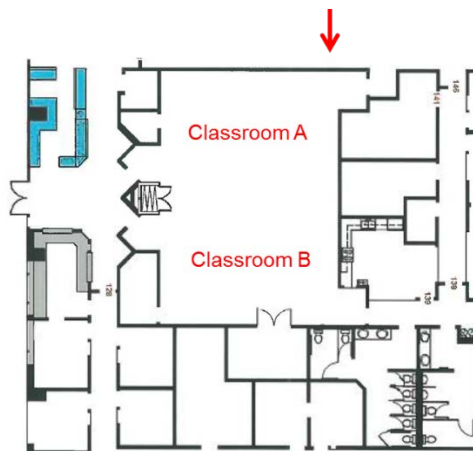
Yolo EOC
120 West Main Street, Suite E
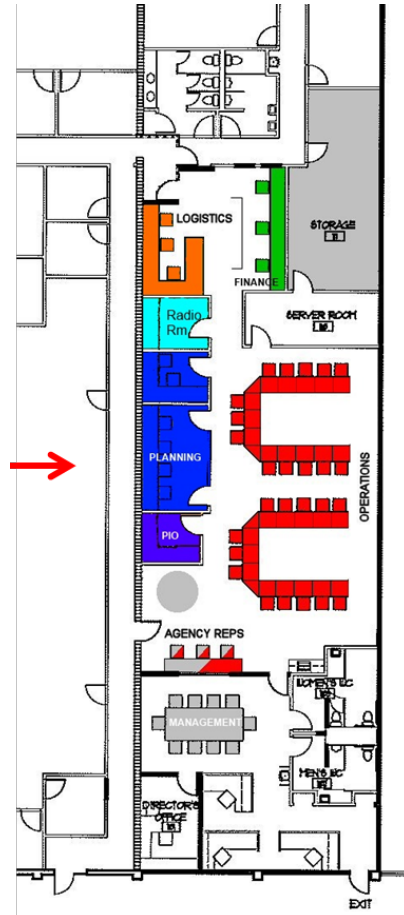
VISUAL 1.17 – COURSE GOAL

Develop a greater understanding of emergency management responsibilities as defined in the National Preparedness Goal. (*Second Edition dated September 2015)*

Visual 1.17

Visual 1.18

VISUAL 1.18 – COURSE OBJECTIVES

Build upon the <u>awareness</u> and the <u>skills</u> needed to develop and implement disaster policies, plans and procedures to protect life and property using an <u>Integrated</u> or <u>Whole Community</u> approach.

Visual 1.19

VISUAL 1.19 – WHOLE COMMUNITY

- Shared understanding of community needs and capabilities

- Greater empowerment and integration of resources from across the community

- Stronger social infrastructure

- Greater resiliency at the community and national levels

Visual 1.20

VISUAL 1.20 – WHOLE COMMUNITY (CONT.)

- Establishment of relationships that facilitates more effective prevention, protection, mitigation, response, and recovery activities

- Increased individual and collective preparedness

- Locate open shelters and where to talk to FEMA in person (or on the phone).

Visual 1.21

VISUAL 1.21- WHOLE COMMUNITY AND IEMCS

- Classroom presentations

- Hands-on learning experience

- Exercise configurations

- Feedback

Prepare to…
- Analyze Yolo Operational Area emergency plans, policies and procedures
- Identify additional planning needs and/or resources
- Clarify roles and responsibilities
- Improve teams and coordination
- Improve Prevention, Protection, Mitigation, Response & Recovery capabilities

COMMUNICATE, COORDINATE and COOPERATE!

FEMA
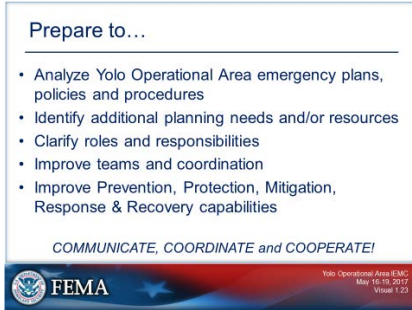
Visual 1.22

VISUAL 1.22 – PREPARE TO…

- Analyze Yolo Operational Area emergency plans, policies and procedures

- Identify additional planning needs and/or resources

- Clarify roles and responsibilities

- Improve teams and coordination

- Improve Prevention, Protection, Mitigation, Response & Recovery capabilities

COMMUNICATE, COORDINATE and COOPERATE!

Course Schedule

May 16, 2017	PIO, Logistics & Planning Training Tracks
May 17, 2017	Policy, Operations & Finance Training Tracks
May 18, 2017	Exercise
May 19, 2017	Exercise Hotwash & Final Instruction

FEMA

Visual 1.23

VISUAL 1.23 – COURSE SCHEDULE

May 16, 2017	PIO, Logistics, & Planning Training Tracks
May 17, 2017	Policy, Operations & Finance Training Tracks
May 18, 2017	Exercise
May 19, 2017	Exercise Hotwash & Final Instruction

Introductions
- Name
- Current role within the emergency operations center (EOC)/Emergency Management
- Instructor Introductions

FEMA
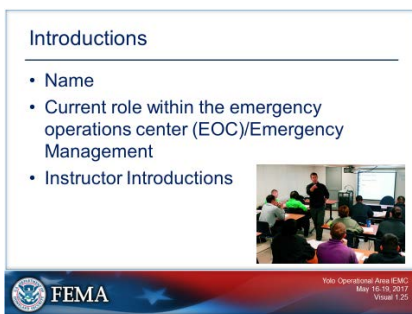
Visual 1.24

VISUAL 1.24 – INTRODUCTIONS

- Name

- Current role within the Emergency Operations Center (EOC)/Emergency Management

- Instructor Introductions

Visual 1.24 Image Description: An instructor pointing in a classroom to the class.

Visual 1.25

VISUAL 1.25 - QUESTIONS, COMMENTS, OR CONCERNS?

UNIT 2
LOGISTICS SECTION

May 16, 2017

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Visual 2.1

VISUAL 2.1 – UNIT 2

LOGISTICS SECTION
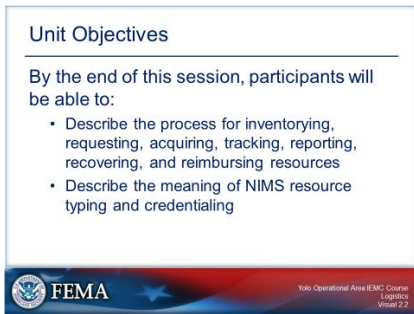
Visual 2.2

VISUAL 2.2 - UNIT OBJECTIVES

By the end of this session, participants will be able to:

- Describe the process for inventorying, requesting, acquiring, tracking, reporting, recovering, and reimbursing resources

- Describe the meaning of NIMS resource typing and credentialing
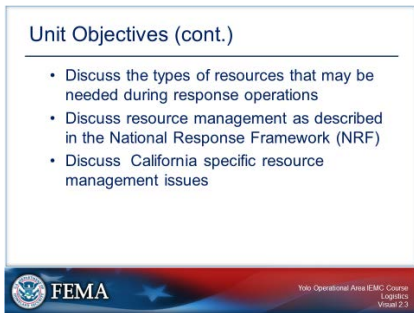
Visual 2.3

VISUAL 2.3 – UNIT OBJECTIVES (CONT.)

- Discuss the types of resources that may be needed during response operations

- Discuss resource management as described in the National Response Framework (NRF)

- Discuss California specific resource management issues

Student Notes:
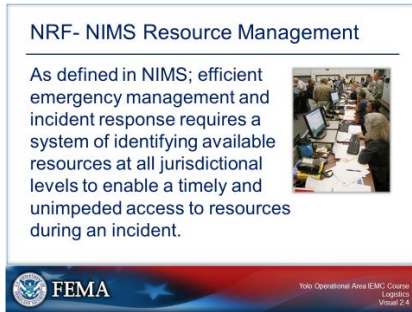
Visual 2.4

VISUAL 2.4 - NIMS RESOURCE MANAGEMENT (RM)

As defined in NIMS efficient emergency management and incident response requires a system of identifying available resources at all jurisdictional levels to enable a timely and unimpeded access to resources during an incident.

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

Resource coordination activities take place within an Emergency Operations Center (EOC). However, as an incident grows in size or complexity, other multiagency coordination centers may be established to prioritize and coordinate resource allocation.

Visual 2.4 Photo Caption: *Photo of an activated EOC with individuals sitting in front of computers. Small group discussions in background.*

Student Notes:
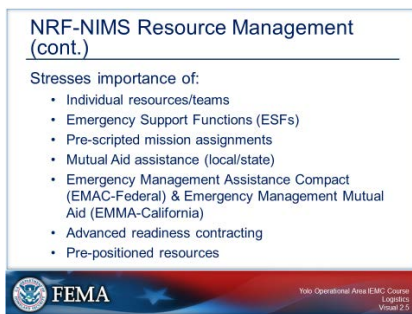
Visual 2.5

VISUAL 2.5 - NIMS RESOURCE MANAGEMENT (CONT.)

Stresses importance of:

• Individual resources/teams

• Emergency Support Functions (ESFs)

• Pre-scripted mission assignments

• Mutual aid assistance (local/State)

• Emergency Management Assistance Compact (EMAC)

• Advanced readiness contracting

• Pre-positioned resources

As a key preparedness activity, 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. Governments at all levels should use the NIMS resource management principles described below to enhance response capabilities.

Effective preparedness requires jurisdictions to identify and have strategies to obtain and deploy major equipment, supplies, facilities, and systems in sufficient quantities to perform assigned missions and tasks. The mobilization, tracking, use, sustainment, and demobilization of physical and human resources require an effective logistics system.

Student Notes:
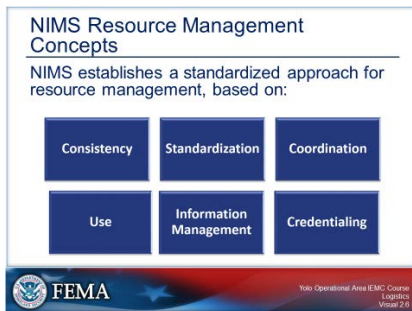
Visual 2.6

VISUAL 2.6 - NIMS RESOURCE MANAGEMENT CONCEPTS

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

- Consistency

- Standardization

- Coordination

- Use

- Information Management

- Credentialing

Student Notes:

Visual 2.7

VISUAL 2.7 - CONSISTENCY

- Identify what resources are needed to meet incident objectives

- Acquire needed resources according to priority

- Allocated resources according to priority

- Track resource availability and status

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

Visual 2.7 Photo Caption: Members of the Confederated Tribes of the Umatilla Indian Reservation Haz-Mat Team
Student Notes:

Visual 2.8

VISUAL 2.8 – STANDARDIZATION
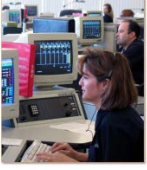
- Resource management includes standardized systems for classifying resources by:
  - Category
  - Type
  - Kind

Visual 2.8 Photo Caption: Image of a Inventory Warehouse.
Student Notes:

Visual 2.9

VISUAL 2.9 – COORDINATION

- Allocate scarce resources

- Mobilize resources

- Ensure interagency and interjurisdictional coordination

- Make policy decisions to support incidents

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

The multiagency coordination system is responsible for coordinating support to the incident(s). This may include prioritizing incidents for the purpose of allocating scarce resources, mobilizing resources, ensuring interagency and interjurisdictional coordination, and making policy decisions to support incidents (but not decisions reserved for the Command functions).

Visual 2.9 Photo Caption: Dispatchers and call takers with the L.A. County Fire Department answer calls from the public.
Student Notes:

Visual 2.10

VISUAL 2.10 – USE

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

- All levels of government

- Nongovernmental organizations

- The private sector

Visual 2.10 Photo Caption: Photo of paramedics.
Student Notes:
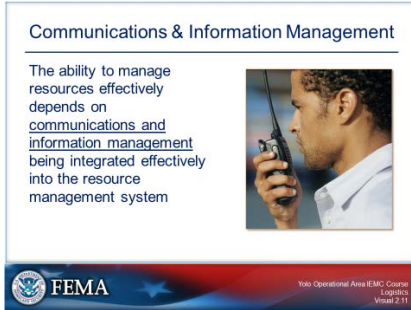
Visual 2.11

VISUAL 2.11 – COMMUNICATIONS & INFORMATION MANAGEMENT

The ability to manage resources effectively depends on communications and information management being integrated effectively into the resource management system.

Effective resource management depends on the thorough integration of communications and information management elements into resource management organizations, processes, technologies, and decision support.

In a later module, we will discuss technologies such as emergency management software that can be used to manage information.

Visual 2.11 Photo Caption: Individual using a handheld radio.

Student Notes:
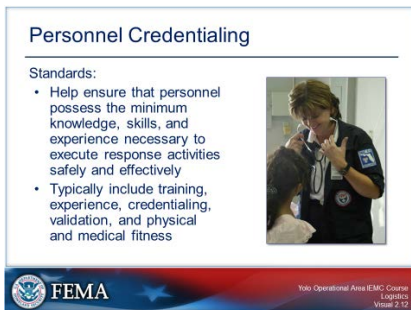
Visual 2.12

VISUAL 2.12 – PERSONNEL CREDENTIALING

Standards:

- Help ensure that personnel possess the minimum knowledge, skills, and experience necessary to execute response activities safely and effectively

- Typically include training, experience, credentialing, validation, and physical and medical fitness

Note that the baseline criteria for voluntary credentialing will be established by the National Integration Center.

Visual 2.12 Photo Caption: A paramedic examining a woman.

Student Notes:
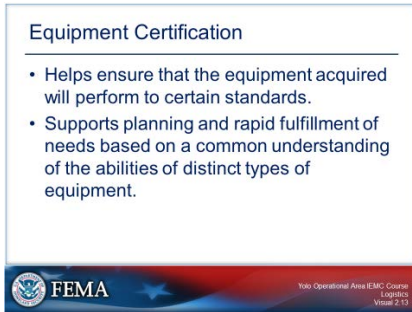
Visual 2.13

VISUAL 2.13 – EQUIPMENT CERTIFICATION

- Helps ensure that the equipment acquired will perform to certain standards.

- Supports planning and rapid fulfillment of needs based on a common understanding of the abilities of distinct types of equipment.

Student Notes:

Visual 2.14

VISUAL 2.14 – UNIT 2.B

RESOURCE TYPING

Student Notes:

Visual 2.15

VISUAL 2.15 – NIMS RESOURCE TYPING

Resource typing is the categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements.

Resource typing is categorizing, by capability, the resources requested, deployed, and used in incidents. Measurable standard identifying the capabilities and performance levels of resources serve as the basis for categories. Resource users at all levels utilize these standards to identify and inventory resources.

Visual 2.15 Photo Captions:
Left photo – Bomb Squad. Middle photo – Command Center Bus. Right photo – Search and Rescue K9 and Handler searching a pile of debris.

Student Notes:
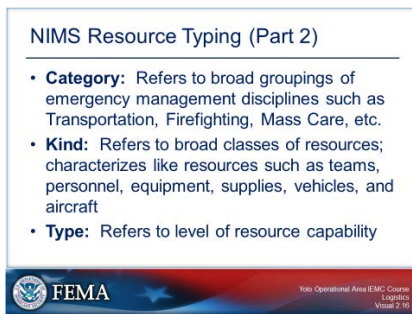
Visual 2.16

VISUAL 2.16 – NIMS RESOURCE TYPING (PART 2)

- **Category:** Refers to broad groupings of emergency management disciplines such as Transportation, Firefighting, Mass Care, etc. The category is the function for which a resource would be most useful.

- **Kind:** Refers to broad classes of resources; characterizes like resources such as teams, personnel, equipment, supplies, vehicles, and aircraft

- **Type:** Refers to level of resource capability. Assigning the Type 1 label to a resource implies that it has a greater level of capability than a Type 2 of the same resource (for example, due to its power, size, or capability), and so on to Type 4. Typing provides managers with additional information to aid in the selection and best use of resources.

Student Notes:

Visual 2.17

VISUAL 2.17 - STANDARDIZATION – NIMS RESOURCE TYPING

- Designed to improve efficiency
  - Speed up request process
  - Speed up fulfillment process
- Ensures the correct resource is requested and received
  - Tanker vs. Tender

For example, in a wildland fire, a tanker is an aircraft (tender is a vehicle). In a structure fire, a tanker is a fire apparatus that carries large amounts of water onboard.

Resource typing provides a uniform method of sharing understood resources when needed in a major incident. It is a continuous process designed to be as simple as possible; it facilitates frequent use and accuracy in obtaining needed resources.

Student Notes:

Visual 2.18

VISUAL 2.18 – RESOURCE CATEGORY

Broad groupings of resources that characterizes resources

Visual 2.18 Photo Caption: Top Left – Police Cruiser. Bottom Left – Ambulance. Top Right – Kennels with Dogs. Bottom Right – Coast Guard Helicopter.

Student Notes:

Visual 2.19

VISUAL 2.19 – RESOURCE KIND

Broad classes that characterizes like resources.

A **Strike Team** is defined as a set number of resources of the same kind and type with an established minimum number of personnel.

A **Group** consists of 5 Strike Teams
In the top example, there are 5 Strike teams - five similar units (ambulances) all of the same types and overall is a Group.

Visual 2.19 Photo Caption: Five rows of multiple ambulances. Bottom photo – Photo of Police Command vehicle, Mobile Command Post, and Fire Command Vehicle.
Student Notes:

Visual 2.20

VISUAL 2.20 – RESOURCE TYPE – GENERATORS

Visual 2.20 Photo Caption: Type V Generator – 125kW, trailer mounted, 3 phase, 60 Hz, 223 gallons.

Type V - 125 kW Generator Sound attenuated Trailer mounted (pull behind) Multi-voltage distribution panel Up to 433 Amps @ 208 Volts, 3 Phase, 60 Hz/up to 188 Amps@ 480 Volts 3 Phase, 60 Hz Dry weight 10,610 lbs.; 223 Gallons; 18.5' Long x 6'.5 Wide x 9' Tall; Small office building, emergency mobile trailers & operations, and restaurants; Cables from generator to main power feed estimated at 1 hour.

