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## Unit 6: Incident Resource Management

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## Unit 6: Incident Resource Management



**Visual Description:** Unit Introduction

### Key Points

This unit covers resource management considerations related to the use of tactical and support resources at an incident, including aviation resources.



### Unit Objectives (1 of 2)

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.

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Visual 6.2

**Visual Description:** Unit Objectives

### Key Points

By the end of this unit, you should be able to:

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.



### Unit Objectives (2 of 2)

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Describe the importance of establishing proper span of control for aviation resources and facilities.

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Visual 6.3

**Visual Description:** Unit Objectives (2 of 2)

### Key Points

By the end of this unit, you should be able to:

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Describe the importance of establishing proper span of control for aviation resources and facilities.



### **NIMS Resource Management Principles**

- **Advance Planning**: Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Resource Identification and Ordering**: Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Resource Categorization**: Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Use of Agreements**: Mutual aid agreements should be established for resource sharing.
- **Effective Management**: Validated practices should be used to perform key resource management tasks.

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Visual 6.4

**Visual Description:** NIMS Resource Management Principles

### **Key Points**

Resources must be organized, assigned, and directed to accomplish the incident objectives. Managing resources safely and effectively is the most important consideration at an incident.

The National Incident Management System (NIMS) includes the following principles related to resource management:

- **Advance Planning**: Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Resource Identification and Ordering**: Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Resource Categorization**: Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Use of Agreements**: Mutual aid agreements should be established for resource sharing.
- **Effective Management**: Validated practices should be used to perform key resource management tasks.



### Resource Management Practices

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner.
- **Personnel Accountability:** All resources will be fully accounted for at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources.

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Visual 6.5

**Visual Description:** Resource Management Practices

### Key Points

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

Note the following key points:

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
  - Responders to the incident;
  - Persons injured or threatened by the incident;
  - Volunteers assisting at the incident; and
  - News media and the general public who are on scene observing the incident.
- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.

- **Adequate Reserves**: Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.
- **Cost**: Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

The Finance/Administration Section's Cost Unit has the responsibility to:

- Obtain and record all cost information,
- Prepare incident cost summaries,
- Prepare resource use cost estimates for planning, and
- Make recommendations for cost savings.

The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.



### Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:  
Incident Resource Management

Visual 6.6

**Visual Description:** Incident Resource Management Process—Establishment of Resource Needs

### Key Points

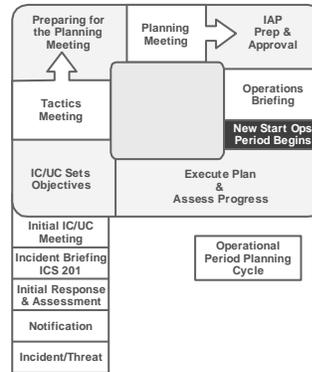
The incident resource management process consists of the following:

- Establishment of resource needs (kind/type/quantity)
- Resource ordering (actually getting what you need)
- Check-in process and tracking (knowing what resources you have and where they are)
- Resource utilization and evaluation (using the resources effectively)
- Resource demobilization (releasing resources that are no longer needed)



### Resource Management & Planning Process

- Sound planning to determine resource needs is essential throughout the incident.
- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.



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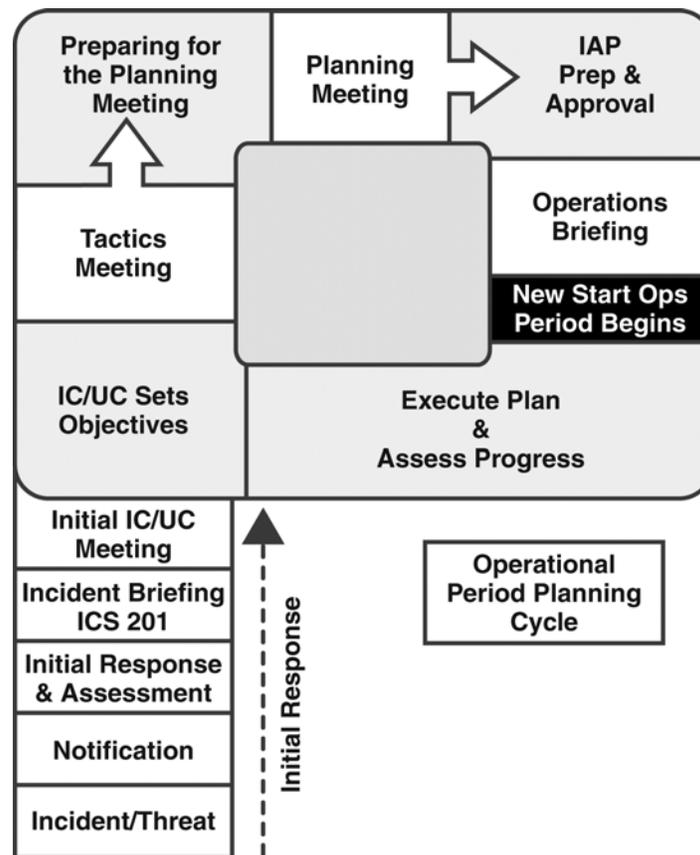
Visual 6.7

**Visual Description:** Resource Management & Planning Process

### Key Points

Remember that the Planning “P” is used to illustrate the incident planning process, and resource management is part of that process.

