UNIT 5. RESOURCE MANAGEMENT DURING INCIDENTS

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Unit 5. Resource Management During Incidents

Unit Objectives

At the end of this unit, the participants will be able to:

- Describe the activities and procedures to order, acquire, mobilize, track/report, and demobilize resources.
- Describe the resource management process for accounting for each resource from request to final demobilization.

Scope

- Unit Overview
- Identify Requirements
- Order and Acquire
- Activity
- Order and Acquire
- Activity
- Order and Acquire
- Mobilize
- Activity
- Track and Report
- Recover/Demobilize
- Reimburse
- Inventory
- Unit Summary

Methodology

After introducing the unit objectives, the instructor will briefly overview the standardized seven-step cycle for managing resources. The instructor will point out that the first step is to identify resources requirements—a process that involves sizing up the current incident situation, establishing incident objectives, and developing the Incident Action Plan, which clarifies the strategies and tactics for meeting the objectives.

The instructor will then explain the second step—ordering and acquiring resources. The instructor will review protocols, responsibilities, and guidelines for ordering resources. Documentation of resource orders is a critical part of tracking resource status throughout the incident. The students will complete an activity in which they identify missing information that is necessary for ordering resources. The instructor will proceed to compare the pros and cons of single-point vs. multipoint resource ordering.

Next the instructor will move on to discuss step three, which is mobilize resources. Students will complete an activity on mobilization and notification methods. The group will then consider the fourth step, which is to track and report resources. The instructor will identify those responsible for tracking resources as well as systems used to do so.

Then the instructor will present step 5, recover/demobilize, discussing who is responsible for planning and carrying out these activities. Moving on to step 6, the instructor will describe the processes and arrangements involved in reimbursement for resources used during an incident.

Methodology (Continued)

Finally, the instructor will describe step 7, inventory, which encompasses inventory preparedness activities and systems.

The instructor will wrap up by summarizing the key points of this unit and transition to Unit 6.

Materials

- PowerPoint visuals 5.1 – 5.42
- Instructor Guide
- PowerPoint slides and a computer display system
- Student Manual

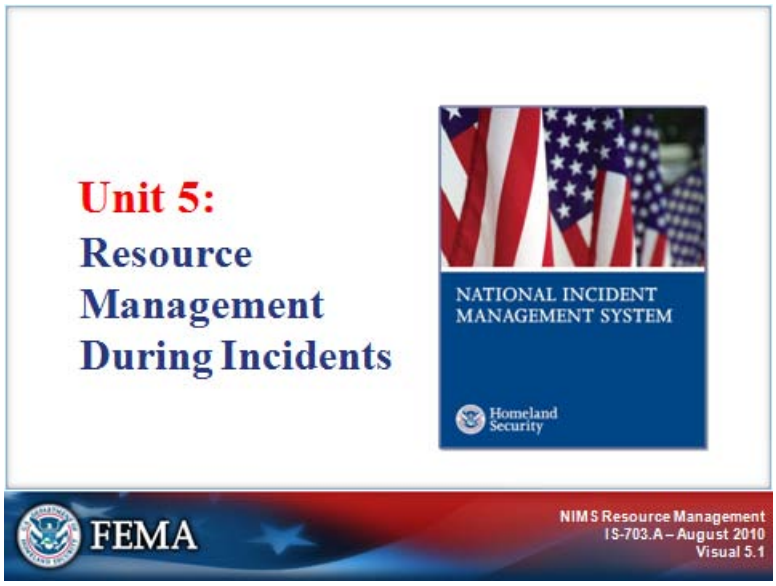
Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Overview	15 minutes
Identify Requirements	20 minutes
Order and Acquire	25 minutes
Activity	15 minutes
Order and Acquire	25 minutes
Activity	10 minutes
Order and Acquire	10 minutes
Mobilize	15 minutes
Activity	30 minutes
Track and Report	10 minutes
Recover/Demobilize	10 minutes
Reimburse	10 minutes
Inventory	10 minutes
Unit Summary	5 minutes
Total Time	**3 hours 30 minutes**

UNIT OVERVIEW

Visual 5.1

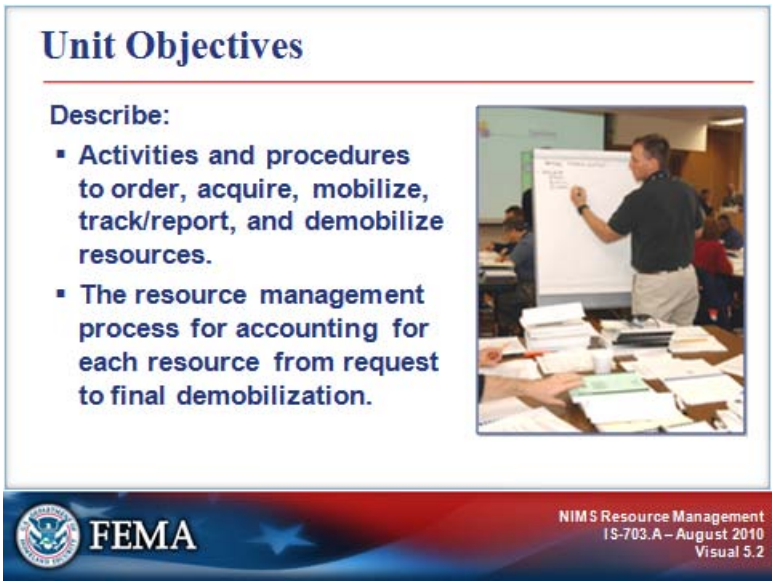


Instructor Notes: Present the following key points.

This unit discusses managing resources during an incident.

UNIT OVERVIEW

Visual 5.2



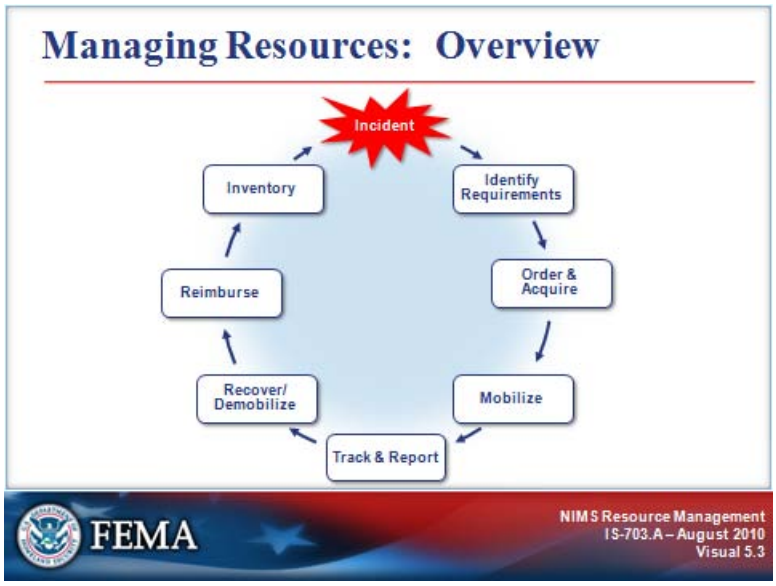
Instructor Notes: Present the following key points.

At the end of this lesson, you should be able to:

- Describe the activities and procedures to order, acquire, mobilize, track/report, and demobilize resources.
- Describe the resource management process for accounting for each resource from request to final demobilization.