Student Notes:
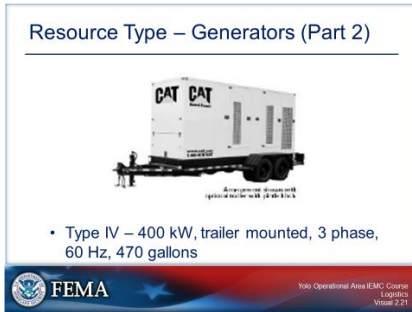
Visual 2.21

VISUAL 2.21 – RESOURCE TYPE – GENERATORS (PART 2)

Visual 2.21 Photo Caption: Type IV Generator – 400 kW, trailer mounted, 3 phase, 60 Hz, 470 gallons

Type IV - 400 kW Generator Sound attenuated Trailer mounted (pull behind) Multi-voltage distribution panel Up to 1390 Amps @ 208 Volts, 3 Phase, 60 Hz/up to 602 Amps@ 480 Volts 3 Phase, 60 Hz Dry weight 16,800 lbs.; 470 Gallons; 23' Long x 8'.5‖ Wide x 11' Tall; Large office building, public schools, libraries, and communication equipment; Cables from generator to main power feed estimated at 2+ hours.
Student Notes:

Visual 2.22

VISUAL 2.22 – RESOURCE TYPE – GENERATORS (PART 3)

Visual 2.22 Photo Caption: Type III Generator – 600 kW, trailer mounted, 3 phase, 60 Hz, 660 gallons

Type III- 600 kW Generator; Sound attenuated Trailer mounted (semi tractor) Up to 2080 Amps@ 208 Volts, 3 Phase, 60 Hz / up to 902 Amps@ 480 Volts 3 Phase, 60 Hz Dry weight 37,000 lbs.; 660 Gallons; 40' Long x 8' Wide x 13'.5" Tall; Retail stores, HVAC system power, multi-story/buildings, light manufacturing, apartment buildings; Cables from generator to main power feed estimated at 3+ hours

Student Notes:

Visual 2.23

VISUAL 2.23 – RESOURCE TYPE – GENERATORS (PART 4)

Visual 2.23 Photo Caption: Type II Generator– 1500 kW, trailer mounted, 3 phase, 60 Hz, 1250 gallons

Type II - 1500 kW Generator Sound attenuated Trailer mounted (semi tractor) Up to 2260 Amps@ 480 Volts, 3 Phase, 60 Hz Dry weight 59,000 lbs.; 1250 Gallons; 40' Long x 8' Wide x 13'.5" Tall; Single or multiple units for: Universities, hospitals, medium to large manufacturing facility; Cables from generator to main power feed estimated at 5+ hours.
Student Notes:
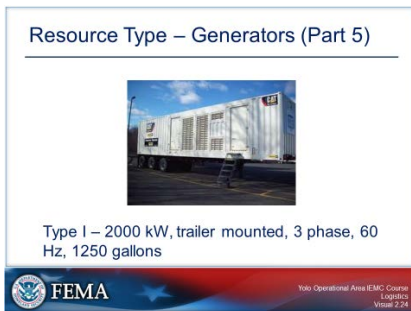
Visual 2.24

VISUAL 2.24 – RESOURCE TYPE – GENERATORS (PART 5)

Visual 2.24 Photo Caption - Type I Generator – 2000 kW, trailer mounted, 3 phase, 60 Hz, 1250 gallons

Type I - 2000 kW Generator Sound attenuated Trailer mounted (semi tractor) Up to 3015 Amps@ 480 Volts, 3 Phase, 60 Hz Dry weight 89,000 lbs.; 1250 Gallons; 40' Long x 8' Wide x 13'.5" Tall; Single or multiple units for: Power plants, heavy industrial facility, high-rise buildings; Cables from generator to main power feed estimated at 5+ hours.

Student Notes:

VISUAL 2.25 – RESOURCE INVENTORY

- Inventory and document resources prior to an incident

- Maintain current data on all resources

- Availability of resource inventory to others

- Resource inventory system should be adaptable and scalable

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

Inventory systems for resource management should be adaptable and scalable and should account for the potential of double-counting personnel and/or equipment. In particular, resource summaries should clearly reflect any overlap of personnel across different resource pools.

Student Notes:

Visual 2.25

VISUAL 2.26 – PARTICIPANT ACTIVITY

- Discuss the types of resource necessary for a significant disaster response operation.

Visual 2.26

Instructor Note: This is a brainstorming activity. Engage the participants in identifying the different types of resources needed in responding to a significant disaster. Use an easel pad to document their responses. Anticipated answers will include the typical emergency response agencies. Look for integration of private and NGOs.

Student Notes:

Visual 2.27

VISUAL 2.27 – UNIT 2.C

RESOURCE ORDERING
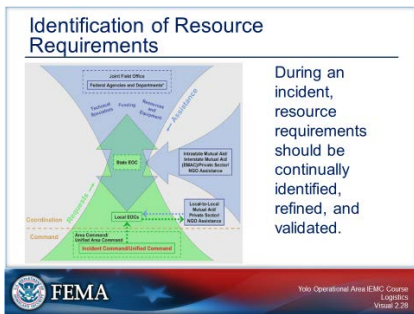
Visual 2.28

VISUAL 2.28 – IDENTIFICATION OF RESOURCE REQUIREMENTS

During an incident, resource requirements should be continually identified, refined, and validated. This process as illustrated by Visual 2.28 involves accurately identifying what and how much is needed, where and when it is needed, and who will be receiving or using it. Resources to be identified in this way include equipment, supplies, facilities, and personnel or emergency response teams.

In some situations, a subject matter or technical expert would be necessary to determine the exact resource needed to complete the task or activation of a formal agreement for Critical Infrastructure/Key Resource assets.

The diagram summarizes the resource request flow. Starting at the bottom:

- The Incident Command/Unified Command determine resource requirements based on incident objectives, strategies, and tactics. If the on-scene resources are not adequate, the Incident Command/Unified Command may request additional resources.

- The local EOC coordinates the activation and deployment of needed resources.

- Mutual aid and assistance agreements are used to fulfill needs that exceed those resources available within the jurisdiction. If additional resources are still required, the local EOC may request additional assistance from the State EOC.

- The State EOC fulfills the requests using State resources, or may activate additional levels of mutual aid and assistance agreements.

- If additional or specialized resources or capabilities are needed, Governors may request Federal assistance; however, NIMS is based on the concept that local jurisdictions retain command, control, and authority over response activities for their jurisdictional areas.
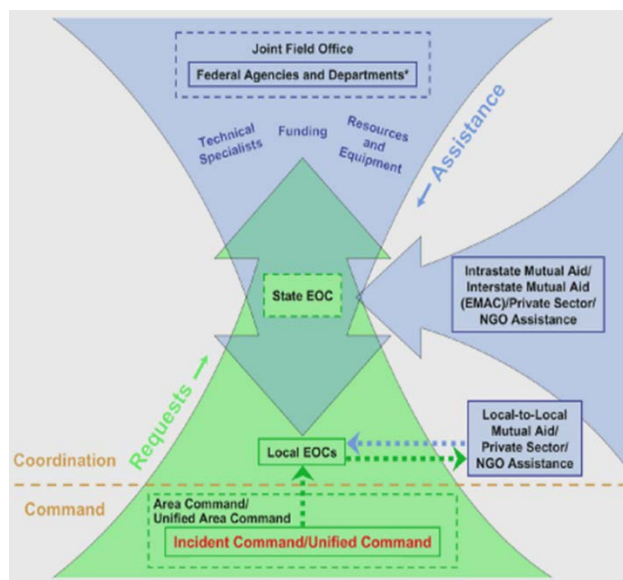
Visual 2.28 Diagram Alternate Text:

The diagram in Visual 2.28 shows an hourglass shape with the bottom of the hourglass (green) representing resource requests and the top (blue) representing resource assistance. The bottom portion of the hourglass is Command, consisting of the Incident Command/Unified Command and the Area Command/Unified Command. The remainder of the hourglass shape is the Coordination Section. Resource requests from the Command (lower section of the hourglass), are submitted first to the Local EOCs. Local EOCs first try to fill these requests through Local-to-Local Mutual Aid, Private Sector, and NGO Assistance. Requests that cannot be filled at the local level are forwarded to the State EOC (the neck of the hourglass). The State will attempt to fill these requests through Intrastate Mutual Aid, Interstate Mutual Aid (EMAC), Private Sector, and NGO Assistance. Any requests that cannot be filled through this mechanisms are sent to Federal Agencies and Departments including a Joint Field Office as needed. These requests can also include Technical Specialists, Funding, and Resources and Equipment. Resources and assistance received are then funneled back down the hourglass to the Local EOCs and Incident Command.

Student Notes:

Ordering and Acquiring Resources

- Requests for resources that cannot be obtained locally are submitted using standardized resource-ordering procedures
- Processes for placing and filling resources orders are different for field/incident personnel and supporting entities such as EOCs

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                        Logistics
                        Visual 2.29

Visual 2.29

VISUAL 2.29 – ORDERING AND ACQUIRING RESOURCES

- Requests for resources are submitted using standardized resource-ordering procedures

- Processes for placing and filling resource orders are different for field/incident personnel and supporting entities such as EOCs

In the field, the Incident Commander (IC) will request resources based on current and future operational periods and submit these requests to the EOC. The EOC will go directly to different sources to acquire resources. The EOC may also implement formal agreements.

Typically, resource requests are obtained by requesting through the closest or adjacent jurisdiction. If a resource is not available, the request reaches a regional or State level if necessary.

Student Notes:

Visual 2.30

VISUAL 2.30 - SINGLE-POINT ORDERING

- Reduces inefficiencies

- Aids in tracking/recovering resources

- Supports situational awareness

- Is based on incident priorities, protocols, and other demands

- All requests are approved the jurisdiction

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is normally prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency ordering point.

The concept of single-point ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction ordering, not on the incident organization. From the standpoint of incident workload and ordering efficiency, single point ordering is the preferred method or resource ordering.

Visual 2.30 Alternative Text:
Flowchart. Requests for resources come from Operations Section, Planning Section, Finance/Admin Section, Command Staff and flow into the Logistics Section. A dotted line follows from the Logistics Section to represent Command Approval. The Logistics Section sends all resource requests to a single-point the Agency/Multiagency Ordering Point. Photo of an individual working in front of a computer.
Student Notes:

Visual 2.31

VISUAL 2.31 – MULTI-POINT ORDERING

- Incident orders resources from several different ordering points, and/or the private sector.

- It requires tremendous coordination

- Increases the chances of lost or duplicated orders

Multi-point resource ordering is when the incident orders resources from several different ordering points and/or private sector. Multi-point off-incident resource ordering should be done only when necessary.

Multi-point ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also

requires tremendous coordination between and among ordering points and increases the chances of lost or duplicated orders.
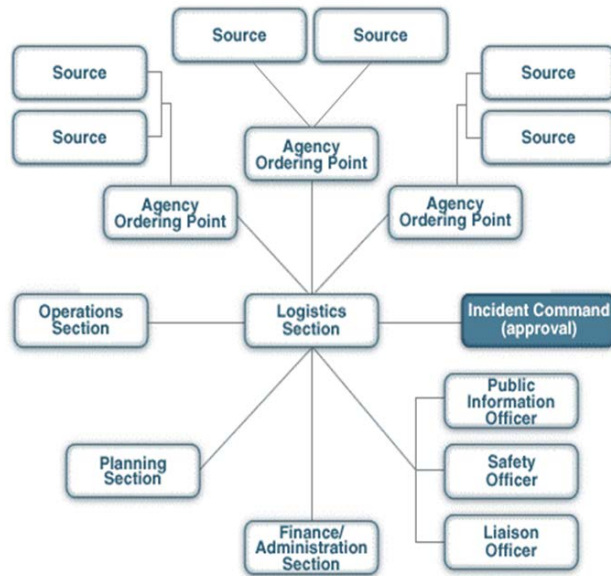
Visual 2.31 Diagram Alternate Text: Flow Chart. Multi-point Ordering System. Resource requests from the Operations Section, Planning Section, Finance/Administration Section, Public Information Officer, Safety Officer, Liaison Officer all flow into the Logistics Section. Requests are routed linearly from the Logistics Section to the Incident Command for approval. Approved requests then flow from Logistics Section to one of three Agency Ordering Points. Each of the three Agency Ordering Points has two Sources from which Resources can be acquired.

Student Notes:

Bypassing RM Processes

Circumventing the official resource coordination process within the incident command or multi-agency coordination system creates:
- Inefficiency
- Potential for lost or duplicated resource orders
- Lack of accountability for resources
- May put responders at risk

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                                                              Logistics
                                                              Visual 2.32

Visual 2.32

VISUAL 2.32 - BYPASSING RM PROCESSES

Circumventing the official resource coordination process within the incident command or multi-agency coordination system creates:

- Inefficiency

- Potential for lost or duplicated resource orders

- Lack of accountability for resources

- May put responders at risk

Important to note: All of those with responsibilities for managing resources, including public officials, should recognize the limitations inherent in requesting resources by circumventing the official resource coordination process within the multi-agency coordination system (EOC or multi-agency coordination group) supporting the incident(s).

Student Notes:

Methods to Acquire Resources

- Mutual Aid Agreements (MAA)
  - Neighboring jurisdictions and/or intrastate
- Emergency Management Assistance Compact (EMAC)
- Emergency Management Mutual Aid Agreement (EMMA)
- Direct Federal assistance

FEMA   Yolo Operational Area IEMC Course
                                                              Logistics
                                                              Visual 2.33

Visual 2.33

VISUAL 2.33 - METHODS TO ACQUIRE RESOURCES

- Mutual Aid Agreements (MAA)

  - Neighboring jurisdictions and/or intrastate

- Emergency Management Assistance Compact (EMAC)

- Emergency Management Mutual Aid Agreement (EMMA)

- Direct Federal assistance

Mutual aid agreements and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support before, during, and

after an incident. A signed agreement does not obligate the provision or receipt of aid, but rather provides a tool for use should the incident dictate a need.

EMAC is a national interstate mutual aid agreement that enables States to share resources during times of disaster. EMAC can be used either instead of Federal assistance or in conjunction with Federal assistance, thus providing a "seamless" flow of needed goods and services to an impacted State. EMAC further provides another venue for mitigating resource deficiencies by ensuring maximum use of all available resources within member States' inventories.

Federal assistance is available to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety or to lessen or avert the threat of a catastrophe in any part of the United States. It can be granted in non-Stafford Act situations. For example, the Environmental Protection Agency or U.S. Coast Guard may assess or mitigate oil or chemical spills without waiting for requests from the State, tribal, or local officials. Another example can be that Chempack assests that are pre-deployed by CDC within the Yolo OA can be accessed during a large chemical exposure without a formal request (Yolo is a Ag community that uses pesticides daily in spraying).

Instructor Notes: Instructor needs to give a primer on the CA MMAA and may need to introduce the concept of EMMA (looking for CalOES folks to do this at the moment). Especially since EMMA will most likely be used prior to EMAC. Give instructors information about SAP and CA MAA.
<u>Student Notes:</u>

Visual 2.34

VISUAL 2.34 – MUTUAL AID AGREEMENTS

- Can be automatic

- Approvals already completed

- Protocols worked out in advance

- Authority worked out in advance

- Costs worked out in advance

- Limitations understood in advance

Automatic agreements that permit the dispatch and response of requested resources without incident-specific approvals. These agreements are usually basic contracts; some may be informal accords.

Local agreements are between neighboring jurisdictions or organizations that involve a formal request for assistance and generally cover a larger geographic area than automatic mutual aid.

Regional Mutual Aid is a sub-state agreements between multiple jurisdictions that are often sponsored by a council of governments or a similar regional body.
Student Notes:
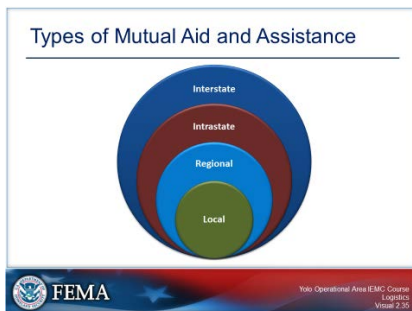
Visual 2.35

VISUAL 2.35 – TYPES OF MUTUAL AID AND ASSISTANCE

There are several types of mutual aid and assistance agreements, including:

- **Automatic Mutual Aid:** A basic contract or informal agreement that permits the automatic dispatch and response of requested resources without incident-specific approvals

- **Local Mutual Aid:** An agreement between neighboring jurisdictions that involves a formal request for assistance. Local mutual aid and

assistance agreements cover a larger geographic area than automatic mutual aid

- **Regional Mutual Aid:** A regional mutual aid and assistance agreement among multiple jurisdictions within a State

- **Intrastate Mutual Aid:** An agreement, often coordinated through the State,that incorporates State and Local government and nongovernmental assets. Example:

  - NEMA's Model Intrastate Mutual Aid Legislation (http://www.emacweb.org/index.php?option=com _content&view=article&id=82&Itemid=60)

- **Interstate Mutual Aid:** State-to-State mutual aid agreements. Example:

  - Emergency Management Assistance Compact (EMAC) Intrastate Mutual Aid Legislation (http://www.emacweb.org/index.php?option=com _content&view=article&id=155&Itemid=271)

Visual 2.35 Diagram Alt Text: *Concentric circle diagram. Starting with smallest circle to the largest circle is Local, Regional, Intrastate, and Interstate.*
Student Notes:
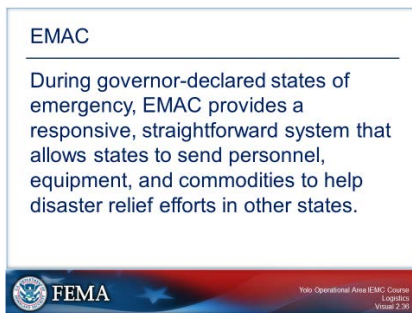
VISUAL 2.36 – EMAC

During governor-declared states of emergency, EMAC provides a responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states.

EMAC is a congressionally ratified organization that provides form and structure to the interstate mutual aid and assistance process. Through EMAC or other mutual aid or assistance agreements, a State can request and receive assistance from other member States.

EMAC

During governor-declared states of emergency, EMAC provides a responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states.

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Visual 2.36

EMAC offers assistance during governor-declared states of emergency through a responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states. The strength of EMAC and the quality that distinguishes it from other plans and compacts lie in its governance structure; its relationship with federal organizations, states, counties, territories, and regions; the willingness of states and response and recovery personnel to deploy; and the ability to move any resource one state wishes to utilize to assist another state.

EMAC establishes a firm legal foundation. Once the conditions for providing assistance to a requesting state have been set, the terms constitute a legally binding contractual agreement that makes affected states responsible for reimbursement. The EMAC legislation solves the problems of liability and responsibilities of cost and allows for credentials, licenses, and certifications to be honored across state lines.

Student Notes:

Visual 2.37

VISUAL 2.37 – EMAC (CONT.)

- EMAC provides a legally binding contractual agreement that makes affected states responsible for reimbursement.

- EMAC legislation solves the problems of liability and responsibilities of costs and allows for credentials, licenses, and certifications to be honored across state lines.

EMAC offers assistance during governor-declared states of emergency through a responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states. The strength of EMAC and the quality that distinguishes it from other plans and compacts lie in its governance structure; its relationship with federal

organizations, states, counties, territories, and regions; the willingness of states and response and recovery personnel to deploy; and the ability to move any resource one state wishes to utilize to assist another state.