- Sound planning to determine resource needs is essential throughout the incident.
- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.



**Caption:** The Planning "P" illustrates the incident planning process.

- The leg of the "P" describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Commander (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins anew with IC/UC Sets Objectives, etc.

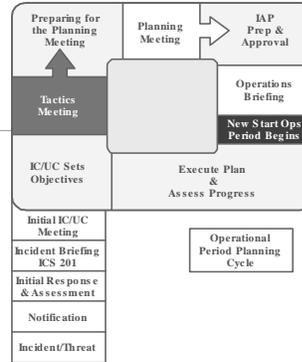
Resource needs are established based on the objectives and tactics.



## Identifying Resource Needs: Tactics Meeting

The Operational Planning Worksheet (ICS Form 215) identifies the resources needed to achieve the incident objectives and tactics.

OPERATIONAL PLANNING WORK SHEET		INCIDENT NAME	
1. OPERATIONAL GROUP / LOCATION		2. INCIDENT NAME	
3. WORK ASSIGNMENTS		4. RESOURCE QUANTITY	
LOCATION	WORK ASSIGNMENTS	ENGINE	POLICE / OPERATOR / TRUCK
Training	Advocate members & IIC	1	1
Let Camp	Plus Student, Public & Sgt and Dispatch Parking Lot	4	4
	One range for every job	4	4
	Students of each assignment	8	8
Station A	Resource name/units of resources and quantity	2	2



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Visual 6.8

**Visual Description:** Identifying Resource Needs: Tactics Meeting

### Key Points

The Operational Planning Worksheet, ICS Form 215, results from the tactics meeting and serves the following functions:

- Assists in establishing resource needs for an operational period.
- Communicates the decisions made during the tactics meeting.
- Provides information that is used for ordering resources for the incident.



OPERATIONAL PLANNING WORKSHEET		1. INCIDENT NAME Winter Storm															
4. DIVISION/ GROUP OR OTHER	5. WORK ASSIGNMENTS	RESOURCE BY TYPE (SHOW STRIKE TEAM AS ST)															
		ENGINES				POLICE OFFICERS		SNOW FLOWS		SANDING TRUCKS							
LOCATION		1	2	3	4	1	2	1	2	1	2	3	4				
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" max. accumulation	Req								4							
		Have								4							
		Need								0							
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accumulation	Req								3							
		Have								1							
		Need								2							
		Req															

Kind/Type Resources

Resources Needed Next Operational Period

**Visual Description:** Operational Planning Worksheet (ICS Form 215)

### Key Points

The Operational Planning Worksheet indicates the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. Note that the number of resources onsite, ordered, and needed is indicated.

This worksheet is designed to help link incident objectives and resources needs. If a less formal planning process is used, the Incident Commander should still ensure that resource needs are based on incident objectives.



### **Review: Resource Kinds and Types**

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

**Visual Description:** Review: Resource Kinds and Types

### **Key Points**

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

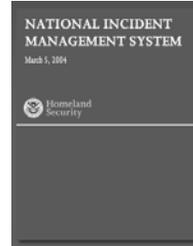
- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.



## Resource Typing Inventories

Developing inventories using resource typing allows emergency management personnel to:

- Identify, locate, request, order, and track resources effectively.
- Facilitate the response of these resources to the requesting jurisdiction.



See: [www.fema.gov/nims](http://www.fema.gov/nims)

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Visual 6.11

**Visual Description:** Resource Typing Inventories

## Key Points

Note the following key points:

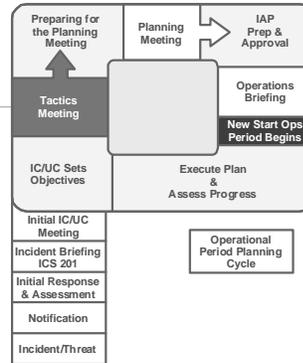
- Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. Preparedness organizations enter all resources available for deployment into resource tracking systems maintained at local, State, regional, and national levels. The data are then made available to dispatch/ordering centers, Emergency Operations Centers (EOCs), and multiagency coordination entities.
- Knowing the specific capabilities of the various kinds of resources helps planners decide the kind, type, and quantity of resource best suited to perform activities required by the Incident Action Plan.
- Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.
- Knowing the type of tactical resource assigned enables managers to monitor for under-or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.
- The National Incident Management System (NIMS) is based on the need for standard definitions and practices. NIMS is promoting a national typing system that will provide responders with common definitions when ordering or receiving assets through mutual aid. Systems that do not conform to these common definitions are not compliant with NIMS.