UNIT OVERVIEW

Visual 5.3



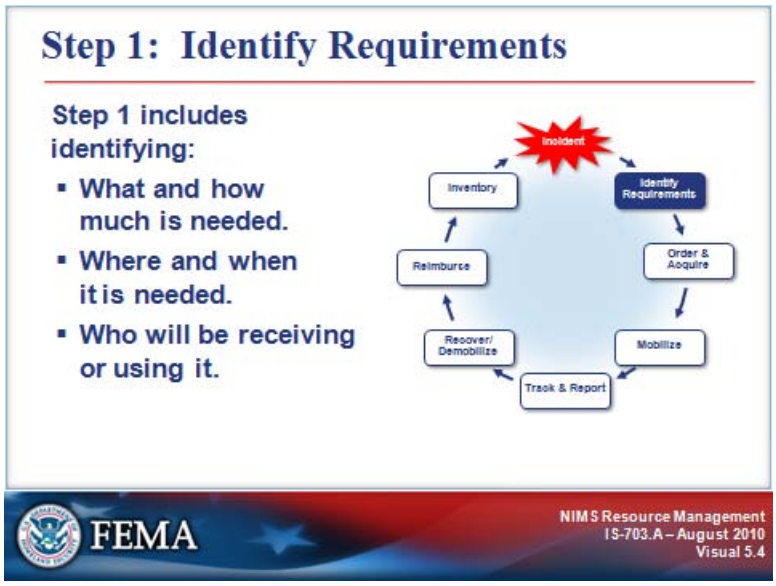
Instructor Notes: Present the following key points.

Following an incident, NIMS promotes the use of a standardized seven-step cycle for managing resources.

It is important to remember that resource management activities must occur on a continual basis to ensure that resources are ready for mobilization.

IDENTIFY REQUIREMENTS

Visual 5.4



Instructor Notes: Present the following key points.

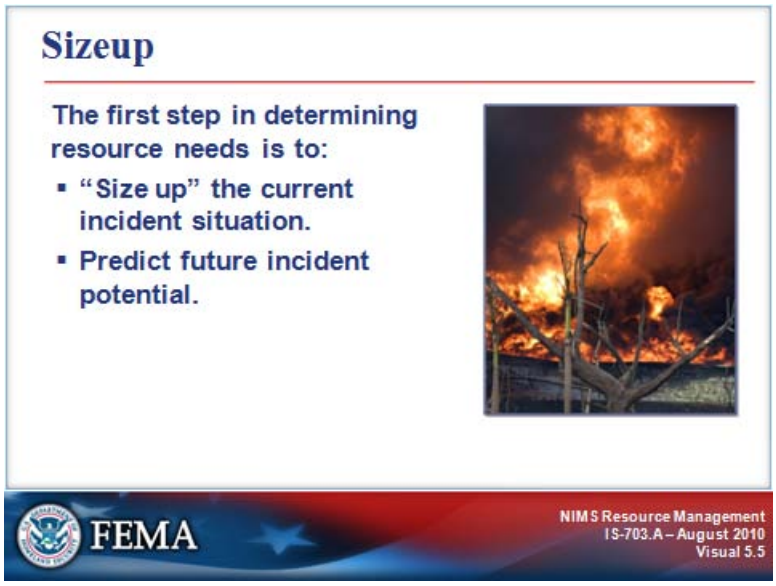
When an incident occurs, personnel who have resource management responsibilities should continually identify, refine, and validate resource requirements. This process includes identifying:

- What and how much is needed.
- Where and when it is needed.
- Who will be receiving or using it.

Resource availability and requirements constantly change as the incident evolves. Coordination among all response partners should begin as early as possible, preferably prior to incident response activities.

IDENTIFY REQUIREMENTS

Visual 5.5



Instructor Notes: Present the following key points.

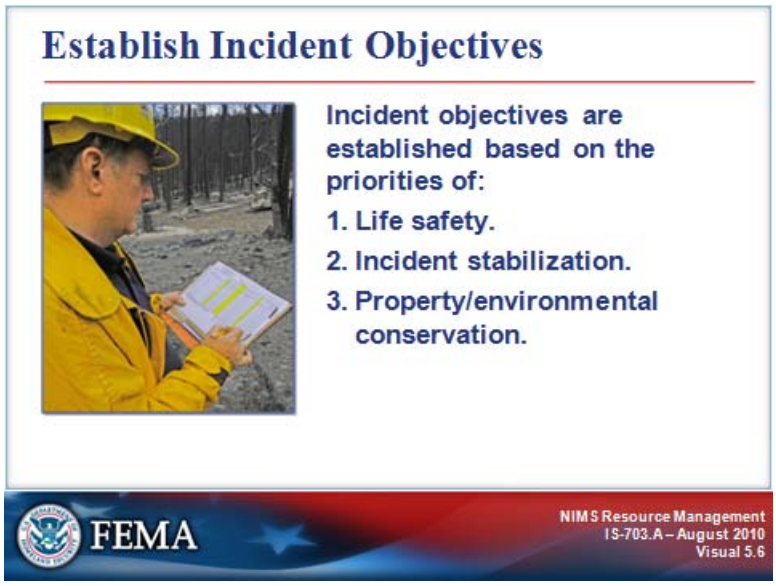
The first step in determining resource needs is a thorough assessment or "sizeup" of the current incident situation and future incident potential.

This assessment provides the foundation for the incident objectives, and without it, it is impossible to identify the full range of resources that will be needed.

A solid hazards/risk analysis will give the jurisdiction an idea of the kind of resources that might be needed during incidents that are likely to occur. This can be the basis for planning as well as training and exercises with the partners that "own" resources.

IDENTIFY REQUIREMENTS

Visual 5.6



Instructor Notes: Present the following key points.

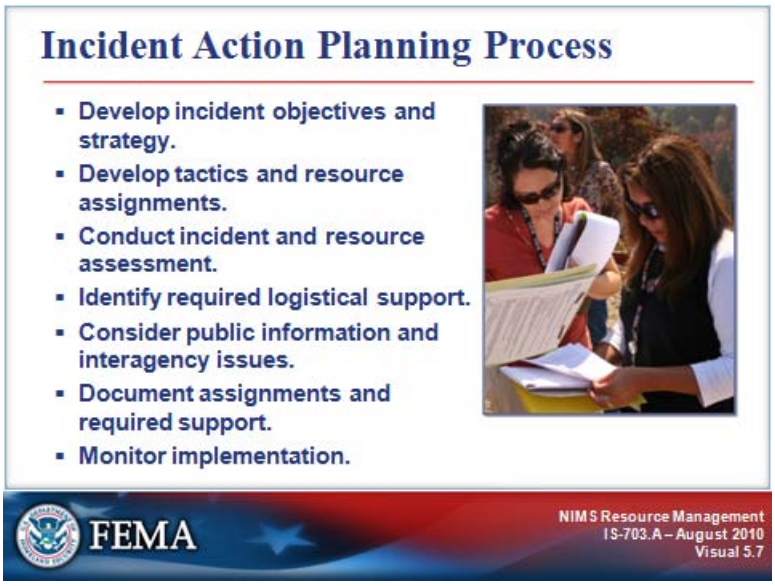
The Incident Commander develops **incident objectives**—a statement of what is to be accomplished on the incident. Not all incident objectives have the same importance. Incident objectives can be prioritized using the following simple "LIP" mnemonic:

- **Life Safety:** Objectives that deal with immediate threats to the safety of the public and responders are the first priority.
- **Incident Stabilization:** Objectives that contain the incident to keep it from expanding and objectives that control the incident to eliminate or mitigate the cause are the second priority.
- **Property/Environmental Conservation:** Objectives that deal with issues of protecting public and private property or damage to the environment are the third priority.

Incident objectives are not necessarily completed in sequence determined by priority. It may be necessary to complete an objective related to incident stabilization before a life safety objective can be completed. Using the LIP mnemonic helps prioritize incident objectives. This device can also be used to prioritize multiple incidents, with those incidents having significant life safety issues being given a higher priority than those with lesser or no life safety issues.

IDENTIFY REQUIREMENTS

Visual 5.7



Instructor Notes: Present the following key points.