EMAC establishes a firm legal foundation. Once the conditions for providing assistance to a requesting state have been set, the terms constitute a legally binding contractual agreement that makes affected states responsible for reimbursement. The EMAC legislation solves the problems of liability and responsibilities of cost and allows for credentials, licenses, and certifications to be honored across state lines.

Instructor Notes: Instructor should pay special attention to the fact that "locals" aren't "normally" deployed under EMAC from California unless they are part of a specific team/task force that serves a specific area of expertise (it's normally State personnel who are deployed under EMAC).

Student Notes:

Visual 2.38

VISUAL 2.38 – KEYS TO MAA AND EMAC AGREEMENTS

- Roles/Responsibilities

- Procedures & Protocols

- Delegation of Authority

- Relationships with other agreements

- Workers' compensation, liability, immunity

- Qualifications, licensure and certifications

- Termination

Agreements, preferably written, should include the following elements or provisions:

- Definitions of key terms used in the agreement

- Roles and responsibilities of individual parties

- Procedures for requesting and providing assistance

- Procedures, authorities, and rules for payment, reimbursement, and allocation of costs

- Notification procedures

- Protocols for interoperable communications

- Relationships with other agreements among jurisdictions

- Workers' compensation

- Treatment of liability and immunity

- Recognition of qualifications, licensure, and certifications

- Sharing agreements, as required

- Termination clause

Student Notes:
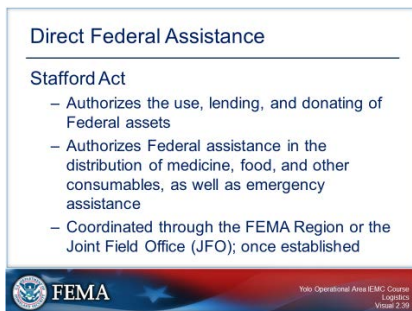
Visual 2.39

VISUAL 2.39 – DIRECT FEDERAL ASSISTANCE

Stafford Act

- Authorizes the use, lending, and donating of Federal assets

- Authorizes Federal assistance in the distribution of medicine, food, and other consumables, as well as emergency assistance

- Coordinated through the FEMA Region or the Joint Field Office (JFO); once established.

Student Notes:
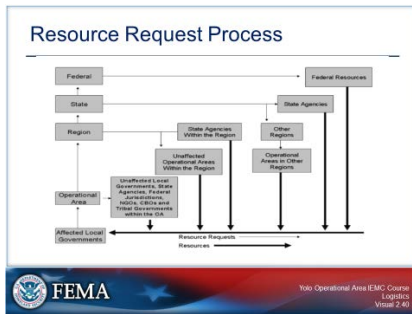
Visual 2.40

VISUAL 2.40 – RESOURCE REQUEST PROCESS

As an event occurs and local jurisdictions have exhausted all resources, implementing existing agreements to acquire needed resources occurs. If approved, resources are allocated and acquired by the local jurisdiction. It is important to have these agreements in place PRIOR to an incident.

Visual 2.40 Alternative Text: Resource Request Flowchart.

Operational Area will put in a resource request to Unaffected Local Governments, State Agencies, Federal Jurisdictions, NGOs, CBOs and Tribal Governments within the OA. Resources then flow back to the Affected Local Governments. If the Resources cannot be filled within the Operational Area the request will go to the Region.

The region will put in a resource request to State Agencies within the Region or Unaffected Operational Areas within the Region. If the resources are available they are deployed to the Affected Local Governments. If the request cannot be filled in the Region, the request will be sent to the State. The State will sent the request to State Agencies, Other Regions, and Operational Areas in Other Regions. If the resources are available they are deployed to the Affected Local Governments. If the State cannot fulfill the request, the request is forwarded to Federal for fulfillment by Federal Resources which are deployed to the Affected Local Governments.

Student Notes:
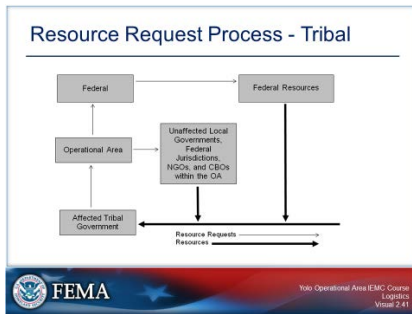
Visual 2.41

VISUAL 2.41 – RESOURCE REQUEST PROCESS – TRIBAL

Instructor can mention that Operational Area will strive to find resources to help the Tribe as part of the Operational Area Joint Emergency Management Services agreement should the Tribe WISH to request anything from the OA….but that they have the option of going straight to the Feds.

Visual 2.41 Alternative Text:
Flowchart for Tribal Resource Request.

The Affective Tribal Government will put in a resource request to the Operational Area. The Operational area will try to fulfill the request with resources within the Unaffected Local Governments, Federal Jurisdictions, NGOs, and CBOs with OA. Available resources will be deployed to the Affected Tribal Government.

If the resource request cannot be fulfilled within the operational area, the request is sent the Federal level and will filled with Federal resources. These resources are deployed to the Affected Tribal government.
Student Notes:
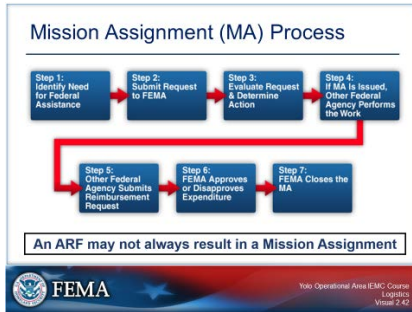
Visual 2.42

VISUAL 2.42 – MISSION ASSIGNMENT (MA) PROCESS

Visual 2.42 displays the Steps in the Mission Assignment (MA) Process. It is important to note that an ARF may not always result in a Mission Assignment. However, Steps 1-3 will apply to any ARF.
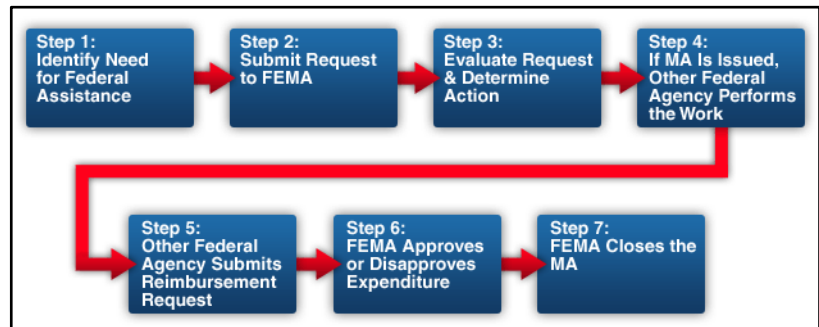
Steps in the Mission Assignment (MA) Process:

- Step 1 – When the State has determined that intrastate or interstate resources are insufficient, the State may turn to the Federal Government for assistance.

- Step 2 – The State will submit requests to FEMA using the ARF.

- Step 3 – The Operations Section Chief reviews the ARF to determine if:

  - The ARF are complete, and the requested action is clearly identified.

  - The requested action is eligible under the Stafford Act

  - The request should be filled with internal FEMA resources, through procurement, or via an MA.

  - The request is beyond State and local capabilities (not applicable to Federal-to-Federal support).

  - The request does not fall within the statutory authority of another Federal department or agency.

  - The requested action provides temporary, not permanent or restorative work (Direct Federal Assistance only).

Having considered these various factors, the Operations Section Chief then decides the best course of action regarding the request for assistance.

If approved by the Operations Section Chief, information from the ARF is entered into the Enterprise Coordination and Approval Processing System (eCAPS) to generate the MA Form.

The final steps 4-7 is where Federal agencies sign the request, input it into electronic systems and make internal assignments to release the resource, track costs, and close-out the MA.

- Step 4 – If MA is issued, Other Federal Agency performs the work

- Step 5 – Other Federal Agency Submits Reimbursement Request

- Step 6 – FEMA Approves or Disapproves Expenditure

- Step 7 – FEMA Closes the MA

Visual 2.42 Alternative Text:
Flow Chart. Step 1: Identify need for Federal Assistance. Step 2: Submit request to FEMA. Step 3: Evaluate request & determine action. Step 4: If MA is issued, Other Federal Agency (OFA) Performs the work. Step 5: OFA submits reimbursement request. Step 6: FEMA approves or disapproves expenditure. Step 7: FEMA closes the mission assignment.

Student Notes:

Visual 2.43

VISUAL 2.43 – UNIT 2.D

RESOURCE MANAGEMENT
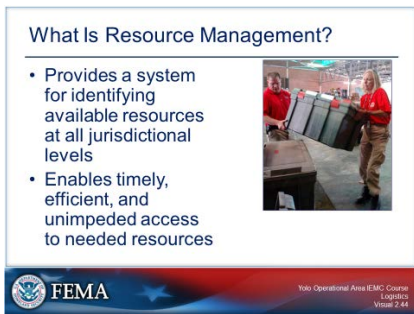
Visual 2.44

VISUAL 2.44 – WHAT IS RESOURCE MANAGEMENT?

- Provides a system for identifying available resources at all jurisdictional levels

- Enables timely, efficient, and unimpeded access to needed resources

Student Notes:
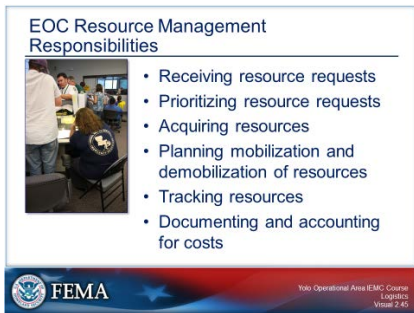
Visual 2.45

VISUAL 2.45 – EOC RESOURCE MANAGEMENT RESPONSIBILITIES

- Receiving resource requests

- Prioritizing resource requests

- Acquiring resources

- Planning mobilization and demobilization of resources

- Tracking resources

- Documenting and accounting for costs

Student Notes:

Visual 2.46

VISUAL 2.46 – RESOURCE STATUS – KEEPING SYSTEMS

- Account for the overall status of resources at the incident

- Track personnel into and out of the incident scene

- Be able to handle large or small incidents

- Have a backup mechanism

Student Notes:

Visual 2.47

VISUAL 2.47 – MOBILIZING RESOURCES

- Resources are mobilized when notified through established channels

- Key information for mobilization

  - Time, date, place of departure

  - Mode of transportation to the incident

  - Arrival times and reporting locations

  - Duration of deployment

  - Anticipated incident assignment

  - Costs\funding codes

At the time of notification, they are given the date, time, and place of departure; mode of transportation to the incident; estimated date and time of arrival; reporting location (address, contact name, and phone number); anticipated incident assignment; anticipated duration of deployment; resource order number; incident number;

and applicable cost and funding codes. The resource-tracking and mobilization processes are directly linked. When resources arrive on scene, they must be formally checked in. This starts the on-scene check-in process and validates the order requirements. Notification that the resources have arrived is made through the appropriate channels.

Student Notes:

Tracking and Reporting Resources

• Resource tracking is a standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their affiliated organizations
• A clear picture must be "painted" of where resources are located, as well as the status of the resources

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Visual 2.48

VISUAL 2.48 – TRACKING AND REPORTING RESOURCES

• Resource tracking is a standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their affiliated organizations

• A clear picture must be "painted" of where resources are located, as well as the status of the resources

Resource tracking is a standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their affiliated organizations.

A clear picture must be "painted" of where resources are located as well as the status of the resources because it helps staff prepare to receive resources; protects the safety and security of equipment, supplies, and personnel; and enables their coordination and movement.

Those with resource management responsibilities use established procedures to track resources continuously from mobilization through demobilization.

Managers should follow all procedures for acquiring and managing resources, including reconciliation, accounting, auditing, and inventorying.

Student Notes:

Resource Tracking

- Establish and Maintain a Tracking System
  - Maintain Resource Status Cards (also known as T-Cards)
  - Update status as needed
  - Add or remove cards as necessary

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Visual 2.49

VISUAL 2.49 – RESOURCE TRACKING

- Establish and Maintain a Tracking System
  - Maintain Resource Status Cards (also known as T-Cards)
  - Update status as needed
  - Add or remove cards as necessary

Visual 2.49 Photo Caption: Image of a T-card rack.
Student Notes:

Resource Status Card

- Resource Status Cards (T-cards) are used by the Resources Mgt Unit to record status and location of resources, transportation, and support vehicles and personnel
- Resource Status Cards provide a visual display of the status and location of resources assigned to the incident
- T-cards are organized by color to allow the EOC to quickly gauge the status of different types of resources

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Visual 2.50

VISUAL 2.50 – RESOURCE STATUS CARD

- Resource Status Cards (T-cards) are used by the Resources Mgt Unit to record status and location of resources, transportation, and support vehicles and personnel

- Resource Status Cards provide a visual display of the status and location of resources assigned to the incident

- T-cards are organized by color to allow the EOC to quickly gauge the status of different types of resources

Visual 2.50 Photo Caption: Image of T-card rack.

Student Notes:
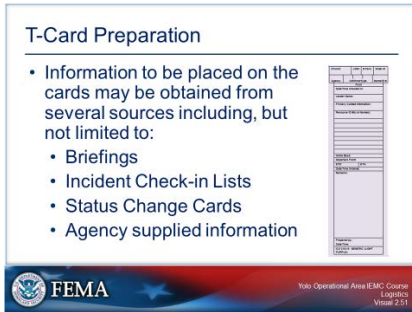
Visual 2.51

VISUAL 2.51 – T-CARD PREPARATION

- Information to be placed on the cards may be obtained from several sources including, but not limited to:
    - Briefings
    - Incident Check-in Lists
    - Status Change Cards
    - Agency supplied information

Visual 2.51 Photo Caption: *Image of T-card.*
Student Notes:
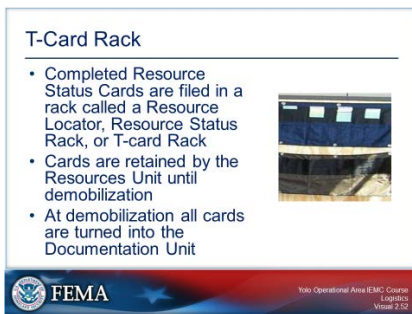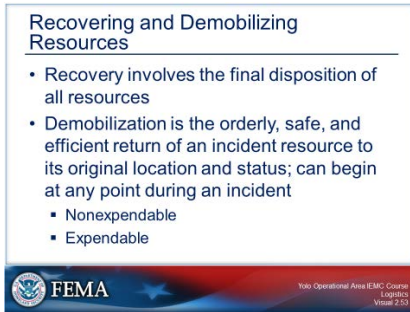
Visual 2.52

VISUAL 2.52 – T-CARD RACK

- Completed Resource Status Cards are filed in a rack called a Resource Locator, Resource Status Rack, or T-card Rack

- Cards are retained by the Resources Unit until demobilization

- At demobilization all cards are turned into the Documentation Unit

Visual 2.52 Photo Caption: *Image of a T-card Rack.*

Student Notes:

Recovering and Demobilizing Resources
- Recovery involves the final disposition of all resources
- Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status; can begin at any point during an incident
  - Nonexpendable
  - Expendable

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Logistics
Visual 2.53

Visual 2.53

VISUAL 2.53 – RECOVERING AND DEMOBILIZING RESOURCES

- Recovery involves the final disposition of all resources

- Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status; can begin at any point during an incident

  - Nonexpendable

  - Expendable

Demobilization should also include processes for tracking resources and for addressing applicable reimbursement. Furthermore, documentation regarding the transportation of resources should be collected and maintained for reimbursement, if applicable.
Demobilization provisions may need to meet specific organizational requirements.
Nonexpendable resource examples - personnel, fire engines, and durable equipment
Expendable - water, food, fuel, and other one-time-use supplies

Student Notes:
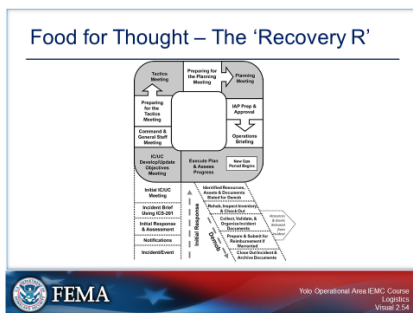
Visual 2.54

VISUAL 2.54 – FOOD FOR THOUGHT – THE RECOVERY R

Using the Planning P as the basis, the leg to form the R was added to reflect where demobilization planning engages with response planning.

Visual 2.54 Diagram Alternative Text: Recovery R. Flow chart in the shape of an R. The Recovery R consists of the Planning P with the addition of the smaller Demobilization Stem. On the left of the R (the stem of the P), is the Initial Response consisting of the Incident/Event, Notifications, Initial Response & Assessment, Incident Brief Using ICS-201, Initial IC/UC Meeting.
The circle part of the R (or the P) repeats each operational period beginning with the IC/UC Develop/Update Objectives Meeting, Command & General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, Operations Briefing (New Ops Period Begins). During the Beginning of the new Ops Period is Execute Plan & Assess Progress.
The diagonal stem of R consists of the Demobilization section. This section is starts after the New Operational Period Begins. At the beginning of this section is Identified Resources, Assets & Documents Slated for Demob, Rehab, Inspect Inventory & Check Out, Collect, Validate & Organize Incident Documents, Prepare & Submit for Reimbursement if Warranted, and finally Close Out Incident & Archive Documents. Resources & Assets Released from Incident occur during the Collect, Validate & Organize Incident Documents and the Prepare & Submit for Reimbursement if Warranted.

Student Notes:
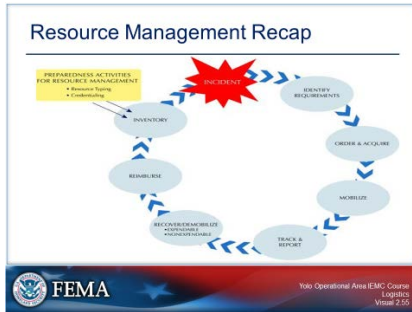
Visual 2.55

VISUAL 2.55 – RESOURCE MANAGEMENT RECAP

The resource management process can be separated into two parts with the first being resource management activities as an element of preparedness, and the second, managing resources during an incident. The preparedness activities (resource typing, credentialing, and inventory) are conducted on a continual basis to help ensure that resources are ready to be mobilized when called to an incident. Resource management during an incident is a finite process, with a distinct beginning and ending specific to the needs of the particular incident.