## Identifying Resource Needs: Safety Analysis

The Safety Analysis (ICS Form 215A) identifies mitigation measures to address safety hazards.

How could the Safety Analysis affect resources?



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Visual 6.12

**Visual Description:** Identifying Resource Needs: Incident Safety Analysis

### Key Points

The Incident Safety Analysis (ICS Form 215A) is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

Answer the following question:



**How could the Safety Analysis affect resources?**



### Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

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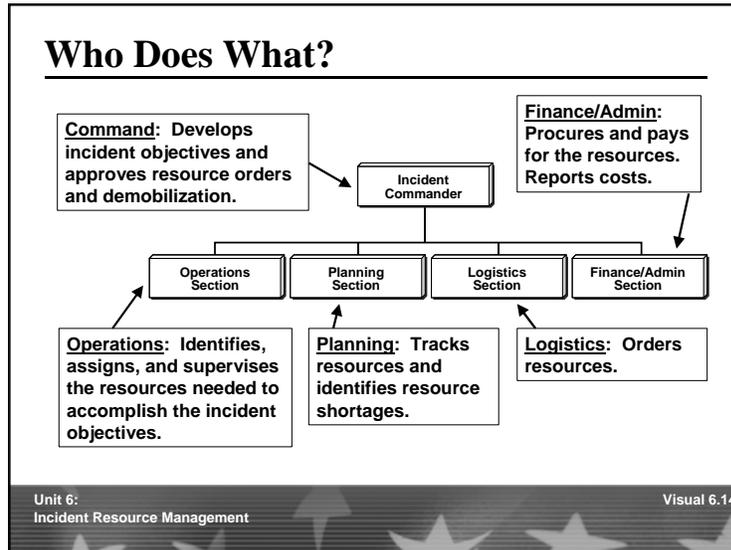
Visual 6.13

**Visual Description:** Incident Resource Management Process—Resource Ordering

### Key Points

Note the following about resource ordering:

- Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel, often referred to as "overhead" (more correctly as "management"), and personnel and equipment assigned as tactical resources.
- The initial complement of resources may include only one or two additional units. If only a few resources are to be added, the Incident Briefing (ICS Form 201) can be used as documentation. The Incident Briefing form may serve as the vehicle for recording resources in most incidents. However, as incidents grow, it will be necessary to use some of the other ICS tools.
- As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment. As a consequence, a more formalized resource ordering process may be needed.



**Visual Description:** Who Does What?

## Key Points

Refer to the following list summarizing the resource ordering activities of the incident command organization:

- Command develops incident objectives and approves resource orders and demobilization.
- Operations identifies, assigns, and supervises the resources needed to accomplish the incident objectives.
- Planning tracks resources and identifies resource shortages.
- Logistics orders resources.
- Finance and Administration procures and pays for the resources and reports costs.



## Authority To Order Resources



- **Approving Orders:** The Incident Commander approves all resource orders.



- **Placing Orders:** The Incident Commander, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.



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Visual 6.15

**Visual Description:** Authority To Order Resources

### Key Points

Note the following points:

- Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

Ordinarily, it is not efficient use of the Incident Commander's time to review and approve all resource orders for routine supplies (e.g., food) on a major incident. The Incident Commander may delegate approval of certain orders while reviewing and approving any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

- If the Logistics Section Chief position has been filled, then the Logistics Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander or his/her designee.

On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the agency dispatch/ordering center.



### Resource Ordering: Small Incidents



Incident Site

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident, approved by the Incident Commander, and
- Transmitted from the incident to the jurisdiction or agency ordering point.

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Visual 6.16

**Visual Description:** Resource Ordering: Small Incident

### Key Points

During smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency ordering point. Methods for placing orders may include:

- Voice (by telephone or radio)
- FAX
- Computer modem or digital display terminal

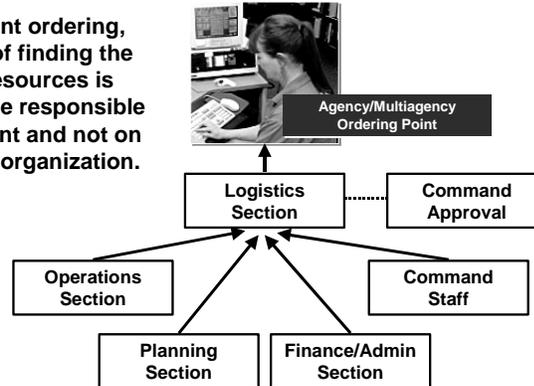
Note that resource ordering can be accomplished by:

- Single-point resource ordering.
- Multipoint resource ordering.



## Single-Point Ordering

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.