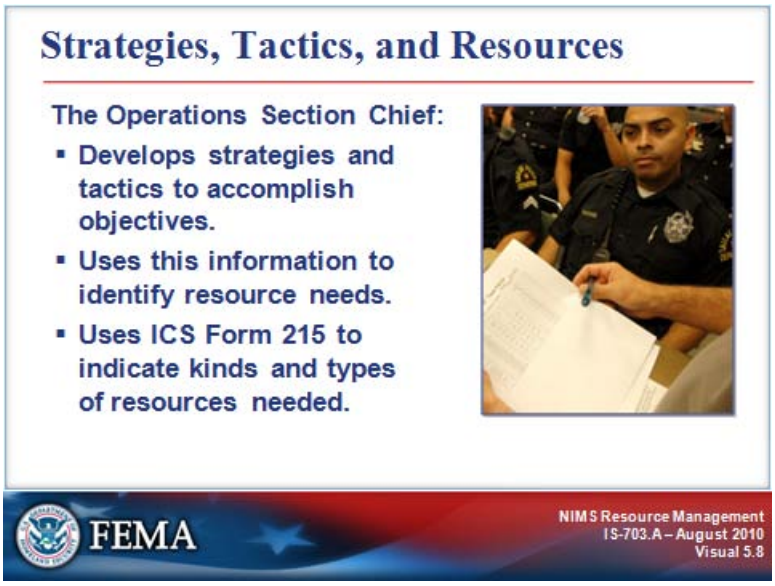
The management by objectives focus of ICS is reinforced and implemented through the planning process. The Incident Action Planning (IAP) process steps include:

- Development of incident objectives and strategy.
- Development of tactics and resource assignments.
- Detailed incident and resource assessment, including safety concerns.
- Required logistical support.
- Consideration of public information and interagency issues.
- Documentation of assignments and required support on the written IAP.
- Monitored implementation.

Implementing the formal planning process early in the incident, and maintaining the discipline imposed by it, helps the ICS organization attain its objectives.

IDENTIFY REQUIREMENTS

Visual 5.8



Instructor Notes: Present the following key points.

The Operations Section Chief develops strategies and detailed tactics for accomplishing the incident objectives. By assigning resources to execute each tactic, the Operations Section Chief can identify resource needs.

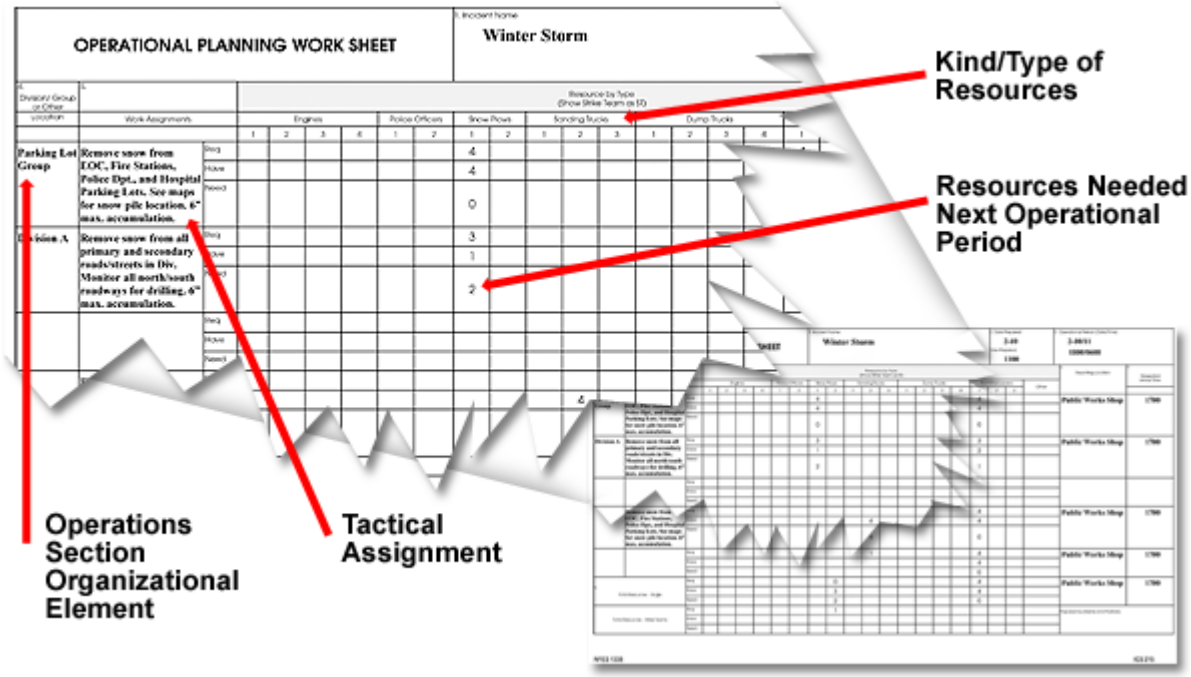
The Operational Planning Worksheet (ICS Form 215) is used to indicate the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. This worksheet includes the number of resources onsite, ordered, and needed.

The next page includes graphics illustrating how to complete the ICS Form 215.

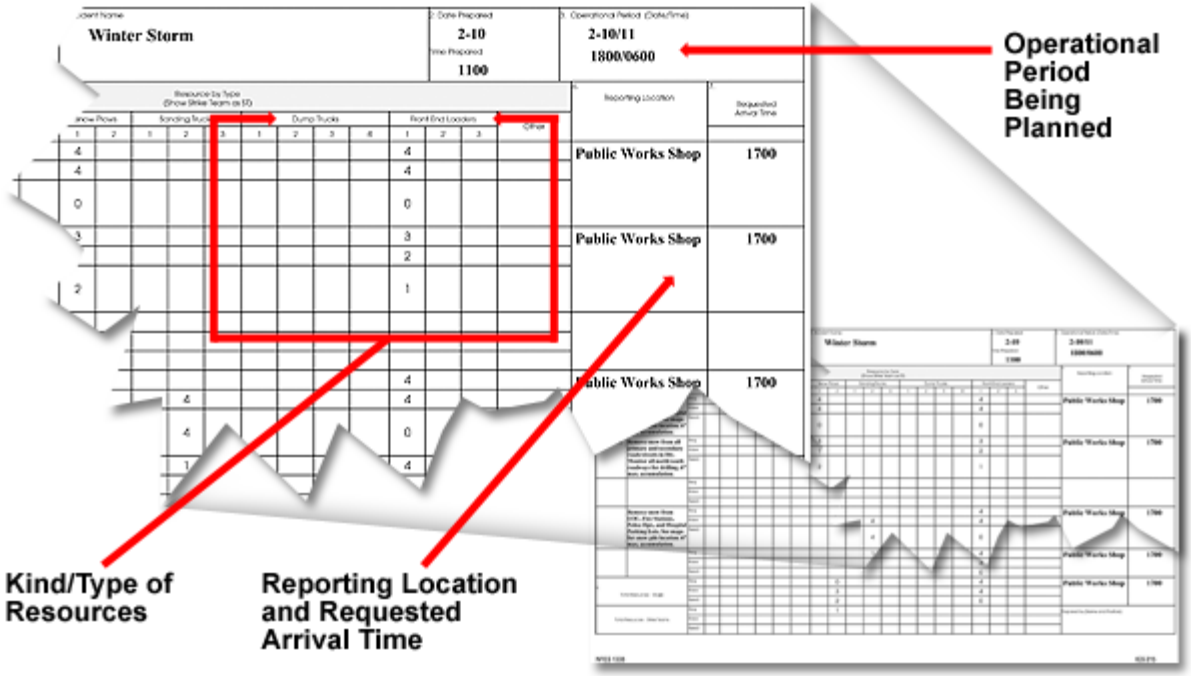
IDENTIFY REQUIREMENTS

ICS Form 215 Operational Planning Worksheet

Below is the first part of the form. Note that each work assignment is described along with the types of resources required, number of resources at the scene, and total number of additional resources.



