Annex L - Resource Management

PURPOSE

During any emergency, local government will coordinate essential resources to be used to restore essential services and aid disaster victims. This annex provides for the proper coordination of resources to respond effectively to an emergency. Local resources will be the fastest available during an emergency and should be used accordingly; however, as county resources become depleted, mutual aid resources and state resources may be requested.

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. Resources include personnel, teams, facilities, equipment, and supplies. Resource management involves the four primary tasks noted below.

- The establishment of systems for describing, inventorying, requesting, and tracking resources
- The activation of these systems prior to and during an incident
- The dispatching of resources prior to and during an incident
- The deactivating or recalling of resources during or after an incident

The overall responsible party for implementing and amending this annex is the Emergency Management Director.

STANDARD OPERATING GUIDELINES

During an emergency, an Incident Commander may need resources to respond to a situation. These resources can be standard, such as asking for equipment or more personnel from the responder's agency to assist; or, the resources could be from mutual aid such as other fire departments or other agencies.

When an Incident Commander has an emergency that may require more resources than capable of getting on scene or which need to come from more agencies, the Incident Commander may call the Emergency Management Director to open the EOC to coordinate Logistics. An EOC is capable of acquiring more resources in a timely manner, and may be more readily able to track the financial process of borrowing such resources. As an event may escalate, more and more resources can be brought through the EOC and possible from the state EOC as well.

In order to ensure that resources are able to be received in a timely manner, prior to an event the Emergency Management Director should incorporate mutual aid agreements and memorandums of understanding with resources so both parties have an understanding as to how and when resources may be called upon for utilization.

SITUATION AND ASSUMPTIONS

SITUATION

- Houston County does not have many resources. This requires careful use of the limited resources available.
- The county is responsible for identifying, procuring, distributing, sustaining, coordinating, and tracking resources, to include certain capabilities and skills, necessary to cope with hazards posing a threat to the county.

ASSUMPTIONS

- Under normal circumstances, required resources will be available within the county to meet emergency operations needs for small-scale emergencies.
- In a large incident, Houston County will require resources that are not available within the county.
- Required resources may be available, but due to damaged facilities or disrupted transportation and highway infrastructure, they may not be accessible. There will be mutual aid agreements to provide additional resources from surrounding counties.
- In order to use resources most efficiently, resource needs must be prioritized.
- Resource management as required by the National Incident Management System identifies, deploys, tracks and deactivates.

CONCEPT OF OPERATIONS

GENERAL

It is the responsibility of local government to protect lives and property of local citizens. The goal of resource management is to commit all resources necessary to protect lives or property and restore the community to pre-disaster normalcy. The Incident Commander must carefully manage resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs and provide an effective incident response.

The foundations of resource management are based on the following five principles: planning, use of agreements, categorizing resources, resource identification and ordering, and effective management of resources.

The Resource Management process can be separated into two parts: (1) resource management activities as an element of preparedness and (2) managing resources during an incident.

PREPAREDNESS

During normal operations, the county will use its existing organization to identify, procure, distribute, sustain, and coordinate resources in preparation for an emergency.

The Emergency Management Director will maintain a listing of local resources that can be used during an emergency. This manual will list resources according to the standardized classification of kinds and types in accordance with the National Incident Management System (NIMS). The

resource manual should encompass resources contributed not only by government entities but also by the private-sector and non-governmental organizations.

To enhance resource management, the Emergency Management Director will encourage and help coordinate current mutual aid agreements.

RESPONSE

Responsibility for resource management is vested in the Incident Commander. The IC during a large incident may activate a Logistics Section to identify, procure, and track resource support requests for outside assistance from all organizations supporting emergency operations in the County. The Incident Commander will also develop a demobilization plan for resources as the event concludes the response/recovery phase.

During a large incident or one where there are multiple locations, resource management coordination is the responsibility of the EOC, in coordination with specific elements of the Incident Command System (ICS) structure. When all local resources have been expended, the EOC will request additional assistance through the Minnesota Emergency Operation Center and/or the MN State Duty Officer.

ORGANIZATION AND RESPONSIBILITIES

The Emergency Management Director will be responsible for the acquisition, distribution, management, and coordination of resources and supplies that the Board of Commissioners determine is necessary to have on hand prior to an incident. The Emergency Management Director will maintain the Resource Manual which will be used to identify available sources for resources that may be needed during an incident. An annual review will be conducted to ensure that the resource manual is accurate and up-to-date.

RESPONSE

Resource management during an incident is a finite process, with a distinct beginning and ending specific to the needs of the particular incident, and includes the following seven steps with the responsible party identified:

- *Identify requirements*: Involves accurately identifying what and how much is needed, where and when it is needed, and who will be receiving or using it. The Incident Commander or Operations Section Branch Director is responsible for identifying the requirement.
- *Order and acquire*: Requests for resources that cannot be obtained locally are submitted using the county's resource-ordering procedures. Emergency authority for purchasing items needed may be granted by the Board of Commissioners to the Logistics Chief at the time an emergency is declared.
- *Mobilize*: This process may include planning for deployment, equipping, training, designating assembly points, and obtaining transportation. In small incidents, this happens according to local practice. When an incident requires a large response, staging areas and camps to house resources may need to be set up by the Logistics Chief.

- *Track and report:* Resource tracking provides a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety and security of equipment, supplies, and personnel; and enables their coordination and movement. In a small incident the Incident Commander may keep track of this. As an incident grows more coordination will be required between the planning and logistics section of the ICS.
- *Recover and demobilize*: Recovery involves the final disposition of resources, including rehabilitation, replenishment, and disposal and/or retrograding and pertains to both expendable and nonexpendable resources. In large incidents the logistics section handles this task.
- *Reimburse*: When applicable, reimbursement provides a mechanism to recoup funds expended for incident-specific activities. Administration/Finance Section coordinates this task
- *Inventory*: Resource management uses various resource inventory systems to assess the availability of assets provided by jurisdictions. The inventory process includes credentialing and identifying and typing resources. Local jurisdictions are responsible for this task.

ADMINISTRATION AND LOGISTICS

A printed copy of the County Resource Manual will be maintained in the EOC for ready reference. The electronic version of the manual will be saved on the server in a folder with limited access (due to privacy act information). The Emergency Management Director will determine who has access to this data.

COMMUNICATIONS

The communication network required to obtain resources in times of emergency is a responsibility of the EMD and must remain functional during an emergency.

RECORDS

The Logistic Chief or designee will keep records of any material, supplies, and equipment used from private sources during an emergency and forwards them to the Treasurer for settlement following the emergency, if required. Any materials or supplies ordered should have invoices and any contracts for services should have a written agreement.

PLAN DEVELOPMENT AND MAINTENANCE

The Resource Manual will be updated annually and as necessary when resources or personnel change. This annex will be updated as mentioned in the Basic Plan and is the responsibility of the Emergency Management Director.

AUTHORITIES AND REFERENCES

FEMA, State and Local Guide 100 (SLG 100); Guide for Increasing Local Government Civil Defense Readiness During Periods of International Crisis.

State Emergency Operations Plan, State of Minnesota.

Houston County Resources Manual.