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Visual 6.17

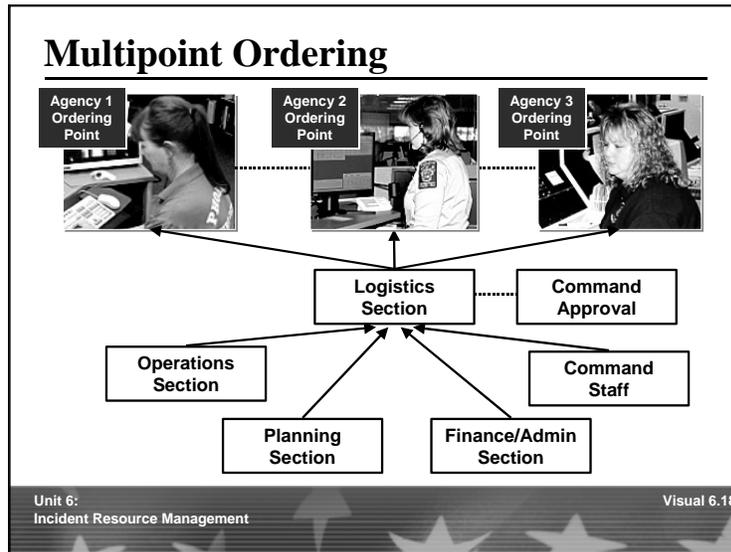
**Visual Description:** Single-Point Ordering

### Key Points

Note the following points:

- The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/ordering center and not on the incident organization.
- Single-point resource ordering (i.e., ordering all resources through one dispatch/ordering center) is usually the preferred method. However, single-point resource ordering may not be feasible when:
  - The dispatch/ordering center becomes overloaded with other activity and is unable to handle new requests in a timely manner.
  - Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/ordering centers.
  - Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private-sector provider.

Refer to the graphic on the visual. Note that if the Logistics Section is not activated, then the Incident Commander or designee would request resources.



**Visual Description:** Multipoint Ordering

## Key Points

Note the following about multipoint ordering:

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



### Review: Single-Point vs. Multipoint Ordering

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?

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Visual 6.19

**Visual Description:** Review: What are the advantages of single-point ordering? Under what circumstances would you use multipoint ordering?

### Key Points

Answer the following questions:



What are the advantages of single-point ordering?



Under what circumstances would you use multipoint ordering?



### Resource Orders: Information Elements

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)
- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation



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Visual 6.20

**Visual Description:** Resource Orders: Information Elements

### Key Points

Although different formats may exist, every resource order should contain the following essential elements of information:

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type (Resources should be ordered by Task Forces or Strike Teams when appropriate. Include special support needs as appropriate.)
- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation for clarifications or additional information





### Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

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Visual 6.22

**Visual Description:** Incident Resource Management Process—Resource Check-In Process and Tracking

### Key Points

The next section of the unit covers resource check-in and tracking.



### **Accounting for Responders**

As responders arrive, they must be separated from spectators, volunteers, and victims by securing a perimeter around the incident.

The inner perimeter allows the organization to:

- Establish resource accountability.
- Control access.
- Ensure safety of the public.
- Establish a working environment for responders that is as safe and secure as possible.

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Visual 6.23

**Visual Description:** Accounting for Responders

### **Key Points**

Note the following points:

- As soon as the incident is discovered and reported, and often even before responders are dispatched, volunteers, victims, and spectators will converge at the scene. When responders arrive, they must separate first spectators, and then volunteers from victims, and secure a perimeter around the incident.
- This inner perimeter allows the organization to:
  - Establish resource accountability.
  - Control access.
  - Ensure safety of the public.
  - Establish a working environment for responders that is as safe and secure as possible.



## Incident Security

Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing (providing incident identification that allows access to the incident) officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.



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Visual 6.24

**Visual Description:** Incident Security

## Key Points

Note the following points:

- As was evident on 9-11, force protection must be a primary consideration in an environment where responders may be a primary or secondary target.
- Incident security requires:
  - Distinguishing agency personnel who have been dispatched from those who self-dispatched.
  - Identifying and credentialing (providing incident identification that allows access to the incident) officially dispatched mutual aid resources.
  - Establishing controlled points of access for authorized personnel.



### Check-In Process (1 of 2)

- The Resources Unit, Planning Section Chief, or Incident Commander establishes and oversees the check-in function.
- Check-in may be done at one of the following five incident locations:
  - Incident Base
  - Camp
  - Staging Area
  - Resources Unit (at the ICP)
  - Helibase



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Visual 6.25

**Visual Description:** Check-In Process (1 of 2)

### Key Points

The resource check-in process consists of the following:

- The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be the Incident Commander or Planning Section Chief.
- There are five incident locations where check-in can be done:
  - Incident Base
  - Camp
  - Staging Area
  - Resources Unit at the Incident Command Post
  - Helibase

(Continued on next page.)