The other half of the form specifies where and when resources should arrive at the incident scene.



IDENTIFY REQUIREMENTS

Visual 5.9

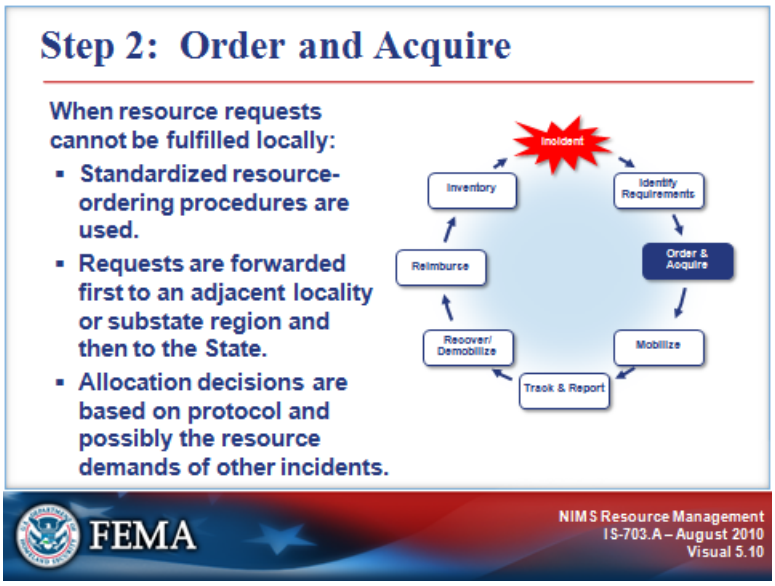
Instructor Notes: Present the following key points.

It is important that the incident organization's ability to supervise and support additional resources is in place prior to requesting them. As a consequence, more supervisory personnel may be needed to maintain adequate span of control, and support personnel may be added to ensure adequate planning and logistics.

Personnel and logistical support factors (e.g., equipping, transporting, feeding, providing medical care, etc.) must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure.

ORDER AND ACQUIRE

Visual 5.10



Instructor Notes: Present the following key points.

Typically, incidents will have an initial commitment of resources assigned.

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.

Dispatch organizations service incidents on a first-come, first-served basis with the emergency response resources in the dispatch pool. Ordinarily, dispatchers have the authority to activate first-tier mutual aid and assistance resources.

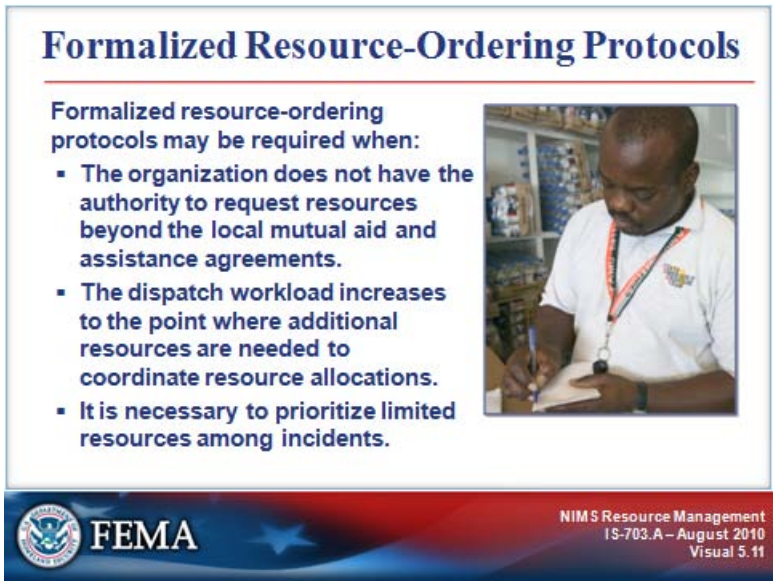
Standardized resource-ordering procedures are used when requests for resources cannot be fulfilled locally. Typically, these requests are forwarded first to an adjacent locality or substate region and then to the State.

Decisions about resource allocation are based on organization or agency protocol and possibly the resource demands of other incidents.

Mutual aid and assistance resources will be mobilized only with the consent of the jurisdiction that is being asked to provide the requested resources. Discrepancies between requested resources and those available for delivery must be communicated to the requestor.

ORDER AND ACQUIRE

Visual 5.11



Instructor Notes: Present the following key points.

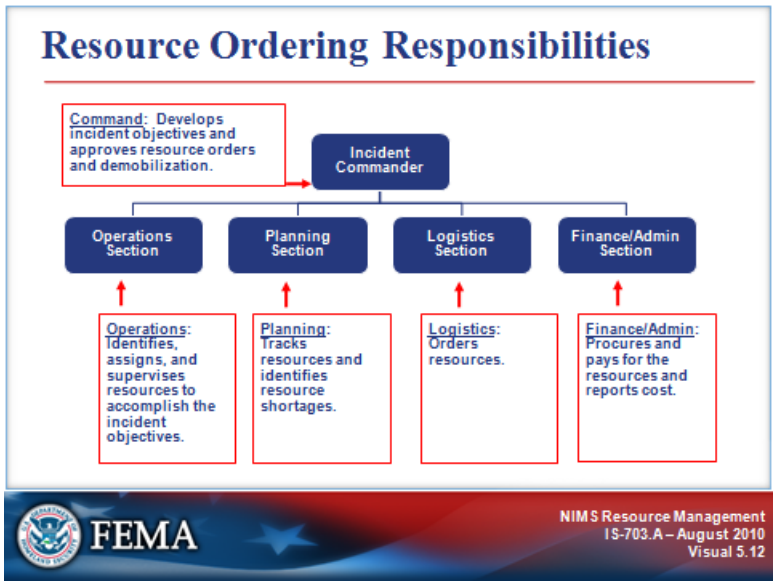
More formalized resource-ordering protocols and the use of a Multiagency Coordination (MAC) Group or policy group may be required when:

- The organization does not have the authority to request resources beyond the local mutual aid and assistance agreements.
- The dispatch workload increases to the point where additional resources are needed to coordinate resource allocations.

It is necessary to prioritize limited resources among incidents.

ORDER AND ACQUIRE

Visual 5.12



Instructor Notes: Present the following key points.

The chart on the visual illustrates that:

- The Incident Commander is responsible for developing incident objectives and approving resource orders and demobilization.
- The Operations Section is responsible for identifying, assigning, and supervising resources to accomplish the incident objectives.
- The Planning Section is responsible for tracking resources and identifying resource shortages.
- The Logistics Section is responsible for ordering resources.
- The Finance/Administration Section is responsible for procuring and paying for resources and reporting on costs.

ORDER AND ACQUIRE

Visual 5.13

Instructor Notes: Present the following key points.

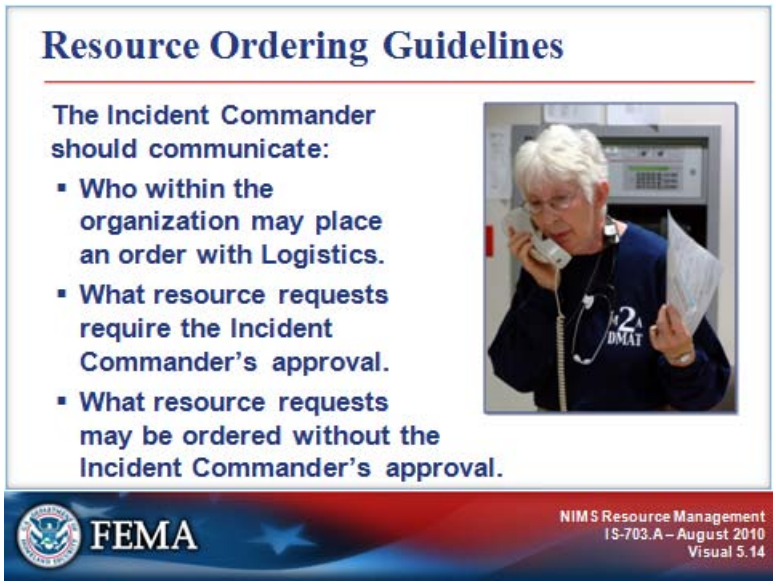
Those responsible for managing resources, including public officials, should recognize that reaching around the official resource coordination process within the Multiagency Coordination System supporting the incident creates serious problems.