- Identify requirements

- Order and acquire

- Mobilize

- Track and report

- Recover and demobilize

- Reimburse

- Inventory

  - Resource typing

  - Credentialing

Visual 2.55 Image Alternative Text: A diagram that begins with an incident. The first step is "identify requirements," followed by "order and acquire," "mobiles," "track and report," "recover/demobilize" (with "expendable" and "nonexpendable" beneath it), "reimburse," and the final step, "inventory." Connected to "inventory" is the note "preparedness activities for resource Management: resource typing and credentialing."

Student Notes:
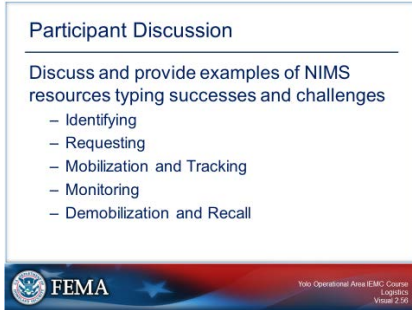
Visual 2.56

VISUAL 2.56 – PARTICIPANT DISCUSSION

Discuss and provide examples of NIMS resources typing successes and challenges

- Identifying

- Requesting

- Mobilization and Tracking

- Monitoring

- Demobilization and Recall

Student Notes:

Visual 2.57

VISUAL 2.57 – UNIT 2.E

PROCUREMENT
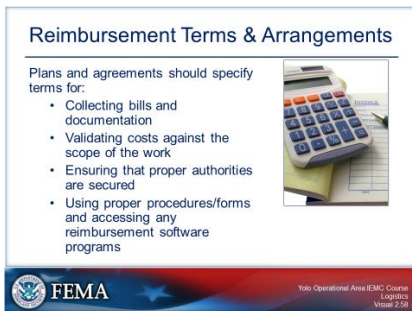
Visual 2.58

VISUAL 2.58 – REIMBURSEMENT TERMS & ARRANGEMENTS

Plans and agreements should specify terms for:

- Collecting bills and documentation

- Validating costs against the scope of the work

- Ensuring that proper authorities are secured

- Using proper procedures/forms and accessing any reimbursement software programs

Visual 2.58 Photo Caption: A calendar and an invoice.

Student Notes:

Reimbursing Resources

- Reimbursement provides a mechanism to recoup funds expended for incident-specific activities
- Mechanisms need to be in place for collecting bills, validating costs against the scope of work, etc.
- Reimbursement mechanisms should be included in preparedness plans, mutual aid agreements and assistance agreements

FEMA   Yolo Operational Area IEMC Course
Logistics
Visual 2.59

Visual 2.59

VISUAL 2.59 – REIMBURSING RESOURCES

- Reimbursement provides a mechanism to recoup funds expended for incident-specific activities

- Mechanisms need to be in place for collecting bills, validating costs against the scope of work, etc.

- Reimbursement mechanisms should be included in preparedness plans, mutual aid agreements and assistance agreements

Processes for reimbursement play an important role in establishing and maintaining the readiness of resources and should be in place to ensure that resource providers are reimbursed in a timely manner. They should include mechanisms for collecting bills, validating costs against the scope of the work, ensuring that proper authorities are involved, and accessing reimbursement programs.

Some resources rendered may or may not be reimbursed, based on agreements established before the incident.

Student Notes:

Why We are All Here

- DHS OIG audits of FEMA disaster grants in Fiscal Year 2014
  - Resulted in 32 recommendations related to recipient (grantee) and sub recipient (sub grantee) failures to adhere to the federal procurement standard.
  - OIG recommend up to $61,654,399 in disallowed costs
- Common findings:
  - Noncompetitive contracting practices
  - Failure to include required contract provisions
  - Failure to employ required procedures to ensure small/minority/women-owned firms are use.
  - Cost-plus-percentage-of cost contracting

Noncompliance with the federal procurement requirements may comprise a material failure to comply with the terms of the disaster grant award and violate the FEMA-State Agreement

FEMA   Yolo Operational Area IEMC Course
Logistics
Visual 2.60

Visual 2.60

VISUAL 2.60 – WHY WE ARE ALL HERE

- DHS OIG audits of FEMA disaster grants in Fiscal Year 2014

  - Resulted in 32 recommendations related to recipient (grantee) and sub recipient (sub grantee) failures to adhere to the federal procurement standard.

- OIG recommend up to $61,654,399 in disallowed costs

- Common findings:

  - Noncompetitive contracting practices

  - Failure to include required contract provisions

  - Failure to employ required procedures to ensure small/minority/women-owned firms are use.

  - Cost-plus-percentage-of cost contracting

Noncompliance with the federal procurement requirements may comprise a material failure to comply with the terms of the disaster grant award and violate the FEMA-State Agreement.

Student Notes:

Visual 2.61

VISUAL 2.61 – SUMMARY OF PROCUREMENT STANDARDS

State	Other Non-Federal Entities (local governments, tribal governments, IHE, hospitals, and other nonprofit organizations)
2 C.F.R § 200.317	2 C.F.R § 200.318 through 326
Synopsis: Must follow same policies and procedures it uses for procurements from its non-Federal funds, comply with 200.322 (procurement of recovered materials.), and ensure that every purchase order or other contract includes any clauses required by 200.326 (contract provisions)	Synopsis: Must follow their own documented procurement procedures which reflect applicable state, local, and tribal laws and regulations, provided that the procurements conform to applicable federal law and the standards identified in 2 C.F.R § 200.318 through 326.

Note: The recipient and sub-recipient must comply with all applicable federal laws, regulations, and executive orders.

Student Notes:

Visual 2.62

VISUAL 2.62 – GENERAL PROCUREMENT STANDARDS

- The regulation at 2 CFR 200.318 identifies <u>eleven</u> general procurement standards, some of which are mandatory and others encouraged.

- <u>Contractor Oversight</u> – A non-Federal entity must maintain oversight to ensure that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders (2 CFR 200.318(b))

- <u>Necessity</u> – A non-Federal entity must have procedures that avoid acquisition of unnecessary or duplicative supplies or services, and consideration should be given to breaking out procurements to obtain a more economical purchase (2 CFR 200.318(d)).

Student Notes:

Visual 2.63

VISUAL 2.63 – GENERAL PROCUREMENT STANDARDS (PART 2)

- <u>Standards of Conduct</u>: Must maintain written standards of conduct covering conflicts of interest and governing the performance of employees engaged in the selection, award, and administration of contracts (2 CFR 200.318 (c))

- These standards must provide for disciplinary actions

- Must cover "organizational conflicts of interest" if the non-Federal entity has a non-governmental parent, subsidiary, or affiliate (new)

- Conflict of Interest – No employee, officer, or agent must participate in the selection, award, or administration of a contract supported by a Federal award is he or she has a real **or** apparent conflict of interest.

- Gifts- The officers, employees, and agents of the non-Federal entity must either solicit nor accept gratuities, favors, or anything else of monetary value from contractors/subcontractors.

Student Notes:

Visual 2.64

VISUAL 2.64 – GENERAL PROCURMENT STANDARDS (PART 3)

- Settlement of Issues – A non-Federal entity alone must be responsible, in accordance with good administrative practice and sound business judgement, for the settlement of all contractual issues (2 CFR 200.318 (k)) (change)

- The Uniform Rules also "encourages" various standards (use of federal excess property, intergovernmental agreements, and value engineering) (2 CFR 200.318 (e), (f), and (g))

Student Notes:

Visual 2.65

VISUAL 2.65 – MICRO-PURCHASE PROCEDURES (2 CFR 200.320 (A)) (NEW)

- The acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold - $3500

- To the extent practicable, must distribute micro-purchases equitably among qualified suppliers

- May be awarded without soliciting competitive quotations if the non-Federal entity considers the price to be reasonable

Student Notes:

Visual 2.66

VISUAL 2.66 – SMALL PURCHASE PROCEDURES (2 CFR 200.320 (A)) (NEW)

- Are those relatively simple and informal procurement methods for securing services, supplies, or other property that does not cost more than the simplified acquisition threshold - $150,000

- Price or rate quotations are to be obtained from an "adequate number" of qualified sources

Student Notes:

Visual 2.67

VISUAL 2.67 – COST AND PRICE

- A non-Federal entity must perform a price or cost analysis in connection with every procurement action above the simplified acquisition threshold, including contract modifications (2 CFR 200.323) (change)

- The method and degree of analysis is dependent on the facts and circumstances surrounding the particular procurement but, as a starting point, the non-Federal entity must make independent estimates before receiving bids or proposals (change)

- A non-Federal entity **shall** negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed.

Student Notes:

Visual 2.68

VISUAL 2.68 – UNIT SUMMARY

You should be able to:

- Describe the process for inventorying, requesting, acquiring, tracking, reporting, recovering, & reimbursing resources

- Describe the meaning of NIMS-typed resources

Visual 2.69

VISUAL 2.69 – QUESTIONS, COMMENTS, OR CONCERNS?

UNIT 3: IRIS AND DHV DEMO

May 16, 2017

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This unit has no materials for the Student Manual. Software demonstration.

UNIT 4: RESOURCE TRACKING

May 16, 2017

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This unit has no materials for the Student Manual. Facilitated exercise.

UNIT FE: FUNCTIONAL EXERCISE

May 18, 2017

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Refer to the exercise player handbook supplied for this class.

UNIT 5
ALL SECTION TRAINING

May 19, 2017

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Visual 5.1

VISUAL 5.1 – UNIT 5

ALL SECTION TRAINING

Visual 5.2

VISUAL 5.2 - UNIT 5.A

ALL HAZARDS PLANNING
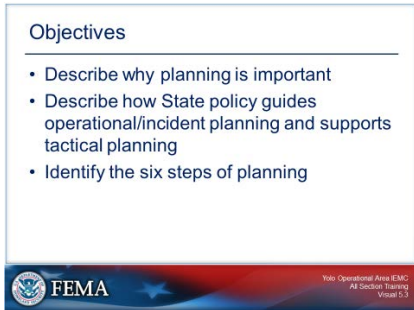
Visual 5.3

VISUAL 5.3 – OBJECTIVES

- Describe why planning is important

- Describe how State policy guides operational/ incident planning and supports tactical planning

- Identify the six steps of planning
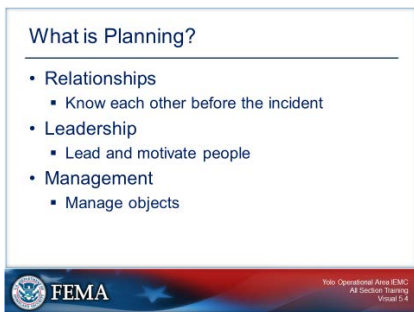
Visual 5.4

VISUAL 5.4 – WHAT IS PLANNING?

- Relationships

Know each other before the incident

- Leadership

Lead and motivate people

- Management

Manage objects

Student Notes:
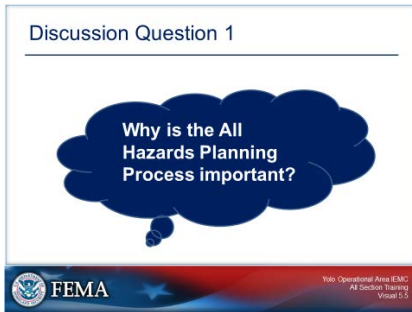
Visual 5.5

VISUAL 5.5 - DISCUSSION QUESTION 1

Why is the All Hazards Planning Process important?

Student Notes:
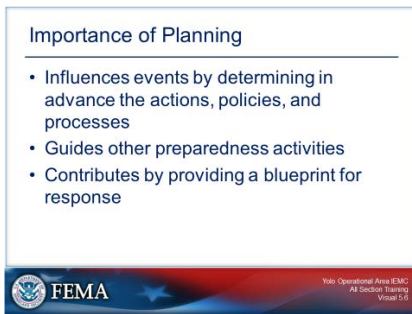
Visual 5.6

VISUAL 5.6 – IMPORTANCE OF PLANNING

- Influences the course of events in an emergency by determining in advance the actions, policies, and process that will be followed

- Guides other preparedness activities

- Contributes to unity of effort by providing a common blueprint for response in the event of an emergency

Student Notes:
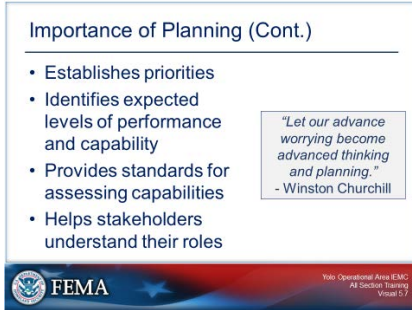
Visual 5.7

VISUAL 5.7 – IMPORTANCE OF PLANNING (CONT.)

- Establishes priorities

- Identifies expected levels of performance and capability

- Provides standards for assessing capabilities

- Helps stakeholders understand their roles

"Let our advance worrying become advanced thinking and planning." – Winston Churchill

Planning makes it possible to manage the entire life cycle of a potential crisis. Strategic and operational planning establishes priorities, identifies expected levels of performance and capability requirements, provides the standard for assessing capabilities and helps stakeholders learn their roles.

- Resources for planning are:

NRF

Comprehensive Preparedness Guide (CPG 101) v2

CPG 502 (fusion center and EOC coordination)

Student Notes:
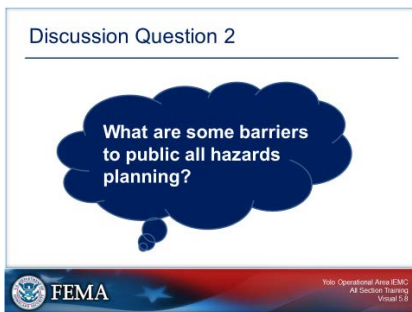
Visual 5.8

VISUAL 5.8 – DISCUSSION QUESTION 2

What are some barriers to public all hazards planning?

Student Notes:

Planning Concepts

- Effective plans convey the goals and objectives of the response and the intended actions needed to achieve them
- Successful response occurs when organizations know their roles, accept them, and understand how they fit into the overall plan

FEMA

Yolo Operational Area IEMC
All Section Training
Visual 5.9

Visual 5.9

VISUAL 5.9 – PLANNING CONCEPTS

- Effective plans convey the goals and objectives of the response and the intended actions needed to achieve them

- Successful response occurs when organizations know their roles, accept them, and understand how they fit into the overall plan

Goals and objectives must be carefully crafted to ensure they support accomplishing the plan mission and operational priorities. They must also clearly indicate the desired result or end-state they are designed to yield. This approach enables unity of effort and consistency of purpose among the multiple organizations and activities involved in executing the plan.

Using a team or group approach helps organizations define their perception of the role they will play during an operation.

Student Notes:

Planning Concepts (cont.)

The process of planning is as important than as a plan. Plans are not scripts followed to the letter; they are flexible and adaptable to the situation

"…better to have a plan and not need it, than to need a plan and not have it" - Lt. Col Eisenhower
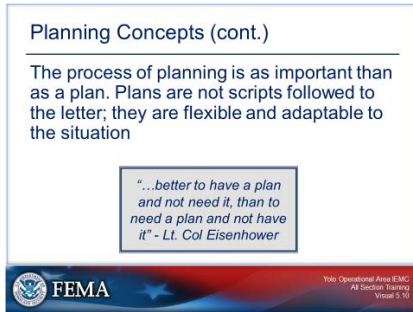
Visual 5.10

VISUAL 5.10 – PLANNING CONCEPTS (CONT.)

The process of planning is as important as a plan. Plans are not scripts followed to the letter; they are flexible and adaptable to the situation.

The most realistic and complete plans are prepared by a diverse planning team, including representatives from the jurisdiction's departments and agencies, civic leaders, businesses, and organizations (e.g., civic, social, faith-based, humanitarian, educational, advocacy, professional) who are able to contribute critical perspectives and/or have a role in executing the plan.

"…better to have a plan and not need it, than to need a plan and not have it" – Lt. Col Eisenhower

Student Notes:

Jurisdictional Planning Structure

- Develop all hazards plans and hazard/incident specific annexes
- State, territorial, tribal, and local planning is supported by Federal assistance
- Federal plans are implemented when jurisdiction's resources are insufficient
- Planning is described in the new Comprehensive Preparedness Guide (CPG)
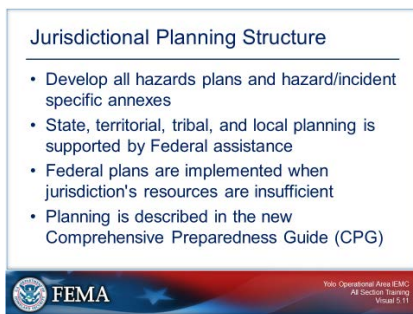
Visual 5.11

VISUAL 5.11 – JURISDICTIONAL PLANNING STRUCTURE

- Develop all-hazards plans and hazard/incident specific annexes

- State, territorial, tribal, and local planning is supported by Federal assistance

- Federal plans are implemented when a jurisdiction's resources are insufficient

- Planning is described in the new Comprehensive Preparedness Guide (CPG)

State, territorial, tribal, and local governments have responsibility to develop detailed, robust all-hazards plans and hazard- or incident-specific annexes with supporting procedures and protocols to address their locally identified hazards and risks. Hazard identification and risk assessment (HIRA) serves as a foundation for planning, resource management, capability

development, public education, and training and exercises.

State, territorial, tribal, and local planning is supported by Federal preparedness assistance, which supports the Framework and the Federal planning structure by building capabilities that contribute to National response capacity.

In most instances, Federal plans are implemented when a State/territorial/tribal resources are not sufficient to cope with an incident and the Governor has requested Federal assistance.

The intersection of the Federal and State, territorial, tribal, and local plans and planning is described in the CPG 101, "Developing and Maintaining Emergency Operations Plans"

Student Notes:
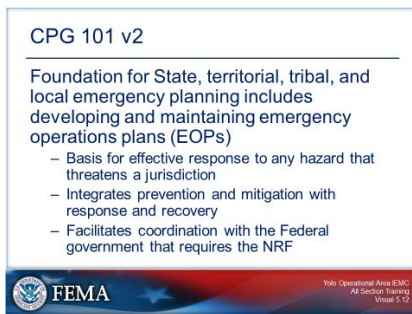
Visual 5.12

VISUAL 5.12 – CPG 101 V2

Foundation for State, territorial, tribal, and local emergency planning includes developing and maintaining emergency operations plans (EOPs)

- Basis for effective response to any hazard that threatens a jurisdiction

- Integrates prevention and mitigation with response and recovery

- Facilitates coordination with the Federal government that requires the NRF

CPG 101 provides guidelines on developing emergency operations plans (EOP). It promotes an understanding of the fundamentals of risk-informed planning and decision making to help planners examine a hazard or threat and produce integrated, coordinated, and synchronized plans. The goal of CPG 101 is to make the planning

process routine across all phases of emergency management and for all homeland security mission areas. It also helps planners at all levels of government to develop and maintain viable all hazards and threats EOPs. Accomplished properly, planning provides a methodical way to engage the whole community in thinking through the life cycle of a potential crisis, determining required capabilities, and establishing a framework for roles and responsibilities.