### Check-In Information

The following check-in information is used for tracking, resource assignment, and financial purposes:

- ✓ Date and time of check-in
- ✓ Name of the resource
- ✓ Home base
- ✓ Departure point
- ✓ Order number and position filled (personnel only)
- ✓ Crew Leader name and personnel manifest (for crews)
- ✓ Other qualifications
- ✓ Travel method
- ✓ Mobilization authorization (if appropriate)

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Visual 6.27

**Visual Description:** Check-In Information

### Key Points

Note the following points:

- Limiting the number of check-in locations will greatly increase the reliability of resource information on the incident, thus improving future planning efforts.
- The following check-in information is used for tracking, resource assignment, and financial purposes:
  - Date and time of check-in
  - Name of the resource
  - Home base
  - Departure point
  - Order number and position filled (personnel only)
  - Crew Leader name and personnel manifest (for crews)
  - Other qualifications
  - Travel method
  - Mobilization authorization (if appropriate)



### **Tracking Resources: Responsibilities**

Resource tracking responsibilities are shared as follows:

- **Planning Section** is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** is responsible for tracking the movement of resources within the Operations Section itself.

The overall status of incident resources including the movement of tactical resources into and out of the incident “hot zone” must be known.

**Visual Description:** Tracking Resources: Responsibilities

### **Key Points**

Tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared between:

- **Planning Section**, which is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service), and
- **Operations Section**, which is responsible for tracking the movement of resources within the Operations Section itself.

The tracking system must account for the overall status of resources at the incident, as well as the movement of Operations personnel into and out of the incident “hot zone.” The more hazardous the tactics being implemented on the incident, the more important it is to maintain accurate resource status information.



### Review: Tactical Resources Status



**Assigned**  
Currently working on an assignment under the direction of a supervisor

**Available**  
Ready for immediate assignment and has been issued all required equipment

**Out-of-Service**  
Not available or ready to be assigned (e.g., maintenance issues, rest periods)

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Visual 6.29

**Visual Description:** Check-In Information

### Key Points

ICS classifies tactical resources into one of three categories based on their status. These categories include:

- **Assigned** - Currently working on an assignment under the direction of a supervisor
- **Available** - Ready for immediate assignment and has been issued all required equipment
- **Out-of-Service** - Not available or ready to be assigned (e.g., maintenance issues, rest periods)



## Change of Resource Status

- Depending on the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division or Group Supervisor.
- Information about the status change that will last more than a few minutes must be communicated to Resources Unit or other appropriate element.



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Visual 6.30

**Visual Description:** Change of Resource Status

### Key Points

Note the following points:

- Resource status on an incident is maintained and changed by the supervisor who has the resources under assignment.
- During larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.
- All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element. The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.
- Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, the Operations Section Chief, and the Division or Group Supervisor. Information about the status change will be passed to the Resources Unit of the Planning Section.
- Typically, the persons who can change status of resources on an incident could include:
  - Single resource boss.
  - A Task Force or Strike Team Leader.
  - A Division or Group Supervisor.
  - The Operations Section Chief or Incident Commander.



### Resource Status-Keeping Systems

- Manual record keeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems



Unit 6:  
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Visual 6.31

**Visual Description:** Resource Status-Keeping Systems

### Key Points

Note the following points:

- There are several status-keeping methods or systems that can be used to keep track of resources at incidents.
- Below are examples of systems. (Note that no single system is recommended.)
  - **Manual Record Keeping on Forms.** The following ICS forms can be used for resource tracking: the resources summary of the Incident Briefing (ICS Form 201), Check-In List (ICS Form 211), and Assignment List (ICS Form 204).
  - **Card Systems.** Several versions are available that allow for maintaining status of resources on cards. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.
  - **Magnetic Symbols on Maps or Status Boards.** Symbols can be prepared in different shapes, sizes, and colors with space to add a resource designator. The symbols are placed on maps or on boards indicating locations designated to match the incident.
  - **Computer Systems.** A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then maintained to reflect current resource status.



### Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:  
Incident Resource Management

Visual 6.32

**Visual Description:** Incident Resource Management Process—Resource Utilization and Evaluation

### Key Points

The next section of the unit covers resource utilization and evaluation.



### Utilizing Resources

- **Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.**
- **A designated supervisor or leader, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, always directs resources.**
- **All positions have the delegated authority of the position.**

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Incident Resource Management