In other words, even if you think it is helpful, never send resources to the scene that have not been requested through the established system.

Requests from outside the established system for ordering resources can put responders at risk, and at best typically lead to inefficient use and/or lack of accounting of resources.

ORDER AND ACQUIRE

Visual 5.14



Instructor Notes: Present the following key points.

The Incident Commander should communicate:

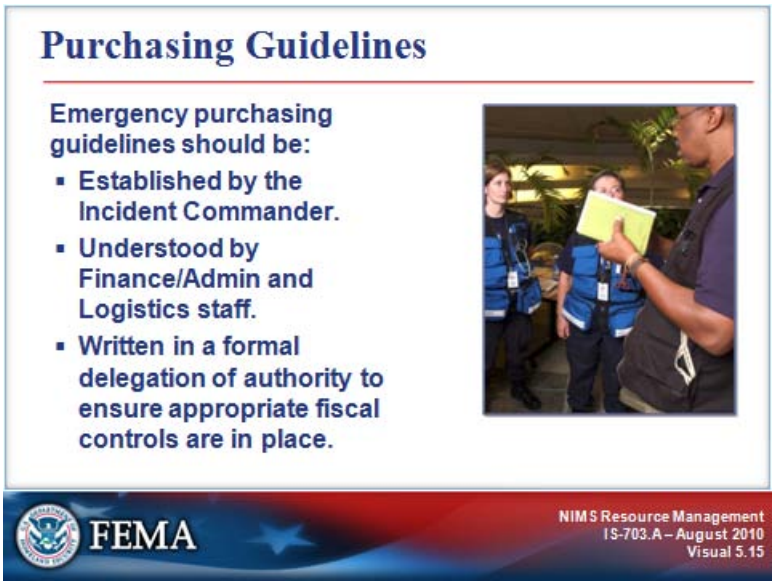
- **Who within the organization may place an order with Logistics.** This authority may be restricted to Section Chiefs and/or Command Staff, or may be delegated further down the chain of command.

- **What resource requests require the Incident Commander's approval.** The Incident Commander may want to review and approve any nonroutine requests, especially if they are expensive or require outside agency participation.

- **What resource requests may be ordered without the Incident Commander's approval.** It may not be efficient for the Incident Commander to review and approve all resource orders for routine supplies, food, etc., on a major incident.

ORDER AND ACQUIRE

Visual 5.15



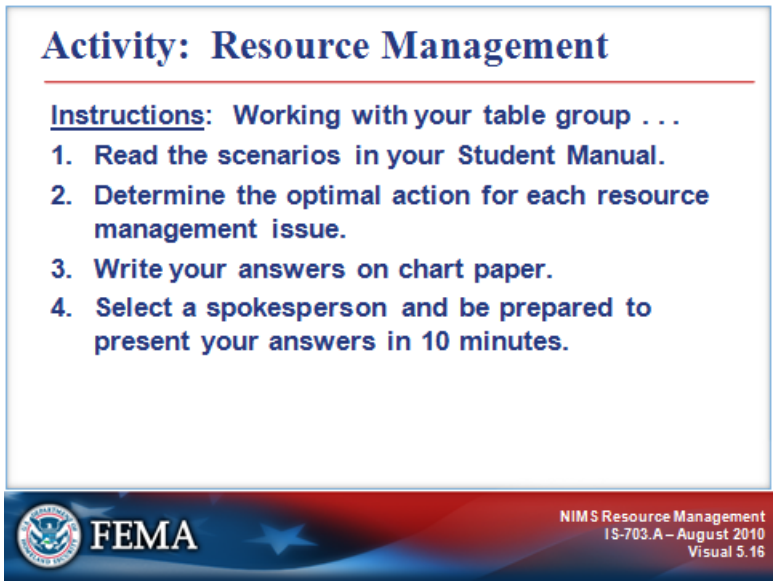
Instructor Notes: Present the following key points.

The Incident Commander should establish guidelines for emergency purchasing. Finance/Administration and Logistics staff must understand purchasing rules, especially if different rules apply during an emergency than day to day.

Writing these guidelines in a formal delegation of authority ensures that appropriate fiscal controls are in place, and that the Incident Management Team expends funds in accordance with the direction of the jurisdiction's agency administrator.

ACTIVITY

Visual 5.16



Instructor Notes: Present the following key points.

Instructions: Working with your table group . . .

1. Read the scenarios on the next page in your Student Manual.
2. Determine the optimal action for each resource management issue.
3. Write your answers on chart paper.
4. Select a spokesperson and be prepared to present your answers in 10 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the groups when 2 minutes remain.
2. Have each group present their answers to one of the scenarios, asking them to explain their reasoning.
3. Facilitate a discussion, asking the other groups if they had different answers.
4. If necessary, present the suggested answers on the following page.

ACTIVITY

Resource Management Scenarios

Scenario 1: Dispatch centers have been flooded with competing resource requests from multiple incidents occurring within the jurisdiction.

Optimal Action: The Emergency Operations Center policy group should activate more formal resource ordering and allocation protocols.

Explanation: Dispatch organizations service incidents on a first-come, first-served basis with the emergency response resources in the dispatch pool. Ordinarily, dispatchers have the authority to activate first-tier mutual aid and assistance resources. When additional resources are needed or when resources need to be prioritized among incidents, more formal resource ordering protocols should be implemented.

Scenario 2: The media are reporting that a large evacuation effort is being hampered by a lack of traffic control personnel.

Optimal Action: The police chief should request mutual aid to assist officers at the scene.

Explanation: Even when it seems to be helpful, no one should send resources to the scene that have not been requested through the established system. Requests from outside the established system for ordering resources can put responders at risk, and at best typically lead to inefficient use and/or lack of accounting of resources.

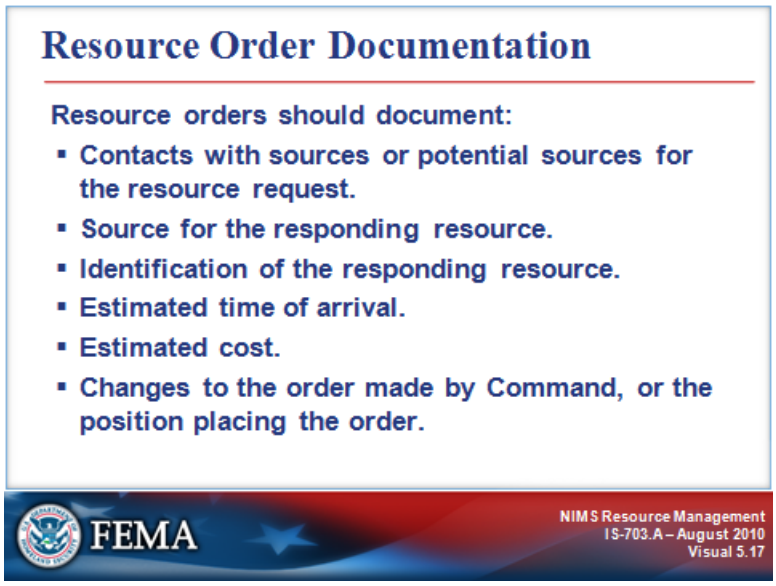
Scenario 3: The Incident Management Team has been responding to expanding floodwaters that are engulfing the county.