Student Notes:
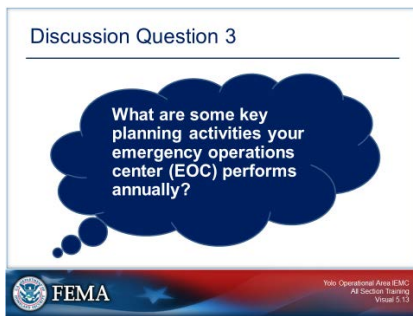
VISUAL 5.13 - DISCUSSION QUESTION 3

What are some key planning activities your emergency operations center (EOC) performs annually?

Visual 5.13

Student Notes:
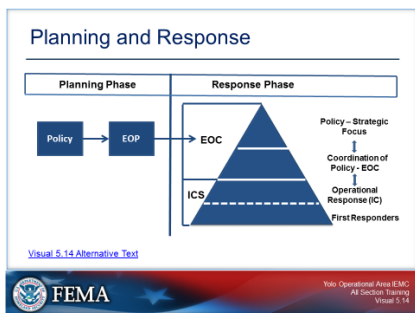
Visual 5.14

VISUAL 5.14 – PLANNING AND RESPONSE
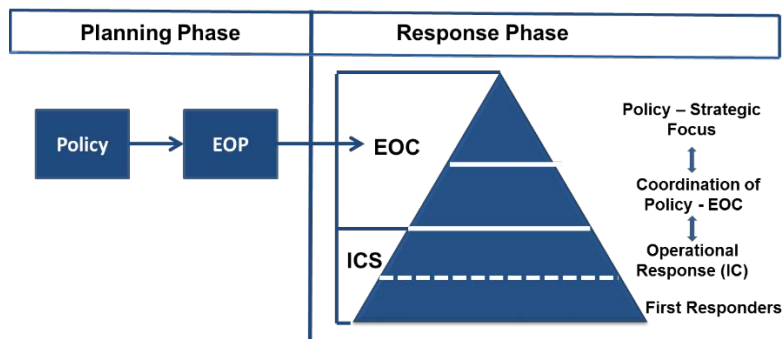
The left side of the graphic shows how policy incorporates into the EOP during the planning phase.

EOC Level: (Top two lines of the triangle)
The planning process guides policy development, which becomes part of the EOP. Policy in the EOP contains pre-determined decisions that are necessary to implement during a disaster or emergency. When a response is necessary, the EOC will coordinate policy level actions using the EOP as well as implement the incident support plan (ISP). To ensure policy level decisions made in the EOC are implemented, information sharing must occur between the EOC and ICS/Field levels. The Incident Command System (ICS)/field level must also share information with the EOC to coordinate policy decisions. The EOC must also inform the ICS/field level what policy level decisions were implemented.

ICS/Field Level: (Bottom two lines of the triangle)
At the ICS/field level, they are implementing the operational and tactical plans, which we discuss later in the module. Policy in the EOP will impact/guide operational and tactical plans at the ICS/field level.

 Visual 5.14 Alternative Text:
The left side of the graphic shows how policy incorporates into the EOP during the Planning Phase. After the incident occurs the EOP is implemented in the Response Phase by the EOC.   On the right side of the graphic is a pyramid. The top two levels of the pyramid is the EOC. Policy within the EOC consists of the pre-determined decisions that are necessary to implement

during the disaster/emergency which come from the EOP which was developed during the Planning Phase. During the response phase, the incident planning consists of Policy – Strategic Focus. Coordination of policy is conducted by the EOC. The EOC, however, must share information with the Policy Group (delineated by the double arrow connection) is order to help ensure that the strategic focus is in line with the needs for the incident. The EOC will also inform the Incident Command/First Responders of the EOP and Policy.

The Bottom two levels of the pyramid make up the ICS. The ICS consists of the Incident Command (top section) and First Responders (bottom section). Operational Response (IC) received Policy information from both the EOP and the EOC and in turn, must share information back to the EOC and Policy.

Student Notes:
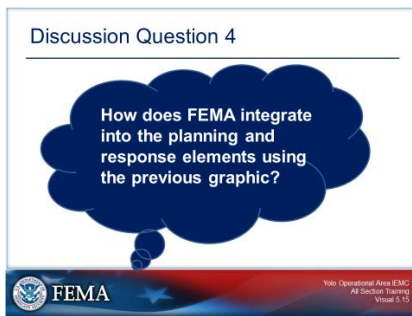
Visual 5.15

VISUAL 5.15 – DISCUSSION QUESTION 4

How does FEMA integrate into the planning and response elements using the previous graphic?

Student Notes:

Visual 5.16

VISUAL 5.16 – TYPES OF PLANNING

- Strategic

Based on policy

- Operational

Describes roles and responsibilities

- Tactical

Manages personnel, equipment, and resources

Strategic Planning

Strategic plans describe how a jurisdiction wants to meet its emergency management or homeland security responsibilities over the long-term. A strategic plan aligns the organization and budget structure with Federal priorities, missions, and objectives These plans are driven by policy from senior officials (e.g. EOP) and establish planning priorities.

Catastrophic planning is also part of strategic planning. The focus is on life-saving, sustainment, and stabilizing catastrophic effects for up to 72 hours after an incident. Catastrophic plans differ from traditional plans and address no-notice or short-notice incidents of catastrophic magnitude, where the need for Federal assistance is obvious and immediate, where anticipatory planning and resource pre-positioning were precluded,

and where the exact nature of needed resources and assets is not known.

Just as coordinated operations depend on teamwork, good planning requires a team effort. The most realistic and complete plans are prepared by a team that includes representatives of the government; the private sector; and NGOs that will participate in executing the plan.

In the event of a catastrophic event, the State must generate a request to FEMA for resources.

Operational Planning

Operational plans provide a description of roles and responsibilities, tasks, integration, and actions required by a jurisdiction or its departments and agencies during emergencies. Jurisdictions use plans to provide the goals, roles, and responsibilities that a jurisdiction's departments and agencies are assigned, and to focus on coordinating and integrating the activities of the many response and support organizations within a jurisdiction. An example of an operational plan is a CEMP.

They also consider private sector planning efforts as an integral part of community-based planning, and to ensure efficient allocation of resources. Department and agency plans do the same for the internal elements of those organizations.

Operational plans tend to focus more on the broader physical, spatial, and time-related dimensions of an operation; thus, they tend to be more complex and comprehensive than a strategic plan, yet less defined, than tactical plans. Operational plans also provide a framework for tactical planning.

Tactical Planning

Tactical planning focuses on managing personnel, equipment, and resources that play a direct role in the incident response. Pre-incident tactical planning, based upon existing operational plans, provides the opportunity to pre-identify personnel, equipment, exercise, and training requirements. Any gaps identified during tactical planning can be filled through various means including

mutual aid, technical assistance, updates to policy, procurement, and contingency leasing. Tactical planning results in the development of a tactical plan. An example of a tactical plan is an Incident Action Plan (IAP). An IAP provides a single, unified roadmap for responders and decision makers to follow during an operational period and helps guide priorities for the next operational period. The combined efforts of all agencies are optimized as they perform their respective assignments under a single IAP.

When an incident or potential incident occurs, responders assess the situation, identify and prioritize requirements, and activate available resources and capabilities and develop an IAP. The IAP is developed to work within the parameters of existing plans, personnel, and resources outlined in a jurisdiction's operational plan which supports the overall strategic plan. A clear, concise IAP is essential to guide the initial incident management decision process and the continuing collective planning activities. An IAP provides concise, coherent means of capturing and communicating the overall incident priorities, objectives, strategies, and tactics in the context of both operational and support activities.

Planning also involves plan integration. Plan integration means that planning must be vertically integrated to ensure that all response levels have a common operational focus. Below are types of plan integration.

Visual 5.16 Alternative Text:
Three tiered pyramid that delineates the three types of planning and how they related to each other. At the top of the pyramid is Strategic Planning which is the policy objectives and overall guidance. The middle section of the pyramid is Operational Planning. Operational Planning consists of the Roles and responsibilities, tasks, integration, and actions. The bottom of the period (largest section) is Tactical Planning. Tactical Planning consists of the personnel, equipment, and resource management.

Student Notes:

Discussion Question 5

• How does policy guide strategic, operational, and tactical planning?
• How does recovery integrate into your planning?

Visual 5.17

VISUAL 5.17– DISCUSSION QUESTION 5

• How does policy guide strategic, operational, and tactical planning?

• How does recovery integrate into your planning?

Student Notes:

Six Steps of Planning

1. Form the planning team
2. Understand the situation
3. Determine priorities, goals, and objectives
4. Develop the plan
5. Write, review, and plan approval
6. Implement and maintain the plan

Visual 5.18

VISUAL 5.18 – SIX STEPS OF PLANNING

1. Form the planning team

2. Understand the situation

3. Determine priorities, goals, and objectives

4. Develop the plan

5. Write, review, and plan approval

6. Implement and maintain the plan

Emergency planning is not a one-time event. Rather, it is a continual cycle of planning, training, exercising, and revision that takes place throughout the five phases of the emergency management cycle (preparedness, prevention, mitigation, response, and recovery).

The planning process does have one purpose—the development and maintenance of an up-to-date emergency operations plan (EOP). An EOP can be defined as a document maintained by various jurisdictional levels describing the plan for responding to a wide variety of potential hazards.
Although the emergency planning process is cyclic, EOP development has a definite starting point.

There are six steps in the emergency planning process:

1. **Form a collaborative planning team.** Using a team or group approach helps organizations define their perception of the role they will play during an operation. One goal of using a planning team is to build and expand relationships that help bring creativity and innovation to planning during an event. This approach helps establish a planning routine so that processes followed before an event occurs are the same as those used during an event.

2. **Understand the situation.** Hazards and threats are the general problems that jurisdictions face. Researching and analyzing information about potential hazards and threats a jurisdiction may face brings specificity to the planning process. If hazards and threats are viewed as problems and operational plans are the solution, then hazard and threat identification and analysis are key steps in the planning process.

3. **Determine goals and objectives.** By using information from the hazard profile developed as part of the analysis process, the planning team thinks about how the hazard or threat would evolve in the jurisdiction and what defines a successful operation. Starting with a given intensity for the hazard or threat, the team imagines an event's development from prevention and protection efforts, through initial warning (if available), to its impact on the jurisdiction (as identified through analysis) and its generation of specific consequences (e.g., collapsed buildings, loss of critical services or infrastructure, death, injury, or displacement).

4. **Develop the plan.** The same scenarios used during problem identification are used to develop potential courses of action. For example, some prevention and protection courses of action can be developed that may require a significant initial action (such as hardening a facility) or creation of an ongoing procedure (such as checking identity cards.). Planners consider the needs and demands, goals, and objectives to develop several response alternatives.

5. **Prepare, review, and approve the plan.** The planning team develops a rough draft of the base plan, functional or hazard annexes, or other parts of the plan as appropriate. As the planning team works through successive drafts, the members add necessary tables, charts, and other graphics. A final draft is prepared and circulated to organizations that have responsibilities for implementing the plan to obtain their comments.

6. **Implement and maintain the plan.** Exercising the plan and evaluating its effectiveness involve using training and exercises and evaluation of actual events to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful response. Similarly, planners need to be aware of lessons and practices from other communities. The planning process is all about stakeholders bringing their resources and strengths to the table to develop and reinforce a jurisdiction's emergency management and homeland security programs. Properly developed, supported, and executed operational plans are a direct result of an active and evolving program.

Student Notes:

Visual 5.19

VISUAL 5.19 – DISCUSSION QUESTION 6

How do you apply the six steps of planning?

Visual 5.19 Alternative Text: Identifies the six steps of planning: Step 1 - Form a Collaborative Planning Team, Step 2 - Understand the Situation, Step 3 - Determine Goals & Objectives, Step 4 - Plan Development, Step 5-Plan Preparation, Review & Approval, Step 6 - Plan Implementation & Maintenance
Student Notes:

Visual 5.20

VISUAL 5.20 – PARTICIPANT ACTIVITY

As a class, use the tabletop (TTX) scenario to respond to the following discussion questions:

- What are your planning considerations (from the ESF perspective)?

- What drove your planning considerations?

- What could change your planning considerations?

Student Notes:

VISUAL 5.21 – PARTICIPANT ACTIVITY (CONT.)

Participant Activity (cont.)
- How do you know what policy makers want?
- What roles will Federal agencies play during your incident planning?

Visual 5.21

- How do you know what policy makers want?

- What roles will Federal agencies play during your incident planning?

Student Notes:

VISUAL 5.22 – UNIT SUMMARY:

Unit Summary
You should be able to:
- Describe why planning is important
- Describe how State policy guides operational/incident planning and supports tactical planning
- Identify the six steps of planning

Visual 5.22

You should now be able to:

- Describe why planning is important

- Describe how State policy guides operational/incident planning and supports tactical planning

- Identify the six steps of planning

Student Notes:
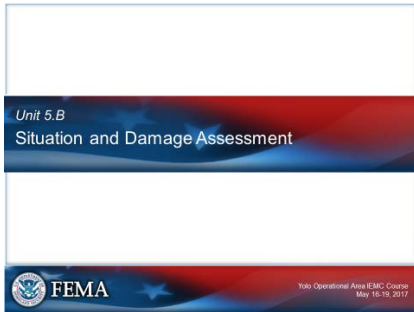
Visual 5.23

VISUAL 5.23 – UNIT 5.B

SITUATION AND DAMAGE ASSESSMENT
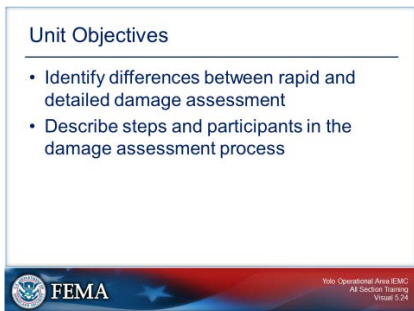
Visual 5.24

VISUAL 5.24 – UNIT OBJECTIVES

- Identify differences between rapid and detailed damage assessment

- Describe steps and participants in the damage assessment process
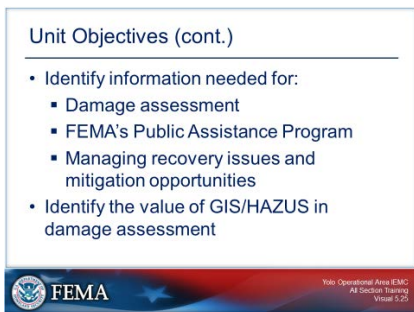
Visual 5.25

VISUAL 5.25 – UNIT OBJECTIVES (CONT.)

- Identify information needed for:

Damage assessment

FEMA's Public Assistance Program

Managing recovery issues and mitigation opportunities

- Identify the value of GIS/HAZUS in damage assessment
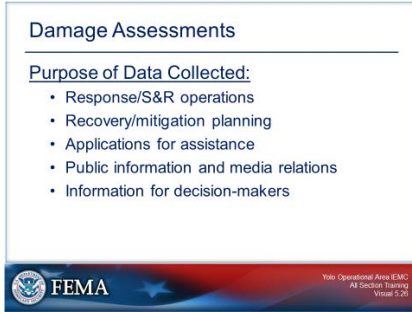
Visual 5.26

VISUAL 5.26 – DAMAGE ASSESSMENTS

Purpose of Data Collected:

- Response/S&R operations
- Recovery/mitigation planning
- Applications for assistance
- Public information and media relations
- Information for decision-makers

Student Notes:
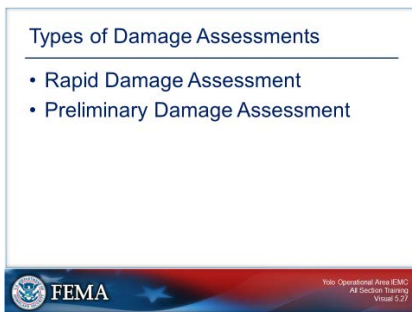
Visual 5.27

VISUAL 5.27 – TYPES OF DAMAGE ASSESSMENTS

- Rapid Damage Assessment
- Preliminary Damage Assessment
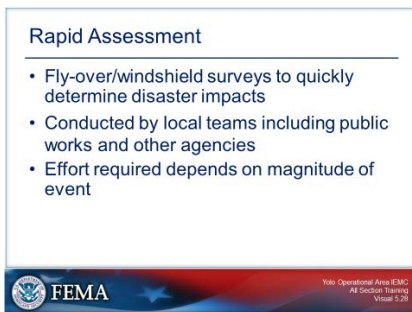
Student Notes:

Visual 5.28

VISUAL 5.28 – RAPID ASSESSMENT

- Fly-over/windshield surveys to quickly determine disaster impacts
- Conducted by local teams including public works and other agencies
- Effort required depends on magnitude of event

Student Notes:

Goals of Rapid Assessment

· Aid in life-threatening situations
· Describe magnitude of damage
· Specify needed resources
· Prioritize response efforts
· Initiate requests for aid

FEMA
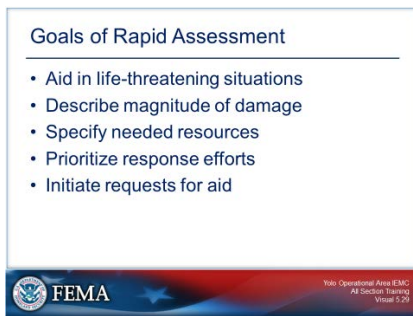
Visual 5.29

VISUAL 5.29 – GOALS OF RAPID ASSESSMENT

- Aid in life-threatening situations

- Describe magnitude of damage

- Specify needed resources

- Prioritize response efforts

- Initiate requests for aid

Student Notes:

Who is involved?

· Local government has primary responsibility
· Teams are assigned task- and area-specific duties
· Accurate and comprehensive documentation is critical

FEMA
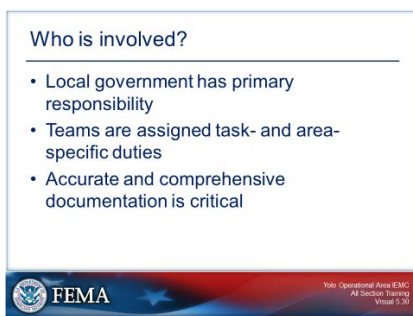
Visual 5.30

VISUAL 5.30 – WHO IS INVOLVED?