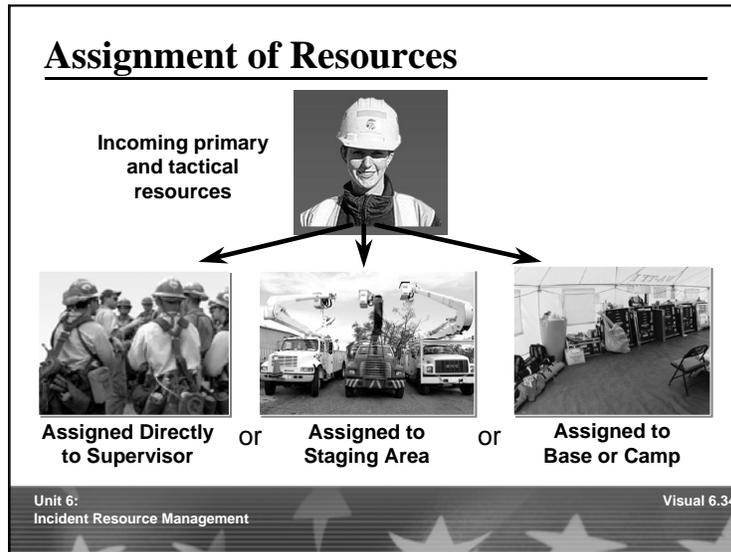
Visual 6.33

**Visual Description:** Utilizing Resources

### Key Points

Note the following key points:

- In the ICS, there is both a chain of command (the organization) and a unity of command (each person reports to only one supervisor). These two factors provide the basis for effective resource management and personnel accountability.
- Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.
- A designated supervisor or leader, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, always directs resources.
- All positions have the delegated authority of the position.



**Visual Description:** Assignment of Resources

### Key Points

Incoming primary and tactical resources will initially be assigned to the following locations at the incident:

- Direct Assignment to Supervisor
- Assignment to Staging Area
- Assignment to Incident Base or Camp



### **Direct Assignment to Supervisor**

- On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.
- In direct assignments, tactical resources report in with a designated Supervisor.
- Formal check-in must take place when the resources are in the Staging Areas or are out-of-service.



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Incident Resource Management

Visual 6.35

**Visual Description:** Direct Assignment to Supervisors

### **Key Points**

Note the following points:

- On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to Divisions or Groups to support the current Incident Action Plan. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor (if assigned to a Single Resource, the tactical resource is reporting to his or her supervisor).
- Formal check-in will take place later after resources are placed in Staging Areas or are out-of-service.
- While a direct assignment to supervisors is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.



### Discussion: Direct Assignments

**What are the disadvantages of tactical resources being directly assigned to a Division or Group?**

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Incident Resource Management

Visual 6.36

**Visual Description:** What are the disadvantages of tactical resources being directly assigned to a Division or Group?

### Key Points

Answer the following question:



**What are the disadvantages of tactical resources being directly assigned to a Division or Group?**



### Assignment to Staging Area

**Assignments to Staging Areas occur when:**

- Resources are to be assigned during the current operational period.
- Resources are needed to provide a reserve force for contingencies.
- Single resources need to be formed into Task Forces and/or Strike Teams prior to assignment.



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Incident Resource Management

Visual 6.37

**Visual Description:** Assignment to Staging Area

### Key Points

Note the following points about assignment of resources to the Staging Area:

- Incoming tactical resources are assigned to Staging Areas and are on a 3-minute availability. Resources are sent in the Staging Area when they:
  - Will be assigned during the current operational period.
  - Are needed to provide a reserve force for contingencies.
  - Are single resources that need to be formed into Task Forces and/or Strike Teams prior to assignment.
- As part of the planning process, the Operations Section Chief will decide quantity, kind, and type of resources to be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.
- The number of resources in a Staging Area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the Staging Area for active assignments and new resources arriving.
- The Staging Area Manager must maintain the status of resources in the Staging Area and inform the Operations Section Chief when minimum levels of resources are about to be reached.
- At times the Operations Section Chief will delegate the authority to place additional resource orders to maintain minimum levels to the Staging Area Manager. The Operations Section Chief will then determine if additional resources are to be ordered.



### **Staging Area Managers**

The Operations Section Chief must brief the Staging Area Manager(s) about:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.

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Visual 6.38

**Visual Description:** Staging Area Managers

### **Key Points**

The Operations Section Chief must brief the Staging Area Manager(s) on how the Staging Area should be managed. This briefing should include:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.



## Resources in Staging Areas

**What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?**

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Incident Resource Management

Visual 6.39

**Visual Description:** What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

### Key Points

Answer the following question:



**What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?**



### Assignment to Base or Camp

- Often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.



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Incident Resource Management

Visual 6.40

**Visual Description:** Assignment to Base or Camp

### Key Points

Note the following points about assignment of resources to a Base or Camp:

- Assignment to the incident Base or Camp location is often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, the assignment to the Base or Camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.
- Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the incident Base, or another designated facility.



## Air Operations Branch

An Air Operations Branch can be established if:

- Tactical and logistical air support activity is needed.
- Helicopters and fixed-wing aircraft are involved within the incident airspace.
- Safety, environmental, weather, or temporary flight restriction issues arise.
- A helibase or several helispots are required.
- When required by agency policy and/or flight operations SOPs.
- The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety procedures.