Optimal Action: The Incident Commander should delegate authority to approve resource orders for routine supplies, food, etc., to the Logistics Section Chief.

Explanation: It may not be efficient for the Incident Commander to review and approve all resource orders for routine supplies, food, etc., on a major incident. However, the Incident Commander may want to review and approve any nonroutine requests, especially if they are expensive or require outside agency participation.

ORDER AND ACQUIRE

Visual 5.17



Instructor Notes: Present the following key points.

Resource orders should document action taken on a request, including but not limited to:

- Contacts with sources or potential sources for the resource request.
- Source for the responding resource.
- Identification of the responding resource (name, ID number, transporting company, etc.).
- Estimated time of arrival.
- Estimated cost.
- Changes to the order made by Command, or the position placing the order.

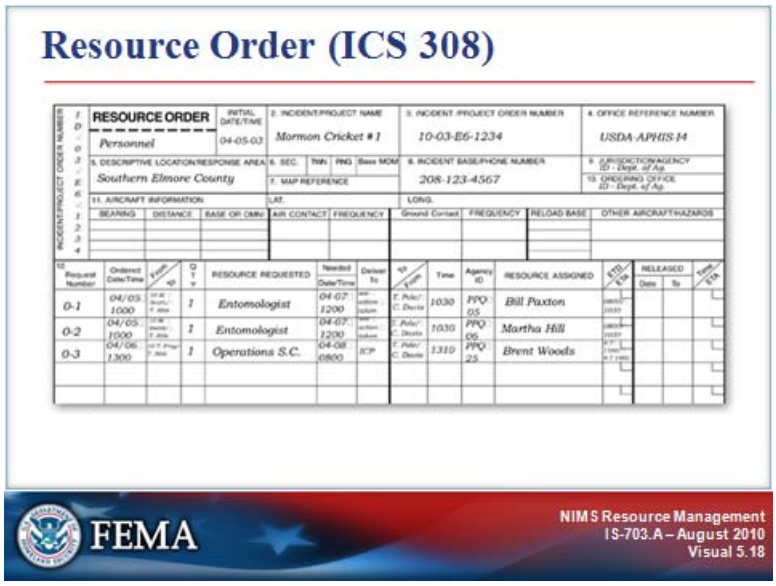
Such detailed information is often critical in tracking resource status through multiple staff changes and operational periods.

The resource order is used to request personnel, tactical, and support resources. Even though different formats exist, every resource order should contain the following essential elements of information:

- Incident name
- Order and/or request number
- Date and time of order
- Quantity, kind, and type of resources needed (include special support needs as appropriate)
- Reporting location and contact (specific)
- Requested time of delivery (specific, not simply ASAP)
- Communications system to be used
- Person/title placing request
- Callback phone number for clarification or additional information
- For State and Federal agencies, a way to reference the originating office's order number

ORDER AND ACQUIRE

Visual 5.18



Instructor Notes: Present the following key points.

The Logistics Section may use the Resource Order form (ICS 308) to record the type and quantity of resources requested to be ordered. In addition, this form is used to track the status of the resources after they are received.

A sample of the ICS Form 308 is provided on the following page.

INCIDENT/PROJECT ORDER NUMBER	RESOURCE ORDER	INITIAL DATE/TIME	2. INCIDENT/PROJECT NAME	3. INCIDENT /PROJECT ORDER NUMBER	4. OFFICE REFERENCE NUMBER
ID-03-E6-1234	Personnel	04-05-03	Mormon Cricket #1	10-03-E6-1234	USDA-APHIS-I4

5. DESCRIPTIVE LOCATION/RESPONSE AREA	6. SEC.	TWN	RNG	Base MDM	8. INCIDENT BASE/PHONE NUMBER	9. JURISDICTION/AGENCY
Southern Elmore County	7. MAP REFERENCE				208-123-4567	ID - Dept. of Ag.
						10. ORDERING OFFICE ID - Dept. of Ag.

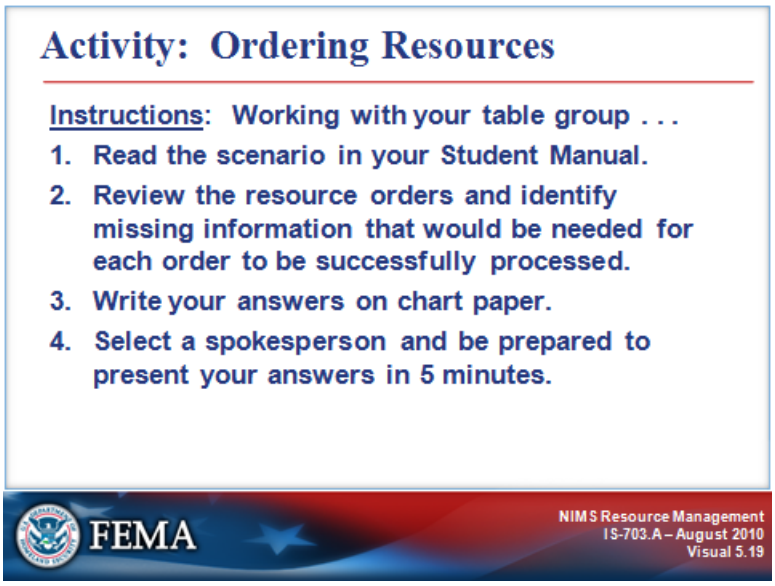
11. AIRCRAFT INFORMATION			LAT.		LONG.			
BEARING	DISTANCE	BASE OR OMNI	AIR CONTACT	FREQUENCY	Ground Contact	FREQUENCY	RELOAD BASE	OTHER AIRCRAFT/HAZARDS

12. Request Number	Ordered Date/Time	From / To	QTY	RESOURCE REQUESTED	Needed Date/Time	Deliver To	To / From	Time	Agency ID	RESOURCE ASSIGNED	ETD / ETA	RELEASED Date	RELEASED To	Time / ETA
0-1	04/05 1000	10M Smith/ T. Able	1	Entomologist	04-07 1200	see action taken	T. Pole/ C. Davis	1030	PPQ 05	Bill Paxton	0800/ 1030			
0-2	04/05 1000	10M Smith/ T. Able	1	Entomologist	04-07 1200	see action taken	T. Pole/ C. Davis	1030	PPQ 06	Martha Hill	0800/ 1030			
0-3	04/06 1300	10 T. Fray/ T. Able	1	Operations S.C.	04-08 0800	ICP	T. Pole/ C. Davis	1310	PPQ 25	Brent Woods	4-7 1500/ 4-7 1900			

13. ORDER RELAYED Req. No.	Date	Time	To/From	ACTION TAKEN	ORDER RELAYED Req. No.	Date	Time	To/From	ACTION TAKEN
0-1/2	04/05	1030	T. Pole/C. Davis	Request filled. ETA 04-07					Will be met in BOI by Kelly
				1030 UA 235 departs LAX					Phone#: 208-344-7825.
				0800 arrives BOI 1100. Plane.		04/05	1030	M. Smith/T.Pole	Relayed. Confirmed phone #.

ACTIVITY

Visual 5.19



Instructor Notes: Present the following key points.

Instructions: Working with your table group . . .

1. Read the scenario below in your Student Manual.
2. Review the resource orders on the next page and identify missing information that would be needed for each order to be successfully processed.
3. Write your answers on chart paper.
4. Select a spokesperson and be prepared to present your answers in 5 minutes.

