Objective #5   Resource Management   Demonstrate, or discuss in a tabletop exercise, the ability to identify, mobilize, and manage resources required for emergency operations.

A   Basic Intent

Each incident involves a unique hazard, therefore, responders must carefully identify what resources are needed to contain and control a release. Responders will need to show they can arrange for and obtain the resources specifically required to manage the given scenario.

B   Discussing the *Points of Review*

1. Was the ICS/EOC staff knowledgeable of available resources and existing mutual aid agreements?

Communities should have pre-identified what specific types of resources are likely to be needed during a chemical release and should have identified whether these resources are available locally or must be brought from outside sources. Those in charge should be familiar with what assistance is in-place locally and can be quickly mobilized.

2. Were resource lists readily available and did ICP/EOC staff obtain accurate information on resource availability?

As personnel complete the initial scene assessment and develop an action plan, they will identify what assets will be needed at the onset of the emergency. On-scene responders may not remember where every asset is or how to obtain unique resources. The IC's staff, local EMA, or an activated EOC should consult the department, city, or county resource lists to identify and obtain needed assets (i.e. containment or absorbent supplies, specialty teams, specialized equipment). If these lists are not on-scene, they should be readily available to response personnel (i.e. via dispatchers, in the EOC, at an agency office). If they are uncertain of what assets are needed, personnel should consult with the spiller. Personnel may also contact state agencies (i.e. OEPA, PUCO), federal agencies (i.e. NRC), or private contacts (i.e. CHEMTREC) to obtain critical assets. Many EMA offices will maintain a listing of such resources.

3. Were actions taken to identify and obtain additional/replacement resources?

This is <u>not</u> the function taken at the end of an emergency to replace used assets/cost recovery. This is the function that occurs during an emergency as key resources are quickly used and must be replaced. Such resources would include, but are not limited to, special tools like absorbents, gloves, diking materials, and may also include generic resources such as backboards, medical supplies, and SCBAs. This may even include the need to replace personnel. Command personnel should identify the need to replace an asset before the resource is exhausted and should demonstrate how to obtain the additional assets. This may even include the need to coordinate for the payment of the additional assets.

4. Were cleanup/disposal actions coordinated with spiller?

If the spiller is known, the IC should prompt the spiller to initiate the recovery of the area and arrange for specialists to remediate the impacted areas. The IC should also consult with state officials such as OEPA, PUCO, ODNR, or ODH to identify if they have a need to implement unique cleanup measures and thus necessitate activation of specialized cleanup resources. The

IC should not release the scene until certain that the cleanup resources on-scene can/will complete the remediation process. In the cases where a spiller is not known, the IC will need to coordinate for the cleanup and remediation with applicable State assets and identify what resources will be needed to recover the scene.

5. *Did the ICP/EOC staff effectively track resources in use?*

Once a resource is on-scene, the various command personnel should have a system in-place that identifies where each asset is assigned to work. This system should be used to indicate at what point local assets will be exhausted and thus create the need to secure additional resources. The same system should also show when a given resource was released from service or the scene. The system may also identify when a resource is damaged or destroyed on the scene and must be replaced following the emergency. Overall, this system should track personnel as well as key/major pieces of equipment (i.e. equipment trailers, fire apparatus, etc.).

6. *Were records kept to document resources utilized for posterity and in support of the cost recovery effort?*

The cost of response will typically be the responsibility of the spiller, but it can also be the community's own responsibility. This documentation should track personnel and equipment costs, as well as contracted/rental costs for outside resources. Therefore, command personnel must ensure they have accurate records to show what resources were utilized. The documentation should show which assets were expended on-scene and must be replaced. Documentation after-the-fact may overlook certain costs, and it may be impossible to recover costs if records were not maintained.

7. *Were the actions taken based on existing plans and/or operating procedures?*

The LEPC plan is required to contain a composite statement of specialized equipment that is available within the County for chemical incidents. The plan should explain how assets are mobilized and how to secure resources that are not present in the county. Meanwhile, other agencies and departments may maintain their own resource lists and may have a SOP to activate those resources. Also, each County EOP typically has a chapter dedicated to Resource Management as well as Tabs that identify available resources. Those plans should be consulted for more information on resource management.

C <u>Exercise Design and Control Issues</u>

Whenever possible, designing the scenario to incorporate the use of resources not normally requested by responders will help to challenge the participants. Performing the same resource requests repetitively offers little training and promotes complacency.

It is helpful to determine the resources likely to be requested during the design phase of the exercise. Understanding the resource requirements highlights those agencies and organizations who should be invited to participate. The exercise design team should take into consideration that resources in limited supplies or with a high replacement value may discourage participation; work with the providing agency or organization for alternatives before opting to change the scenario.

The exercise design team should also consider resources may not be under the total control of the host county. Specialty teams operating on a regional agreement may or may not be available

to participate due to scheduling. In some cases when those resources are not available, the design team could employ a simcell to simulate the use of those assets but still require all the requesting, tracking and documentation from the exercise participants. If adequate local or outside assets are not available, the Exercise Design Team will need to choose another time to conduct the exercise or change the scenario to accommodate available assets.

This Objective is well suited for the Tabletop setting as it allows personnel to fully discuss what resources are needed and how to obtain them. The Players should be told in advance to bring their resource lists for this type of exercise. They will need to consult those guides and define how they contact the requested assets. The Controller will occasionally determine that a requested asset is not available and thus force Players to find alternate resources. The Players should also be initially reminded to document/track the resources they have activated as they would during a real response. The Controller will then closely track which resources are where and then occasionally direct personnel to announce what assets are on-scene to see if/how resources were truly being tracked.

For Functional and Full-Scale exercises, this Objective is greatly influenced by what assets are and are not available the day of the exercise. If specific resources will not be participating, Players must still demonstrate how to contact those needed resources or alternate resources. The Controllers will need to brief Players, especially dispatchers, as to what assets will or will not be available for the exercise. The Players should attempt to contact all needed resources unless told otherwise by the Controllers. The Controllers will acknowledge when the resource was requested through the proper channels and then allow Players to respond as if they had the resource (i.e. additional booms, absorbents). This simulation should be kept to a minimum, otherwise there is a loss of training and the Objective will be not be completely evaluated. In cases where only information is requested (i.e. a call to Chemtrec or OEPA for information), Controllers must be ready to provide the technical assistance when the external agency has indicated that they will not participate in the exercise.

D Evaluation Needs and Issues

Evaluating this objective requires a knowledge of local resources and local plans and procedures. The most qualified candidate for an evaluator would be someone intimately familiar with the Resource Management process in the exercising county. This can include EMA personnel, Hazmat Team members, or senior First Response personnel. The Evaluator must be able to recognize and anticipate what resource requests will be needed for the given scenario.

The Exercise Design Team should brief the Evaluator on those assets that will not be available but will be simulated by the Controllers. This will ensure the Evaluator can note that the action was accomplished. The Evaluator should then observe this Objective by watching the various command positions and how they determine their resource needs. This review should note how personnel work together and coordinate resource needs through the CP, dispatch, and/or the EOC. The Evaluator should also review and observe how personnel use their pre-planned "resource lists" to identify and activate assets. The key is to see that resource requests are not being duplicated and that assets are being properly integrated into the response system.

The Objective can be evaluated along with most any Objective, but it is well suited to be tested along with Objectives #3 and 4.