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Visual 6.41

**Visual Description:** Air Operations Branch

### Key Points

Note the following points about establishment of the Air Operations Branch:

- As the incident grows in complexity, additional "layers" of supervision and coordination may be required to support effective and safe air operations. It is important to recognize that in Air Operations, like any other part of the ICS organization, it is only necessary to activate those parts of the organization that are required.
- When activated, the Air Operations Branch is responsible for managing all air operations at an incident. This includes both tactical and logistical operations. Prior to activation of the Air Operations Branch, management of aviation operations (including the use of aircraft for logistical support) is the responsibility of the Operations Section Chief or Incident Commander if the Operations Section Chief position has not been activated.
- It is not necessary to activate Air Operations positions if the function can be adequately managed at the Operations Section Chief level.
- An Air Operations Branch can be established if:
  - Tactical and logistical air support activity is needed at the incident.
  - Helicopters and fixed-wing aircraft are involved within the incident airspace.
  - Safety, environmental, weather, or temporary flight restriction issues become apparent.
  - A helibase or several helispots are required to support incident operations.
  - Agency policy and/or flight operations SOPs require it.
  - The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety protocols.



## Aviation Operations

- Search and Rescue - Fixed-wing and helicopters for flying ground and water search patterns, high-angle and water rescues, and logistical support
- Medical Evacuation - Transportation of injured victims and personnel
- Earthquakes, Floods, etc. - Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
- Law Enforcement - Reconnaissance, surveillance, direction, control, and transportation security
- Fire Control - Fixed-wing and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and for logistical support
- Forest and Other Land Management Programs - Pest control programs
- Maritime Incidents - Hazardous materials spills, accidents, searches
- Other Applications - For example, communications relay airborne command and control, photo mapping, etc.

Unit 6:  
Incident Resource Management

Visual 6.42

**Visual Description:** Aviation Operations

### Key Points

An increasing number of incidents and events involve the use of aircraft in tactical assignments and/or providing logistical support. Some examples are:

- Search and Rescue – Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.
- Medical Evacuation – Transportation of injured victims and personnel.
- Earthquakes, Floods, etc. – Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
- Law Enforcement – Reconnaissance, surveillance, direction, control, and transportation security.
- Fire Control – Fixed-wing and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and logistical support.
- Forest and Other Land Management Programs – Pest control programs.
- Maritime Incidents – Hazardous materials spills, accidents, searches.
- Other Applications – Communications relay airborne command and control, photo mapping, etc.

Aviation operations at an incident may be very simple, consisting of only a helicopter working in a tactical operation or providing logistical support. On some incidents, air operations can become very complex, involving many helicopters, and/or a combination of helicopters and fixed-wing aircraft operating at the same time.

During large-scale search operations or a major wildland fire, an incident helibase may be established at or near the incident. Some incidents will also have one or more helispots designated.



## Aviation Safety

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**Does your agency have  
aviation safety policies  
and procedures?**

Unit 6:  
Incident Resource Management

Visual 6.43

**Visual Description:** Does your agency have aviation safety policies and procedures?

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### Key Points

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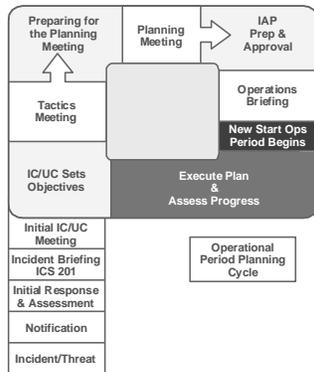
Answer the following question:



**Does your agency have aviation safety policies and procedures?**



## Monitoring and Assessing Resources



### Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.

Unit 6:  
Incident Resource Management

Visual 6.44

**Visual Description:** Monitoring and Assessment Resources

## Key Points

Note the following on resource use.

- Resource use is:
  - Monitored on an ongoing basis.
  - Assessed before objectives are set for the next operational period.



## Resource Evaluation

In addition to the ongoing resource assessment process, resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



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Incident Resource Management

Visual 6.45

**Visual Description:** Resource Evaluation

### Key Points

Evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives.

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



### **Management Actions & Poor Performance**

Typically, lack of motivation is not the reason for an ineffective response. Rather, the following management practices may be the underlying cause:

- Unrealistic or poorly defined incident objectives, strategies, or tactics.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Unit 6:  
Incident Resource Management

Visual 6.46

**Visual Description:** Management Actions & Poor Performance

### **Key Points**

Note the following key points:

- While some poor performance is due to the lack of motivation on the part of assigned personnel, it is more likely that management actions have produced or contributed to the problem.
- Management actions that may cause poor performance include:
  - Unrealistic or poorly defined incident objectives, strategies, or tactics.
  - The wrong resource was allocated.
  - There are inadequate tactical resources, logistical support, or communications.
  - The resource is not trained or equipped to carry out the assignment.
  - Conflicting agency policies or procedures prevent the resource from carrying out the assignment.
- Sometimes the reason for lack of performance can be identified and addressed at the incident. Other times it may be necessary to either change the objective or replace the resource and address the issue through the Liaison Officer and/or agency training and policy. Failure at the tactical level is likely to reflect a failure to appropriately manage the resource during the planning process.
- Evaluation needs to go on constantly and corrections made as necessary throughout the life of the incident.