- Local government has primary responsibility

- Teams are assigned task- and area-specific duties

- Accurate and comprehensive documentation is critical

Student Notes:
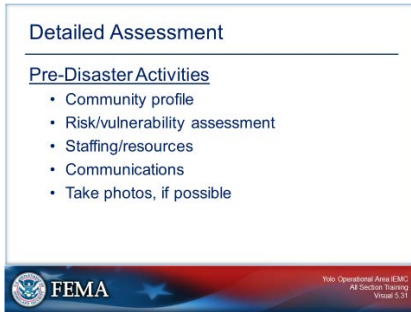
Visual 5.31

VISUAL 5.31 – DETAILED ASSESSMENT

Pre-Disaster Activities

- Community profile

- Risk/vulnerability assessment

- Staffing/resources

- Communications

- Take photos, if possible

Student Notes:
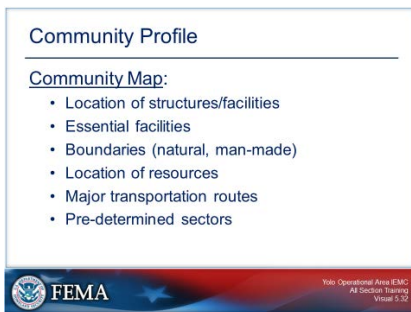
Visual 5.32

VISUAL 5.32 – COMMUNITY PROFILE

Community Map:

- Location of structures/facilities

- Essential facilities

- Boundaries (natural, man-made)

- Location of resources

- Major transportation routes

- Pre-determined sectors

Student Notes:
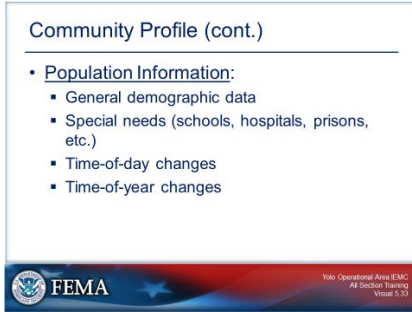
Visual 5.33

VISUAL 5.33 – COMMUNITY PROFILE (CONT.)

Population Information:

* General demographic data

* Special needs (schools, hospitals, prisons, etc.)

* Time-of-day changes

* Time-of-year changes

Student Notes:
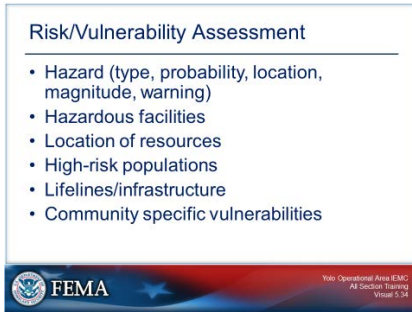
Visual 5.34

VISUAL 5.34 – RISK/VULNERABILITY ASSESSMENT

* Hazard (type, probability, location, magnitude, warning)

* Hazardous facilities

* Location of resources

* High-risk populations

* Lifelines/infrastructure

* Community specific vulnerabilities

Student Notes:
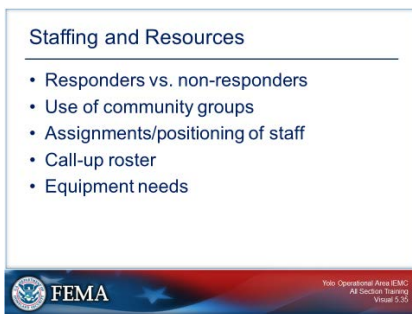
Visual 5.35

VISUAL 5.35 – STAFFING AND RESOURCES

* Responders vs. non-responders

* Use of community groups

* Assignments/positioning of staff

* Call-up roster

* Equipment needs

Student Notes:

Visual 5.36

VISUAL 5.36 – COMMUNICATIONS

- Damage data must be collected, processed and reported to State

- Personnel must be trained in:

  - Communications flow

  - Methods: radio, cell phone, etc.

  - Roles and procedures

  - Urgency/accuracy of information

Student Notes:

Visual 5.37

VISUAL 5.37 – COMMUNICATIONS (CONT.)

- Many groups play a part

  - Dispatch center/911

  - Command post

  - EOC

- Coordination is critical

- State must be kept informed

Student Notes:

Visual 5.38

VISUAL 5.38 – INFORMATION SYSTEMS REQUIREMENTS

- Clear flow of information
  - Collection & Receiving assignment
- Established data processing and reporting procedures
- Systematic, consistent forms

Student Notes:

Visual 5.39

VISUAL 5.39 – HAZUS-MH (MULTIPLE HAZARD)

- Uses GIS and Census data
  - Generate reports
- Can be used in hurricanes, floods, earthquakes
- FEMA will accept as initial damage assessment
- Free software from FEMA

Student Notes:
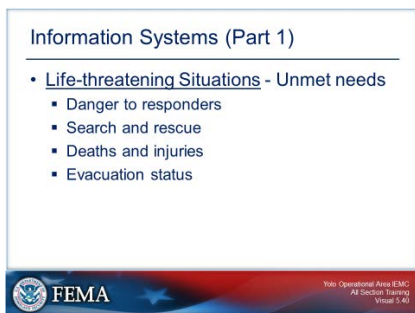
Visual 5.40

VISUAL 5.40 – INFORMATION SYSTEMS (PART 1)

- Life-threatening Situations - Unmet needs
    - Danger to responders
    - Search and rescue
    - Deaths and injuries
    - Evacuation status

Student Notes:
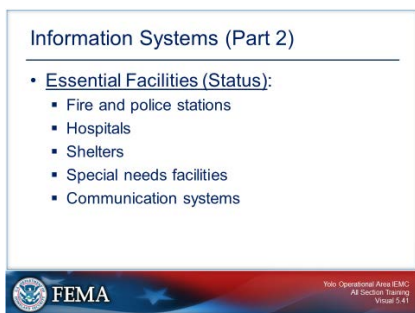
Visual 5.41

VISUAL 5.41 – INFORMATION SYSTEMS (PART 2)

- Essential Facilities (Status):
    - Fire and police stations
    - Hospitals
    - Shelters
    - Special needs facilities
    - Communication systems

Student Notes:

Information Systems (Part 3)

• Lifelines (Status):
  ▪ Utilities
  ▪ Transportation/highways
• Other information:
  ▪ Major local problems
  ▪ Resource needs
  ▪ Imminent/secondary hazards

FEMA   Yolo Operational Area IEMC
                         All Section Training
                         Visual 5.42
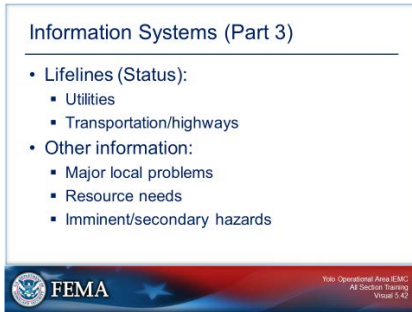
Visual 5.42

VISUAL 5.42 – INFORMATION SYSTEMS (PART 3)

- Lifelines (Status):
  - Utilities
  - Transportation/highways
- Other information:
  - Major local problems
  - Resource needs
  - Imminent/secondary hazard

Student Notes:

Federal Requirements

• Request for Public Assistance
  ▪ Applicant information
  ▪ Primary and alternate contacts
• Preliminary Damage (PDA) surveys
  ▪ Joint Federal/state/local teams
  ▪ Review of applicable records
  ▪ Inspection of facilities

FEMA   Yolo Operational Area IEMC
                         All Section Training
                         Visual 5.43
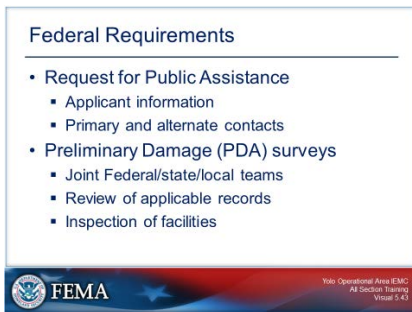
Visual 5.43

VISUAL 5.43 – FEDERAL REQUIREMENTS

- Request for Public Assistance
  - Applicant information
  - Primary and alternate contacts
- Preliminary Damage (PDA) surveys
  - Joint Federal/state/local teams
  - Review of applicable records
  - Inspection of facilities

Student Notes:

Visual 5.44

VISUAL 5.44 – FEDERAL REQUIREMENTS (CONT.)

- Project Formulation Worksheet:
    - General project information
    - Damage and proposed repairs
    - Estimated costs/unit prices
- Large and small projects

Student Notes:

Visual 5.45

VISUAL 5.45 – TRAINING/EXERCISING

- Orientation/training
- Tabletop exercise
- Full exercise
- Exercise evaluation/ debriefing
- Plan/procedure revision

Student Notes:
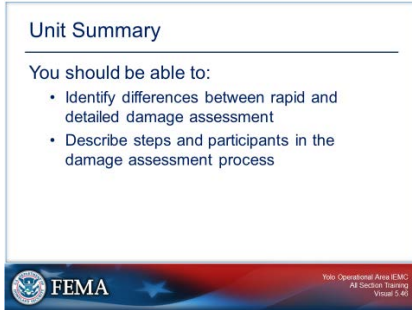
Visual 5.46

VISUAL 5.46 – UNIT SUMMARY

You should be able to:

- Identify differences between rapid and detailed damage assessment

- Describe steps and participants in the damage assessment process

Student Notes:
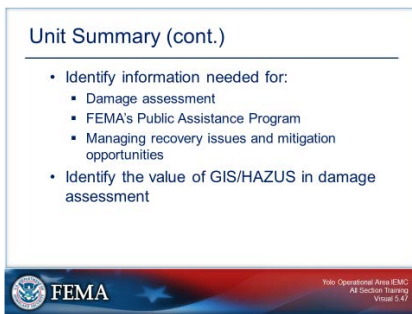
Visual 5.47

VISUAL 5.47 – UNIT SUMMARY (CONT.)

- Identify information needed for:
  - Damage assessment
  - FEMA's Public Assistance Program
  - Managing recovery issues and mitigation opportunities
- Identify the value of GIS/HAZUS in damage assessment

Student Notes:

Visual 5.48

VISUAL 5.48 – UNIT 5.C

CRITICAL INFRASTRUCTURE / KEY RESOURCES

Visual 5.49

VISUAL 5.49 – OBJECTIVES

- Describe the relationship between the National Response Framework (NRF) and critical infrastructure and key resources (CIKR) prevention, protection, response, and recovery activities.

- Describe how the NRF promotes engaged partnerships to enhance our Nation's incident management capabilities.

Student Notes:

Visual 5.50

VISUAL 5.50 – OBJECTIVES (CONT.)

- Identify the processes defined in the NRF for ensuring that CIKR considerations are integrated into incident response efforts.

- Define the role of the Infrastructure Liaison in supporting coordination with the CIKR sectors and all levels of partners.

- Identify actions that you can take to build capabilities for implementing the NRF CIKR Support Annex.

Student Notes:
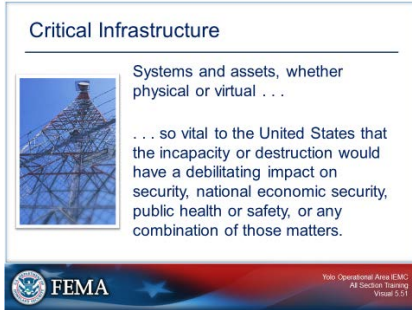
Visual 5.51

VISUAL 5.51 – CRITICAL INFRASTRUCTURE

Systems and assets, whether physical or virtual . . .

. . . so vital to the United States that the incapacity or destruction would have a debilitating impact on security, national economic security, public health or safety, or any combination of those matters.

Visual 5.51 Photo Caption: Photo of a communication tower.

Student Notes:
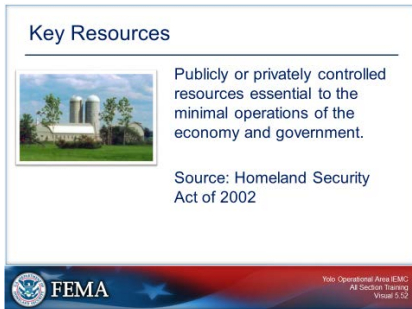
Visual 5.52

VISUAL 5.52 – KEY RESOURCES

Publicly or privately controlled resources essential to the minimal operations of the economy and government.

Source: Homeland Security Act of 2002

The National Infrastructure Protection Plan (NIPP), 2009, Glossary of Key Terms, is the source for the definitions of critical infrastructure and key resources. These definitions are derived from the provisions of the Homeland Security Act of 2002 and Homeland Security Presidential Directive 7 (HSPD-7).

Visual 5.52 Photo Caption: Photo of a farm.

Student Notes:

VISUAL 5.53 – THREATS TO CIKR

- The Terrorist Threat
- All-Hazards Approach

Visual 5.53 Photo Caption: *Photo on the left shows an image of a collapsed building with an American Flag placed in the rubble. The photo on the right shows an image of first responders climbing on a roof of a flooded house.*

Visual 5.53

Student Notes:
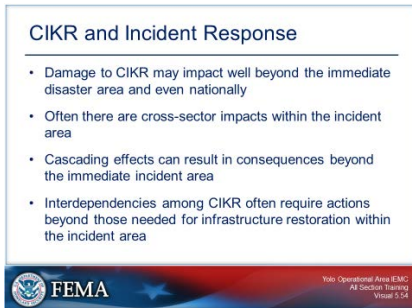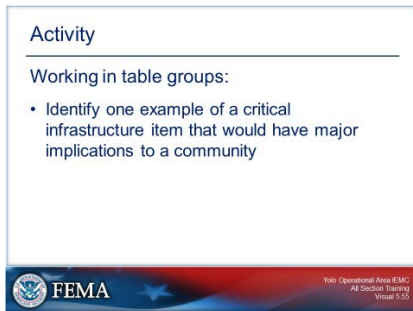
VISUAL 5.54 – CIKR AND INCIDENT RESPONSE

- Damage to CIKR may impact well beyond the immediate disaster area and even nationally
- Often there are cross-sector impacts within the incident area
- Cascading effects can result in consequences beyond the immediate incident area
- Interdependencies among CIKR often require actions beyond those needed for infrastructure restoration within the incident area

Visual 5.54

The vast majority of CIKR is owned and operated by the private sector.

Owners and operators are responsible for the protection, response, and restoration of their facilities and services.

Student Notes:

Activity

Working in table groups:

• Identify one example of a critical infrastructure item that would have major implications to a community

FEMA

Yolo Operational Area IEMC
All Section Training
Visual 5.55

Visual 5.55

VISUAL 5.55 – ACTIVITY

Working in table groups:

• Identify one example of a critical infrastructure item that would have major implications to a community

Instructor Notes:
Identifying one example of critical infrastructure in your jurisdiction.

Describing:

• Potential threats or risks.

• Likely consequences of a terrorist attack, natural disaster, or other emergency.

Be prepared to present your team's answers in 5 minutes.

Remember that damage to critical infrastructure often has a wider impact than just within the incident area. Therefore, protection of CIKR, as well as well-planned and integrated CIKR-related response activities when incidents do occur, are essential to the Nation's security, public health and safety, economic vitality, and way of life.

Student Notes:
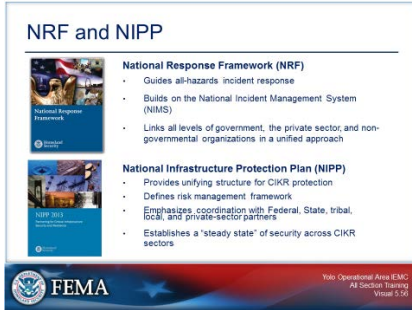
Visual 5.56

VISUAL 5.56 – NRF AND NIPP

National Response Framework (NFR)

- Guides all-hazards incident response

- Builds on the National Incident Management System (NIMS)

- Links all levels of government, the private sector, and non-governmental organizations in a unified approach

National Infrastructure Protection Plan (NIPP)

- Provides unifying structure for CIKR protection

- Defines risk management framework

- Emphasizes coordination with Federal, State, tribal, local, and private-sector partners

- Establishes a "steady state" of security across CIKR sectors

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. The NRF allows first responders, decision makers, and supporting entities to provide a unified national response.

National Infrastructure Protection Plan (NIPP): The overarching goal of the NIPP is to build a safer, more secure, and more resilient America by:

- Enhancing protection of the Nation's CIKR to prevent, deter, neutralize, or mitigate the effects of deliberate efforts by terrorists to destroy, incapacitate, or exploit them; and

- Enabling national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency.

- The NIPP and its associated CIKR Sector-Specific Plans (SSPs) work in conjunction with the NRF and its supporting annexes to provide a foundation for CIKR preparedness, protection, response, and recovery efforts in an all-hazards context.

In fact, day-to-day public-private coordination structures, information-sharing networks, and risk management frameworks used to implement NIPP steady-state CIKR protection efforts continue to function and enable coordination and support for CIKR protection and restoration for incident management activities under the NRF.

Visual 5.56 Photo Caption:

Top Photo: Image of the FEMA National Response Framework. Image Hyperlink to Document.

Bottom Photo: Image of Department of Homeland Security National Infrastructure Protection Plan, 2009. Image hyperlink linked to document.

Student Notes:
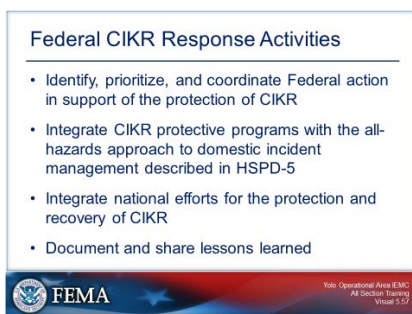
Visual 5.57

VISUAL 5.57 – FEDERAL CIKR RESPONSE ACTIVITIES

- Identify, prioritize, and coordinate Federal action in support of the protection of CIKR

- Integrate CIKR protective programs with the all-hazards approach to domestic incident management described in HSPD-5

- Integrate national efforts for the protection and recovery of CIKR

- Document and share lessons learned

The Department of Homeland Security (DHS) responsibilities for CIKR support that are most applicable during incident response include:

- Identifying, prioritizing, and coordinating Federal action in support of the protection of nationally critical assets, systems, and networks, with a particular focus on CIKR that could be exploited to cause catastrophic health effects or mass casualties comparable to those produced by a weapon of mass destruction.

- Establishing and maintaining a comprehensive, multitiered, dynamic information-sharing network designed to provide timely and actionable threat information, assessments, and warnings to public- and private-sector CIKR partners. This responsibility includes protecting sensitive information voluntarily provided by the private sector and facilitating the development of sector-specific and cross-sector information-sharing and analysis systems, mechanisms, and processes.

- Coordinating, facilitating, and supporting comprehensive risk assessment programs for high-risk CIKR, identifying protection priorities across sectors and jurisdictions, and integrating CIKR protective programs with the all-hazards approach to domestic incident management described in HSPD-5.

- Identifying and implementing plans and processes for threat-based increases in protective measures that align to all-hazards warnings, specific threat vectors as appropriate, and each level of the Homeland Security Advisory System (HSAS).