Instructor Debrief Instructions:

1. Monitor the time. Notify the groups when 2 minutes remain.
2. Ask each group to present their answers for one of the resource orders.
3. When all of the groups have finished, facilitate a discussion, asking the participants to explain any differences in their answers.
4. If necessary, mention the information provided in the suggested answers provided on the next page.

Scenario: A dam has broken in Mission County. The Mission County Dispatch is receiving orders for resources from the Incident Management Team.

ACTIVITY

ORDERING RESOURCES

Resource Order 1: At 1300 2-22, the Incident ordered 3,000 sandbags. They want them delivered to the Incident Command Post (ICP) by 1200 on 2-23.

Missing Information:

- Kind/type sandbag.
- Person ordering.
- Delivery contact (position and contact number).
- Method of communication.

Resource Order 2: The Incident Commander has ordered a 10-yard dump truck with driver. He wants him at 1300. Communication will be by cell phone at 111-222-3333.

Missing Information:

- Date and time of order.
- Where the resource should report, and to whom.

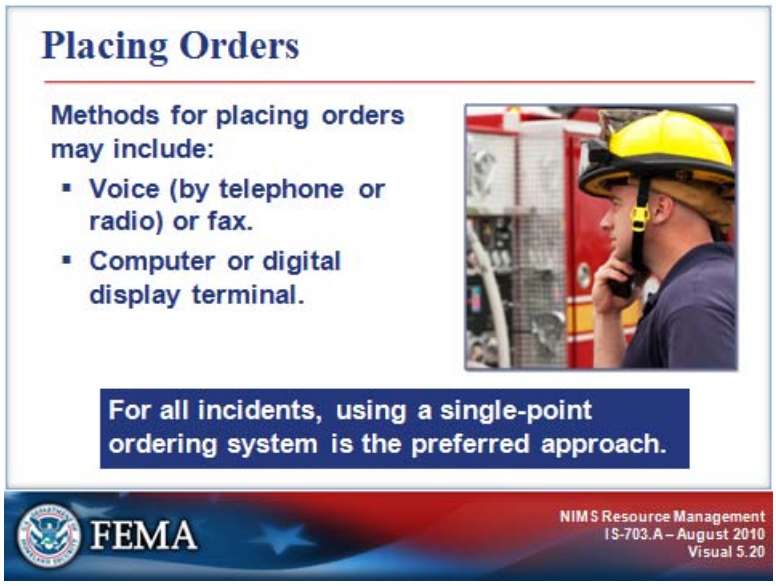
Resource Order 3: At 1130, 2-22, the Operations Section Chief orders lunches for everyone at the ICP.

Missing Information:

- How many lunches.
- What kind of lunches.
- When they should be delivered.
- Communications and contact information.

ORDER AND ACQUIRE

Visual 5.20



Instructor Notes: Present the following 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) or fax.
- Computer or digital display terminal.

For all incidents, using a single-point ordering system is the preferred approach.

The following pages include an explanation of the differences between single-point and multipoint resource ordering.

ORDER AND ACQUIRE

Single-Point vs. Multipoint Resource Ordering

Single-Point Resource Ordering: 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 necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private-sector provider.

ORDER AND ACQUIRE

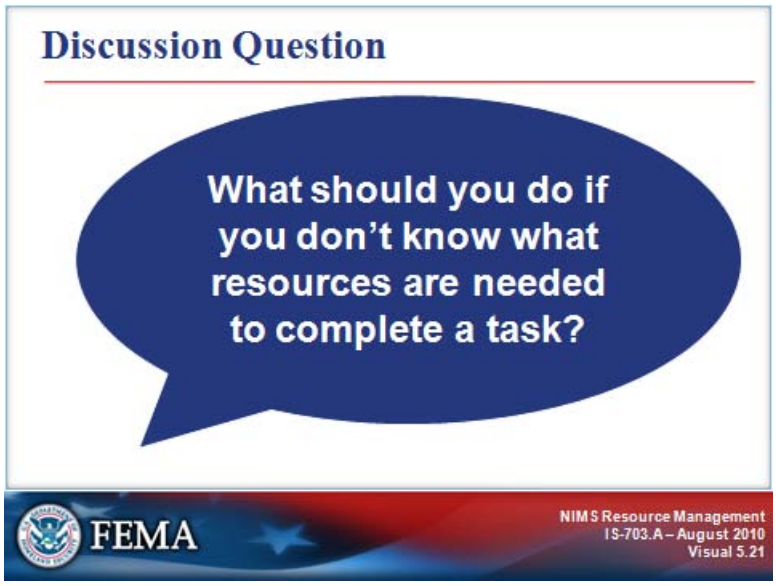
Single-Point vs. Multipoint Resource Ordering (Continued)

Multipoint Resource 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.

ORDER AND ACQUIRE

Visual 5.21



Instructor Notes: Present the following key points.

<u>Ask the participants</u>: What should you do if you don't know what resources are needed to complete a task?

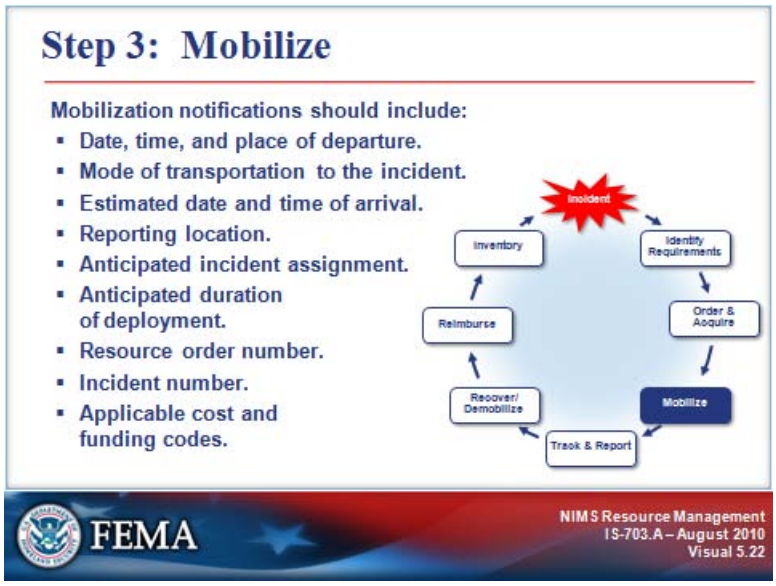
Acknowledge the participants' responses. If not mentioned by participants, include the following:

Occasionally, incident personnel may not know the specific resource or mix of resources necessary to complete a task. In such situations, it is advisable to state the requirement rather than request specific tactical or support resources. By clearly identifying the requirement, the agency fulfilling the order has the discretion to determine the optimal mix of resources and support needed.

For example, many local governments use a requirements-based approach with the American Red Cross for providing shelter services. The order describes the population needing shelter (location, size, special needs, and estimated timeframe) and the American Red Cross selects an appropriate facility and provides staff, equipment and supplies, and other resources.

MOBILIZE

Visual 5.22



Instructor Notes: Present the following key points.

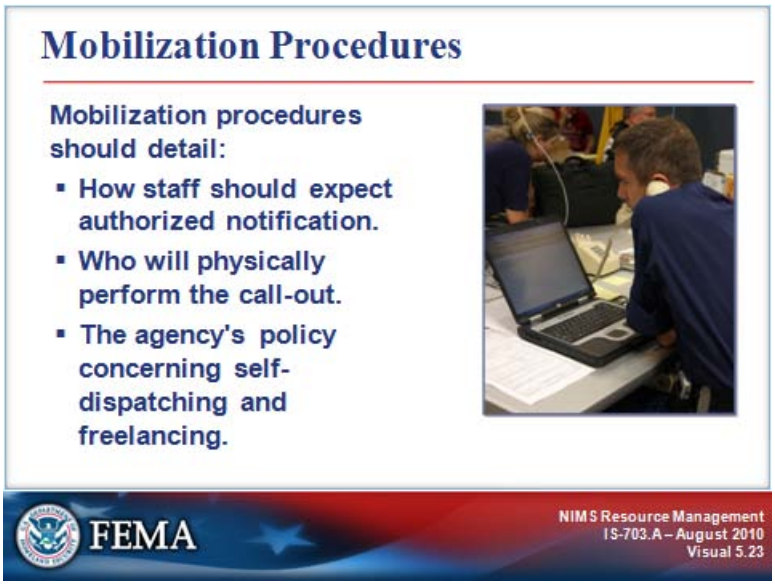
Incident resources mobilize as soon as they are notified through established channels. Mobilization notifications should include:

- 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.
- Applicable cost and funding codes.