### **Activity: Improving Performance Effectiveness**

#### **Instructions:**

1. Working as a team, brainstorm techniques for improving the effectiveness of performance of tactical and support resources.
2. Select the top three techniques.
3. Record your work on chart paper.
4. Select a spokesperson and be prepared to present your work in 10 minutes.

Unit 6:  
Incident Resource Management

Visual 6.47

**Visual Description:** Exercise: Troubleshooting Poor Performance

### **Key Points**

**Activity:** The following activity will allow you to discuss techniques for improving performance effectiveness.

#### **Instructions:**

1. Working as a team, brainstorm techniques for improving the effectiveness of performance of tactical and support resources.
2. Select the top three techniques.
3. Record your work on chart paper.
4. Select a spokesperson and be prepared to present your work in 10 minutes.



**Jot down notes as your team discusses techniques for improving the effectiveness of performance of tactical and support resources.**



### Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:  
Incident Resource Management

Visual 6.48

**Visual Description:** Incident Resource Management Process—Resource Demobilization

### Key Points

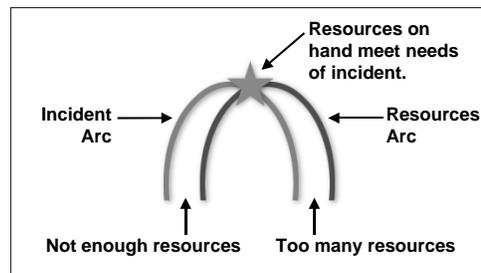
Note the following about resource demobilization:

- At all times during an incident, the Incident Commander and General and Command Staff members must determine when assigned resources are no longer required to meet incident objectives.
- Demobilization is the process of releasing resources that are no longer required.



## Evaluating Resources Needs

Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.



Unit 6:  
Incident Resource Management

Visual 6.49

**Visual Description:** Resource Demobilization

### Key Points

Refer to the chart on the visual and note the following points:

- On every incident, resource needs follow a predictable arc compared to the arc followed by the incident itself.
- Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.



## Resource Demobilization

- Excess resources must be released in a timely manner to reduce costs, and to "free them up" for reassignments.
- On larger incidents, demobilization planning should begin almost immediately.
- Demobilizing generally begins with the tactical resources assigned to the Operations Section. After tactical resources are released, support resources can also be reduced.



Unit 6:  
Incident Resource Management

Visual 6.50

**Visual Description:** Resource Demobilization

### Key Points

Present the following points:

- Excess resources must be released in a timely manner to reduce incident-related costs and to "free up" resources for other assignments.
- On larger incidents, the planning for demobilization should begin almost immediately and certainly well in advance of when demobilization actually takes place.
- The process of demobilizing resources generally begins at the Operations Section level, where the need for continued tactical resources will be determined.
- When tactical resources are no longer needed, other parts of the organization can also be reduced.



## **Demobilization Plan**

A demobilization plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- Directory (maps, phone listings, etc.)

Unit 6:  
Incident Resource Management

Visual 6.51

**Visual Description:** Demobilization Plan

### **Key Points**

A demobilization plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- Directory (maps, phone listings, etc.)



### **Applied Exercise: Resource Management**

**Instructions: Working as a team:**

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Determine how resources will be ordered (single point or multipoint) for this incident.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

Unit 6:  
Incident Resource Management

Visual 6.52

**Visual Description:** Exercise Instructions

### **Key Points**

Work as a team and complete the following steps:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Determine how resources will be ordered (single point or multipoint) for this incident.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.



## Summary (1 of 2)

Are you now able to:

- Identify and describe basic principles of resource management?
- Identify the basic steps involved in managing incident resources?
- Identify key considerations associated with resource management and the reasons for each?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?

Unit 6:  
Incident Resource Management

Visual 6.53

**Visual Description:** Summary (1 of 2)

## Key Points

Are you now able to:

- Identify and describe basic principles of resource management?
- Identify key considerations associated with resource management and the reasons for each?
- Identify the basic steps involved in managing incident resources?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?



### Summary (2 of 2)

Are you now able to:

- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations?
- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?
- Recognize agency-specific aviation policies and procedures as they relate to safety?
- Describe the importance of establishing proper span of control for aviation resources and facilities?

Unit 6:  
Incident Resource Management

Visual 6.54

**Visual Description:** Summary (2 of 2)

### Key Points

Are you now able to:

- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations?
- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?
- Recognize agency-specific aviation policies and procedures as they relate to safety?
- Describe the importance of establishing proper span of control for aviation resources and facilities?



**Your Notes**