- Conducting modeling and simulations to analyze sector, cross-sector, and regional dependencies and interdependencies, to include cyber-related issues, and sharing the results with CIKR partners as appropriate.

- Integrating national efforts for the protection and recovery of CIKR, including analysis, warning,

information sharing, vulnerability reduction, and mitigation activities and programs.

- Documenting and sharing lessons learned from exercises, actual incidents, and predisaster mitigation efforts and applying those lessons, where applicable, to CIKR protection efforts.

- Working with the Department of State, Sector-Specific Agencies (SSAs), and other NIPP partners to ensure that U.S. CIKR protection efforts are fully coordinated with international partners.

Student Notes:
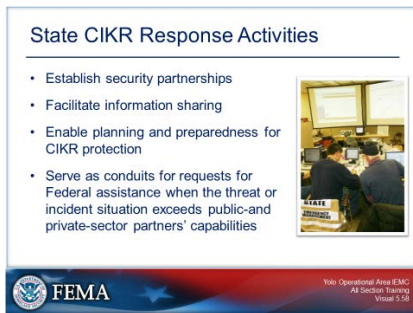
Visual 5.58

VISUAL 5.58 – STATE CIKR RESPONSE ACTIVITIES

- Establish security partnerships

- Facilitate information sharing

- Enable planning and preparedness for CIKR protection

- Serve as conduits for requests for Federal assistance when the threat or incident situation exceeds public- and private-sector partners' capabilities

State, tribal, and local government entities establish security partnerships, facilitate information sharing, and enable planning and preparedness for CIKR protection within their jurisdictions.

State governments are responsible for:

- Developing and implementing statewide or regional CIKR protection programs integrated into homeland security and incident management programs.

- Serving as crucial coordination hubs, bringing together prevention, preparedness, protection, response, and recovery authorities, capacities, and

resources among local jurisdictions, across sectors, and across regional entities.

- Acting as conduits for requests for Federal assistance when the threat or incident situation exceeds the capabilities of public- and private-sector CIKR partners in their jurisdictions.

- Coordinating with the State, Local, Tribal, and Territorial Government Coordinating Council (SLTTGCC) to ensure full integration with national- and regional-level CIKR prevention, protection, response, and restoration efforts.

Visual 5.58 Photo Caption: *State emergency management personnel at an emergency operations center.*

Student Notes:
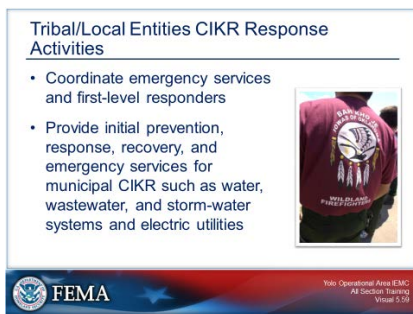
Visual 5.59

VISUAL 5.59 – TRIBAL/LOCAL ENTITIES CIKR RESPONSE ACTIVITIES

- Coordinate emergency services and first-level responders

- Provide initial prevention, response, recovery, and emergency services for municipal CIKR such as water, wastewater, and storm-water systems and electric utilities

Tribal governments are responsible for public health, welfare, safety, CIKR protection, and continuity of essential services within their jurisdictions.

Local governments usually are responsible for emergency services and first-level responses to CIKR incidents. In some sectors, local governments own and operate CIKR such as water, wastewater, and stormwater systems and electric utilities, and are responsible for initial prevention, response, recovery, and emergency services provision.

Visual 5.59 Photo Caption: *A picture of a Tribal firefighter.*
Student Notes:

Visual 5.60

VISUAL 5.60 – OTHER CIKR RESPONSE PARTNERS

- Sector-Specific Agencies (SSAs)

- Emergency Support Functions (ESFs)

- Owners and Operators (private & public)

Visual 5.60 Photo Caption: *Photo on left is an image of CDC EOC. Middle photo is image of US Army Corps of Engineer Staff inspecting damages. Right photo shows a power company basket lift truck.*

Student Notes:

Visual 5.61

VISUAL 5.61 – WHAT ARE SECTOR-SPECIFIC AGENCIES (SSAS)?

Federal agencies designated by HSPD-7 to:

- Form partnerships throughout the government and with the private sector to promote protection and response efforts

- Develop protective programs and related requirements

- Develop and submit Sector-Specific Plans (SSPs)

- Encourage the development of appropriate information-sharing and analysis mechanisms within the sector

HSPD-7 designated responsibility to various Federal Government departments and agencies to serve as Sector-Specific Agencies (SSAs) for each of the CIKR sectors.

SSAs are responsible for working with DHS to:

- Implement the NIPP sector partnership model and risk management framework.

- Develop protective programs and related requirements.

- Provide sector-level CIKR protection guidance.

In addition, SSAs collaborate with partners to:

- Develop and submit Sector-Specific Plans (SSPs) and sector-level performance feedback.

- Encourage the development of appropriate information-sharing and analysis mechanisms within the sector.

Student Notes:

Visual 5.62

VISUAL 5.62 – SSAS & CRITICAL INFRASTRUCTURE SECTORS

Sector-Specific Agency

- Department of Agriculture

- Department of Health and Human Services

- Department of Defense

- Department of Energy

- Department of Treasury

- Environmental Protection Agency

- Department of Homeland Security

- Department of Homeland Security, General Services Administration

- Department of Homeland Security, Department of Transportation

Critical Infrastructure Sector

- Food and Agriculture

- Defense Industrial Base

- Energy

- Healthcare and Public Health

- Financial Services

- Water and Wastewater Services

- Chemical; Commercial Facilities; Communications; Critical Manufacturing; Dams; Emergency Services; Information Technology; Nuclear Reactors, Materials and Waste

- Government Facilities

- Transportation Systems

Student Notes:
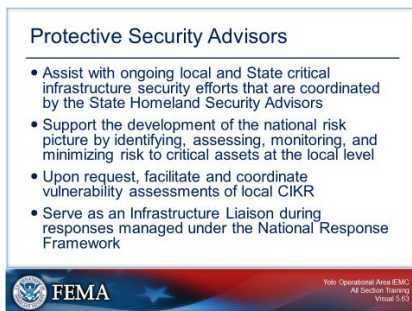
Visual 5.63

VISUAL 5.63 – PROTECTIVE SECURITY ADVISORS

- Assist with ongoing local and State critical infrastructure security efforts that are coordinated by the State Homeland Security Advisors

- Support the development of the national risk picture by identifying, assessing, monitoring, and minimizing risk to critical assets at the local level

- Upon request, facilitate and coordinate vulnerability assessments of local CIKR

- Serve as an Infrastructure Liaison during responses managed under the National Response Framework

Protective Security Advisors also:

- Provide reach-back capability to DHS and other Federal Government resources.

- Assist in verification of critical asset information for accurate inclusion into the National Asset Database.

- Provide local context and expertise to DHS to ensure that community resources are used effectively.

- Facilitate the flow of programmatic information between all parties with a vested interest in CIKR protection.

- Work in State and local emergency operations centers (EOCs) to provide expertise and serve as the DHS/Office of Infrastructure Protection's Infrastructure Liaison, who supports the Principal Federal Official and Federal Coordinating Officer responsible for domestic incident management.

- Support comprehensive risk analyses of local CIKR.

- Assist in the review and analysis of physical/technical security of local CIKR.

- Convey local concerns and sensitivities to DHS and other Federal agencies.

- Relay disconnects between local, regional, and national protection activities.

- Communicate requests for Federal training and exercises.

Student Notes:
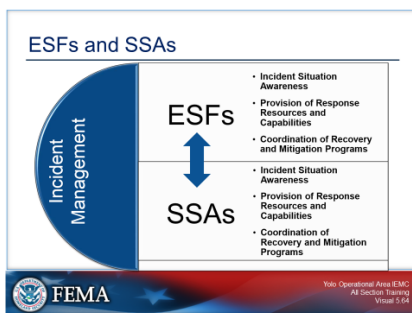
Visual 5.64

VISUAL 5.64 – ESFS AND SSAS

Visual 5.64 Figure Caption: Depicts a chart demonstrating the linkage between Emergency Support Functions (ESFs) and Sector-Specific Agencies (SSAs) during Incident Management. Incident Management encompasses both ESFs and SSAs text boxes in this diagram.

ESFs text box consists of:

- *Incident Situation Awareness*

- *Provision of Response Resources and Capabilities*

- *Coordination of Recovery and Mitigation Programs*

SSAs text box consists of:

- *Incident Situation Awareness*

- *Provision of Response Resources and Capabilities*

- *Coordination of Recovery and Mitigation Programs*

The ESFs' and SSAs' text box are linked by a double arrow.

Student Notes:

Visual 5.65

VISUAL 5.65 – PRIVATE-SECTOR CAPABILITIES

- Management of a vast majority of CIKR in many sectors

- Knowledge of CIKR assets, networks, facilities, functions, and other capabilities

- Capability to take initial first-response actions in the event of an incident

- Ability to innovate and provide products, services, and technologies to address security gaps

- Robust mechanisms for sharing and protecting sensitive information regarding threats, vulnerabilities, countermeasures, and best practices

The vast majority of CIKR in many sectors is owned and operated by the private sector.

Private-sector owners and operators have a detailed knowledge of the CIKR assets they own and manage including the networks, facilities, functions, and other capabilities. That knowledge is not available to government agencies or other organizations that are not involved in the day-to-day management of these assets.

Private-sector owners and operators are there, on the ground, when an incident occurs and are thus able to take initial first-response actions.

Private-sector owners and operators are accustomed to using innovation to meet their business goals and these same abilities can be applied to provide products, services, and technologies to address security gaps.

Private-sector owners and operators have robust mechanisms in place for protecting sensitive business information while sharing best business practices. These same mechanisms can be used to share and protect sensitive information regarding threats, vulnerabilities, countermeasures, and security best practices.

Student Notes:
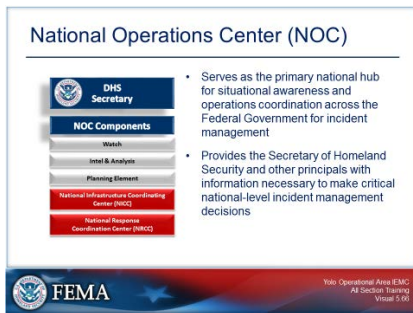
Visual 5.66

VISUAL 5.66 – NATIONAL OPERATIONS CENTER (NOC)

- Serves as the primary national hub for situational awareness and operations coordination across the Federal Government for incident management

- Provides the Secretary of Homeland Security and other principals with information necessary to make critical national-level incident management decisions

The National Operations Center (NOC) is the primary national hub for situational awareness and operations coordination across the Federal Government for incident management. The NOC includes the following components:

NOC – Interagency Watch (NOC-Watch): The NOC-Watch is a standing 24/7 interagency organization fusing law enforcement, national intelligence, emergency response, and private-sector reporting. The NOC-Watch facilitates homeland security information sharing and operational coordination with other Federal, State, tribal,

local, and nongovernmental emergency operations centers (EOCs).

Intelligence and Analysis (NOC-I&A): NOC-I&A is responsible for interagency intelligence collection requirements, analysis, production, and product dissemination for DHS. The NOC-I&A provides threat information, analysis, and intelligence to all levels of government.

Interagency Planning Element (NOC-Planning): NOC-Planning conducts strategic-level operational incident management planning and coordination.

National Infrastructure Coordinating Center (NOC-NICC): The NOC-NICC monitors the Nation's CIKR on an ongoing basis. The NOC-NICC supports government and private-sector partners to protect and restore CIKR.

National Response Coordination Center (NOC-NRCC): As a component of the NOC, the NRCC serves as the DHS/Federal Emergency Management Agency (FEMA) primary operations center responsible for national incident response and recovery as well as national resource coordination. As a 24/7 operations center, the NRCC monitors potential or developing incidents and supports the efforts of regional and field components.

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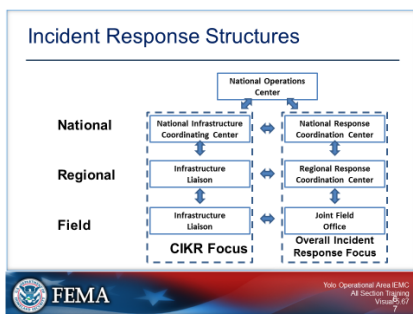
Visual 5.67

VISUAL 5.67 – INCIDENT RESPONSE STRUCTURES

Visual 5.67 Organization Chart. At the top of the Organization Chart is the National Operations Center. Under the National Operations Center (NOC) are two columns a CIKR Focus and an Overall Incident Response Focus. The CIKR focus contains the National Infrastructure Coordinating Center (linked with double arrow to the NOC), the infrastructure liaison, and a second infrastructure liaison. All these entities are linked with a double-sided arrow to each other.

Under the Overall Incident Response Focus is the National Response Coordination Center (linked with a double arrow to the NOC), the Regional Response Coordination Center, and the Joint Field Office. All of these entities are also linked from National to Regional Response Coordination Center and the Joint Field Office by a double arrow.

The entities within the CIKR Focus column and the Overall Incident Response Focus column are also linked together by a double arrow. The National Infrastructure Coordinating Center is linked to the National Response Coordination Center. An Infrastructure Liaison is linked to the Regional Response Coordination Center. The second Infrastructure Liaison is also linked to the Joint Field Office.

- National organizational structures described in the NRF and NIPP provide formal and informal mechanisms for public- and private-sector coordination, situational awareness, impact assessments, and information sharing in regard to CIKR-related concerns on a sector-by-sector and/or a cross-sector basis.

- This coordination allows for broader engagement in one or more affected sectors. It also allows sectors to plan for and quickly react to far-reaching effects from an incident (or multiple incidents) and to alert individual owners and operators of the need to take specific actions to minimize impacts.

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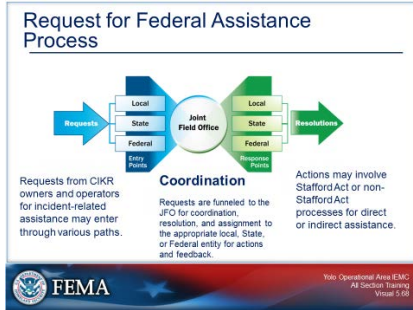
Visual 5.68

VISUAL 5.68 – REQUEST FOR FEDERAL ASSISTANCE PROCESS

Coordination:

Requests from CIKR owners and operators for incident-related assistance may enter through various paths.

Requests are funneled to the JFO for coordination, resolution, and assignment to the appropriate local, State, or Federal entity for actions and feedback.

Actions may involve Stafford Act or non- Stafford Act processes for direct or indirect assistance.

Visual 5.68 Figure Caption - Flow Chart illustrating the flow of requests for Federal assistance.

Requests enter from the left and can enter the process through either the Local, State, or Federal Entry Points. (These entry points are linked together in this process). Requests then flow to the Joint Field Office in the center of the diagram. On the right of the Joint Field office are the response Points (Local, State, or Federal) that are also linked together. From the Response Points, Resolutions flow outside of the diagram.

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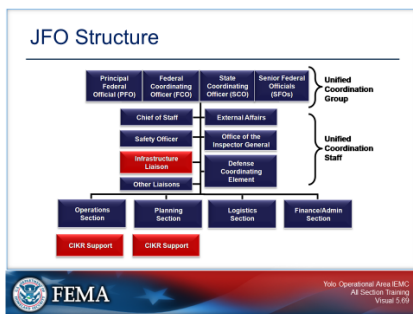
Visual 5.69

VISUAL 5.69 – JFO STRUCTURE

Visual 5.69 JFO Organization Chart. At the top of the chart is the Unified Coordination Group which consists of the Principal Federal Official (PFO), Federal Coordinating Officer (FCO), State Coordinating Officer (SCO), and the Senior Federal Officials (SFOs). The Unified Coordination Group is linked to the Unified Coordination Staff.

*The Unified Coordination Staff consists of the Chief of Staff, Safety Officer, Infrastructure Liaison, Other Liaisons, External Affairs, Office of the Inspector General, and the Defense Coordinating Element.*

The Unified Coordination Staff is linked to the Operations Section, Planning Section, Logistics Section, and the Finance/Admin Section. Under the Operations Section is CIKR Support. Under the Planning Section is CIKR Support.

The JFO is led by the Unified Coordination Group. The Unified Coordination Group typically consists of the Principal Federal Official (PFO) (if designated), Federal Coordinating Officer (FCO), State Coordinating Officer (SCO), and senior officials from other entities with primary statutory or jurisdictional responsibility and significant operational responsibility for an aspect of an incident (e.g., the Senior Health Official or Senior Federal Law Enforcement Official if assigned). Within the Unified Coordination Group, the FCO is the primary Federal official responsible for coordinating, integrating, and synchronizing Federal response activities.

Refer to the red boxes on the visual. Note that an Infrastructure Liaison may be assigned to the Unified Coordination Staff. CIKR support may also be provided to the Operations and Planning Sections. The Infrastructure Liaison function is task organized and task dependent on the needs of the incident and the requirements of the PFO, the Unified Coordination Group, and the Incident Management Team.

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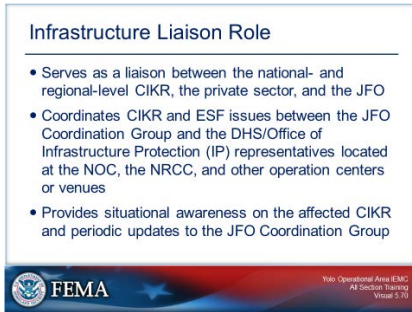
Visual 5.70

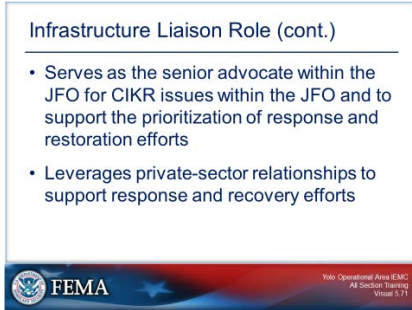## VISUAL 5.70 – INFRASTRUCTURE LIAISON ROLE

- Serves as a liaison between the national- and regional-level CIKR, the private sector, and the JFO

- Coordinates CIKR and ESF issues between the JFO Coordination Group and the DHS/Office of Infrastructure Protection (IP) representatives located at the NOC, the NRCC, and other operation centers or venues

- Provides situational awareness on the affected CIKR and periodic updates to the JFO Coordination Group

The Infrastructure Liaison, in collaboration with SSAs and all activated ESFs, provides prioritized recommendations regarding CIKR concerns to the Unified Coordination Group and the PFO (if appointed).

The prioritized CIKR recommendations are developed using a collaborative process involving the cooperating agencies to this annex as well as CIKR owners and operators; State, tribal, and local entities; and others as appropriate. The prioritized recommendations are used by the Unified Coordination Group to support incident-related decision-making processes and the efficient application of limited resources within the affected area.

The Infrastructure Liaison provides knowledge and expertise regarding unique CIKR considerations, including: (a) impacts to nationally and regionally critical CIKR within the incident area; (b) cross-sector impacts within the incident area; (c) cascading effects that can result in consequences beyond the immediate incident area; (d) interdependencies that require actions beyond those needed for infrastructure restoration within the incident area; and (e) potential gaps or overlapping responsibilities among Federal departments and agencies that may function as SSAs, ESF primary or supporting agencies, or statutory or regulatory authorities.

Student Notes:

Visual 5.71

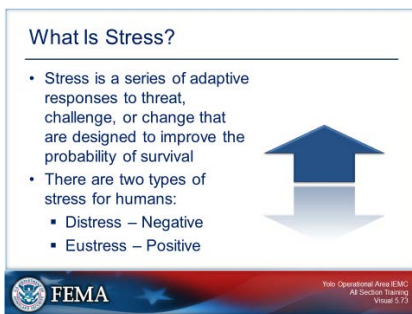## VISUAL 5.71 – INFRASTRUCTURE LIAISON ROLE (CONT.)

- Serves as the senior advocate within the JFO for CIKR issues within the JFO and to support the prioritization of response and restoration efforts

- Leverages private-sector relationships to support response and recovery efforts

Student Notes:

Visual 5.72

VISUAL 5.72 – UNIT 5.D

STRESS MANAGEMENT

Visual 5.73

VISUAL 5.73 – WHAT IS STRESS?

- Stress is a series of adaptive responses to threat, challenge, or change that are designed to improve the probability of survival

- There are two types of stress for humans:
  - Distress - Negative
 - Eustress – Positive

Stress isn't necessarily a bad thing. Stress is a series of adaptive responses (pumping adrenalin, quickened heartbeat, heightened senses, etc.) to threat, challenge, or change that are designed to improve the probability of survival. It is the basis of the "fight vs. flight" impulse.

There are two types of stress for humans—one negative and one positive.

Distress: Distress leaves you feeling under pressure, anxious, frustrated, and not at your best. It can sap your energy and leave you feeling unhealthy.

Eustress: There is a good form of stress called "eustress" ("eu" is from the Greek, meaning good or positive). This type of stress comes from embracing or seeking change or opportunity—a better outcome. Eustress is a form of stress that is taking you somewhere, the kind of pressure that gets you motivated to accomplish something or that leads you to an act of fulfillment. Eustress can result in peak performance.

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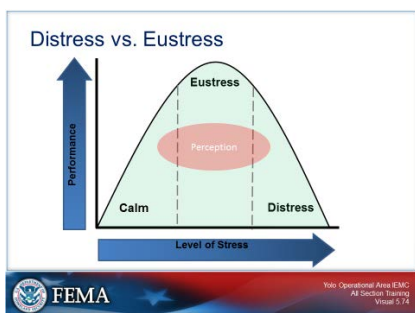
Visual 5.74

VISUAL 5.74 – DISTRESS VS. EUSTRESS

Visual 5.74 Figure Caption: This diagram represents one view of the relationship between level of stress and performance.

When there is a very low level of stress, there is a sense of calm and little impact on performance (unless the person is overtaken by sheer boredom, which could detract from performance).

As the level of stress increases, it can be a positive force, pushing us to achieve and resulting in higher levels of performance. This is eustress*. Some say that a "reasonable" amount of pressure, anxiety, or fear in the environment leads to higher performance among employees than if stress is not present.*

At some point, if there is a high level of stress, it may become too much for the individual and have a negative impact on performance. This is distress*. Distress occurs when the demands placed on the body (physical, emotional, and cognitive) exceed its capacity to expend energy in maintaining balance.*

Perception plays an important part in whether stress is experienced as distress or eustress. The individual determines whether the experience is eustress or distress. That is, eustress is primarily a result of positive

perception of stressors, and distress is primarily a result of negative perception of stressors. For example, one person might be energized by a large and complicated task while another might become rattled and less effective.

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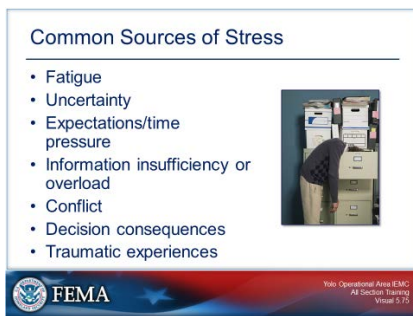
Visual 5.75

VISUAL 5.75 – COMMON SOURCES OF STRESS

- Fatigue

- Uncertainty

- Expectations/time pressure

- Information insufficiency or overload

- Conflict

- Decision consequences

- Traumatic experiences

People involved in emergency management often experience stress in response to:

Fatigue resulting from strenuous work, long hours, heavy workload, high demands over a long period, lack of sleep.

Uncertainty about requirements, procedures, the situation, the future, or whether they will be able to succeed at the task.

High expectations (imposed by self or others) combined with time pressure (much to do in a short period of time). A related stressor is inadequate resources to get the job done.

Information insufficiency or overload. This can occur when there isn't enough information available on which to base important decisions, or there is conflicting or unclear information, or there is so much information that it is difficult to get a clear picture.

Conflict, which may include:

Interpersonal conflict (for example, between colleagues or between manager and staff member).

Conflict between the individual and the group. This type of conflict often presents itself as role conflict (for example, between your role as an emergency manager and your role in the family).

Conflict between one group and another (for example, between county and State or between a government entity and a nongovernmental organization).

Decision consequences—when there is a lot riding on the decisions you make, such as people's safety and welfare.

Traumatic experiences such as exposure to danger or witnessing widespread damage, injury, loss of life, and grief.

Visual 5.75 Image Caption: *A man with his head in a filing cabinet.*

Student Notes:
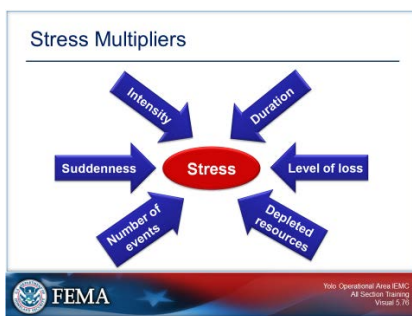
Visual 5.76

VISUAL 5.76 – STRESS MULTIPLIERS

Many things can multiply the impact of stress on an individual. The following are examples:

- Number of events: If you go through multiple stressful events in a row without a chance to recuperate, your ability to cope will be less than during the first event.

- Suddenness: Sudden onset of a stressful situation can increase the level of stress.

- Intensity or degree of stress (perceived or real): Deeper stress naturally has a greater impact than light stress.

- Duration: The longer stress is present, the greater harm it can do.

- Level of loss: Heavy losses (e.g., personal possessions, friends, family) can produce greater levels of grief, which add to the level of stress.

- Depleted coping skills/resources: If your coping skills and resources are depleted—or were at low levels to begin with—the stress you experience will appear greater.

Visual 5.76 Image Caption: *Six arrows pointing to a central circle. The circle says Stress and the arrows say: Intensity, Duration, Level of loss, Depleted resources, Number of events, and Suddenness.*

Student Notes:

Visual 5.77

VISUAL 5.77 – COMMON SIGNS AND SYMPTOMS (1 OF 3)

Physical

- Headache

- Stomach/intestinal problems

- Back pain, stiff neck

- Fatigue

- Difficulty sleeping

- Change in appetite

Visual 5.77 Photo Caption: *A woman with a headache.*

Student Notes:

Visual 5.78

VISUAL 5.78 – COMMON SIGNS AND SYMPTOMS (2 OF 3)

Emotional

- Mood swings

- Anger, irritability

- Sadness, easy tearfulness

- Cynicism or negativity

- Self-criticism or self-doubt

- Guilt

- Tension or anxiety

Emotional signs of stress may not be as easy to recognize as physical symptoms.

Mood swings, anger, irritability: High stress can cause mood swings and increased episodes of anger. The purpose of anger is to give us psychic energy to change something. When someone around you has angry outbursts, it is important to acknowledge the emotion. For example, you can ask, "What needs to be changed? (As angry as you are, there must be something pretty important to change.)" Then listen—be silent, let them struggle if needed; growth comes from struggle.

Sadness, easy tearfulness: Another result of stress is sadness (anhedonia, meaning "without joy"). Anhedonia is like a bad case of the blahs over time. It's sadness, not depression, and it's a normal response to stress. (Sadness is normal; depression is not.)

Cynicism, negativity, distrust: Disasters can leave people feeling a lack of control over their lives and their surroundings, and a feeling of betrayal (nature failed them, material things failed them, government couldn't protect them, etc.). These negative emotions can lower one's level of trust and bring on feelings of cynicism.

Self-criticism, self-doubt, guilt: When things go wrong and stress builds up, many people respond with self-criticism, self-doubt, and guilt. "If only I had .

Tension or anxiety: High stress can leave a person feeling tense, anxious, jumpy, or in a prolonged worried state, which in turn can produce cognitive difficulties.

Visual 5.78 Photo Caption: Image of 2 people displaying different forms of stress - depression and someone yelling.

Student Notes:

Visual 5.79

VISUAL 5.79 – COMMON SIGNS AND SYMPTOMS (3 OF 3)

Cognitive

- Forgetfulness

- Difficulty concentrating

- Decreased learning speed

- "Flashbulb memories" and memory gaps

- Repetitious thoughts

Visual 5.79 Photo Caption: A woman who looks like she is thinking.

Student Notes:

Visual 5.80

VISUAL 5.80 – STRESS RESPONSE

- Acute
  - Quick Response
  - Relates to the Incident

- Delayed
  - Sets in after about 3 days
  - Incident Specific

- Cumulative
  - Builds up over several incidents
 - Usually more problematic than stress from one incident

Stress can lead to cognitive difficulties. Examples include:

Forgetfulness and difficulty concentrating: High stress can be distracting and make you cognitively less efficient. This can show up as "losing" things, being unable to stay focused on what you are doing, and forgetting whether you have or haven't done something (because your mind was elsewhere while you were doing it). It can also lead to mistakes, so the quality of work suffers.

Learning: Difficulty concentrating also affects the ability to learn. Under stress, learning speed slows down about 20 percent. Remember, local volunteers have been through the disaster themselves, and it will likely take them longer to absorb the training than it would under normal conditions.

Memory: When you're highly stressed, your brain works differently. The brain creates "flashbulb memories." Memories are actually compilations of fragments of memories—mostly thoughts or words that we put together as memories. Under stress, we create sensory memories that often contain very vivid imagery—deeper and more elaborate but occupying fewer memory units. The vivid imagery gets replayed as flashbulb memories, and there tend to be memory gaps. (While the brain was registering sensory memories, it was failing to register other types of memories.)

Repetitious thoughts: During stressful times there is a tendency to "replay mental tapes" repeatedly in order to process them. In the end, it helps us accept the experiences, but in the meantime it can interfere with concentration on other things.
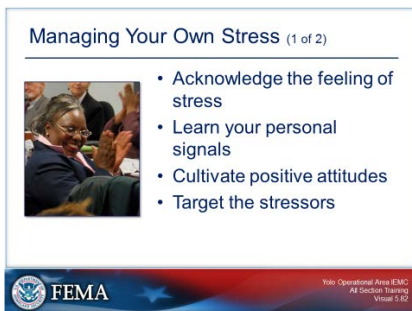
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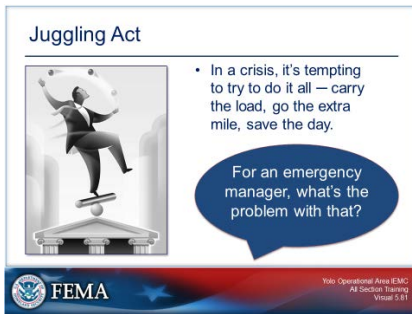
Visual 5.81

VISUAL 5.81 – JUGGLING ACT

- In a crisis, it's tempting to try to do it all ─ carry the load, go the extra mile, save the day.

Discussion Question:

For an emergency manager, what's the problem with that?

Visual 5.81 Image Caption: A graphic image of a man juggling.
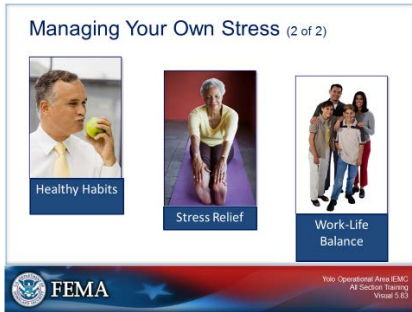
Student Notes:

Visual 5.82

VISUAL 5.82 – MANAGING YOUR OWN STRESS (1 OF 2)

- Acknowledge the feeling of stress
- Learn your personal signals
- Cultivate positive attitudes
- Target the stressors

Visual 5.82 Image Caption: A woman smiling and clapping.

Student Notes:

Visual 5.83

VISUAL 5.83 – MANAGING YOUR OWN STRESS (2 OF 2)

- Healthy Habits
- Stress Relief
- Work-Life Balance

Visual 5.83 Photo Caption: *Photo on the left labeled Healthy Habits shows a man eating an apples. Photo in the middle labeled Stress Relief shows a woman doing yoga. Photo on the right labeled Work-Life Balance shows a smiling family.*
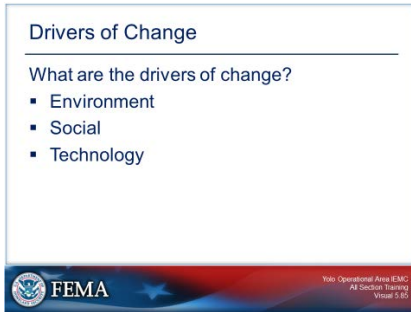
Student Notes:

Visual 5.84

VISUAL 5.84 – UNIT 5.E
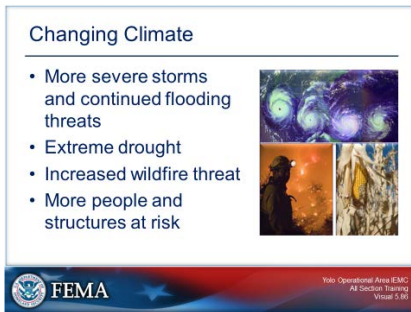
THE FUTURE OF EMERGENCY MANAGEMENT

Visual 5.85

VISUAL 5.85 – DRIVERS OF CHANGE

What are the drivers of change?

- Environment

- Social

- Technology

Student Notes:

Visual 5.86

VISUAL 5.86 – CHANGING CLIMATE

- More severe storms and continued flooding threats

- Extreme drought

- Increased wildfire threat

- More people and structures at risk

Visual 5.86 Photo Caption: A collage of images of hurricanes, forest fires, and crop failures as a result of a drought.
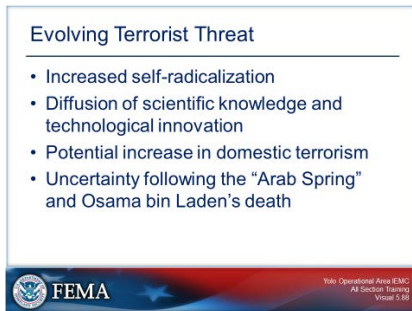
Student Notes:

Visual 5.87

VISUAL 5.87 – AGING INFRASTRUCTURE

- Nearing End of Life Cycle
- In Danger of Failing

What are the implications?

Visual 5.87 Photo Image: Collage of photos: Collapsed bridge with vehicles in water. Collapsed electric towers. Emergency Room entrance.

Student Notes:

Visual 5.88

VISUAL 5.88 – EVOLVING TERRORIST THREAT

- Increased self-radicalization
- Diffusion of scientific knowledge and technological innovation
- Potential increase in domestic terrorism
- Uncertainty following the "Arab Spring" and Osama bin Laden's death
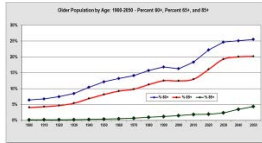
Student Notes:

Visual 5.89

VISUAL 5.89 – CHANGING ROLE OF THE INDIVIDUAL

- Increased empowerment of the individual

- Changing definition of community

- Decreasing trust of official or governmental sources
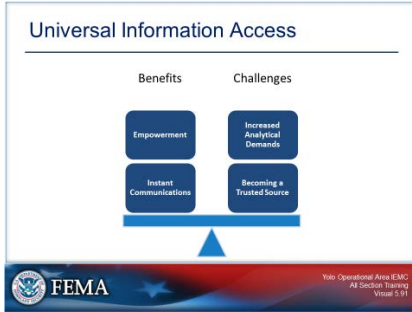
Student Notes:

Visual 5.90

VISUAL 5.90 – SHIFTING DEMOGRAPHICS

- Populations in some States are projected to grow by 30% by 2030.

- 83% of Americans live within a metropolitan area.

Visual 5.90 Chart Caption: Chart shows the increase in the percent of the population 60 and older from 6 percent in 1900 to 16 percent in 2000, projected to 25 percent in 2030, to26 percent in 2050. Shows the percent of the population 65 to 85, and the population 85 and older.

Student Notes:

Visual 5.91

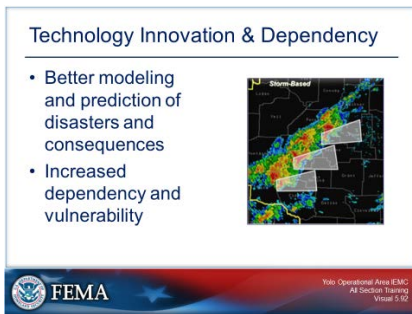**VISUAL 5.91 – UNIVERSAL INFORMATION ACCESS**

Benefits

- Empowerment

- Instant Communications

Challenges

- Increased Analytical Demands

- Becoming a Trusted Source

Student Notes:

Visual 5.92

VISUAL 5.92 – TECHNOLOGY INNOVATION & DEPENDENCY

- Better modeling and prediction of disasters and consequences

- Increased dependency and vulnerability

Visual 5.92 Photo Caption: Radar image of a storm system.

Student Notes:

Visual 5.93

VISUAL 5.93 – SHRINKING GOVERNMENT BUDGETS

In 2010 study, emergency management personnel found:

• 31% frozen budgets

• 59% reduced budgets

• 70.8% reduced training

• 71.3% reduced outreach

Source: Jessica Jensen, "2010 Impacts of the Economic Downturn Summary Report." Center for Disaster Studies and Emergency Management, North Dakota State University.

Student Notes:

Visual 5.94

VISUAL 5.94 – QUESTIONS, COMMENTS, OR CONCERNS?

UNIT 6: EXERCISE HOTWASH

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UNIT 7: EMERGENCY MANAGEMENT PATH FORWARD

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