When resources arrive on scene, they must be formally checked in.

MOBILIZE

Visual 5.23



Instructor Notes: Present the following key points.

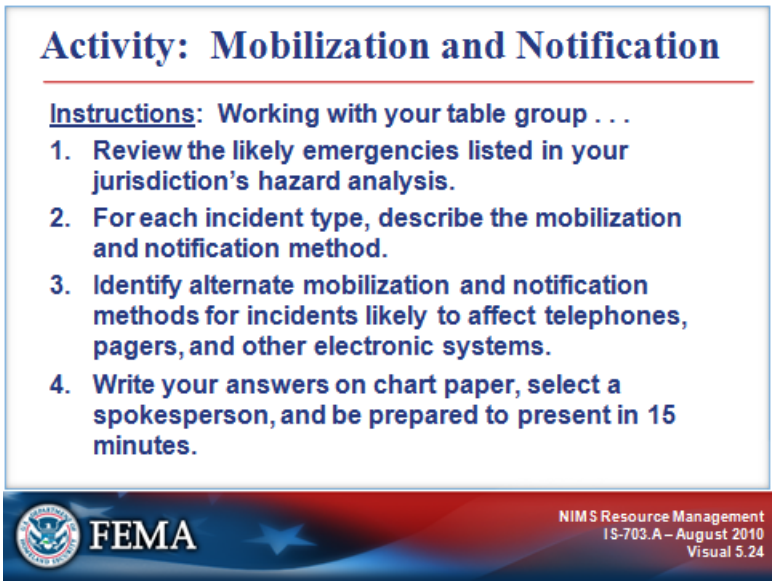
Mobilization procedures should detail how staff should expect authorized notification, and designate who will physically perform the call-out. Procedures should also describe the agency's policy concerning self-dispatching and freelancing.

There are a number of software programs that can perform simultaneous alphanumeric notifications via pager, or deliver voice messages over the telephone. Backup procedures should be developed for incidents in which normal activation procedures could be disrupted by utility failures, such as an earthquake or hurricane.

Mobilization procedures must be augmented with detailed checklists, appropriate equipment and supplies, and other job aids such as phone trees or pyramid re-call lists so that activation can be completed quickly.

ACTIVITY

Visual 5.24



Instructor Notes: Present the following key points.

Instructions: Working with your table group . . .
1. Review the likely emergencies listed in your jurisdiction's hazard analysis.
2. For each incident type, describe the mobilization and notification method.
3. Identify alternate mobilization and notification methods for incidents likely to affect telephones, pagers, and other electronic systems.
4. Write your answers on chart paper, select a spokesperson, and be prepared to present your answers to the class in 15 minutes.

Instructor Debrief Notes:
1. Monitor the time. Notify the groups when 5 minutes remain.
2. Ask each group to share their answers.
3. Remind the participants that if they cannot answer these questions, they should plan to research the answers upon completion of this course.

ACTIVITY

Notification and Mobilization

Instructions: Review the likely emergencies listed in your jurisdiction's hazard analysis, and answer the questions below.

For each emergency, what is the mobilization and notification method?

For those emergencies that are likely to affect telephones, pagers, and other electronic notification systems, does the plan outline alternate methods of mobilization and notification?

Does your plan have alternate methods of activation for emergencies that are likely to affect telephones, pagers, and other electronic notification systems?

Could you describe the mobilization and notification methods for each potential emergency?

TRACK AND REPORT

Visual 5.25

Instructor Notes: Present the following key points.

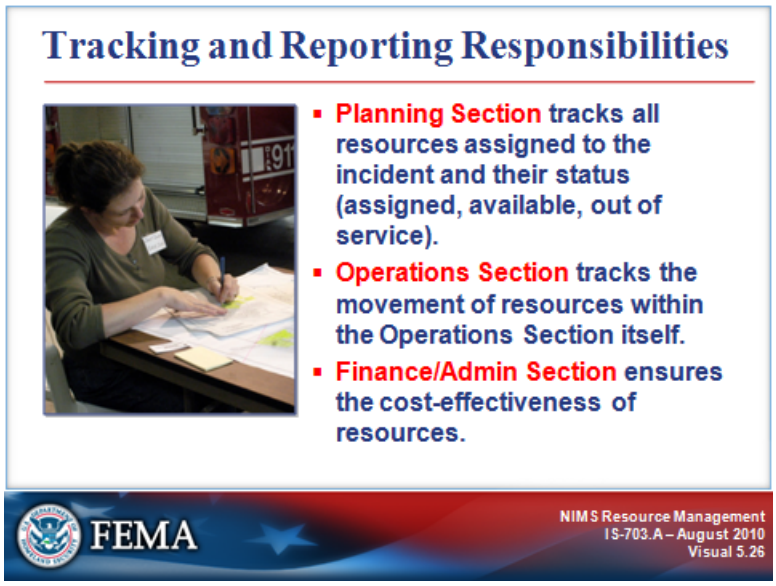
Resource tracking is a standardized, integrated process conducted prior to, during, and after an incident to:

- Provide a clear picture of where resources are located.
- Help staff prepare to receive resources.
- Protect the safety and security of personnel, equipment, and supplies.
- Enable resource coordination and movement.

Resources are tracked using established procedures continuously from mobilization through demobilization.

TRACK AND REPORT

Visual 5.26



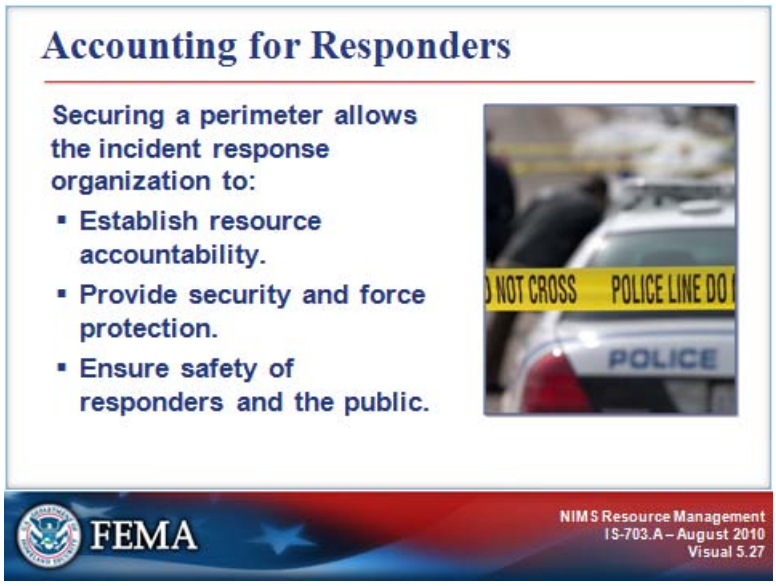
Instructor Notes: Present the following key points.

Resource tracking responsibilities are shared as follows:

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

TRACK AND REPORT

Visual 5.27



Instructor Notes: Present the following key 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 disaster survivors, and secure a perimeter around the incident.

Securing a perimeter allows the incident response organization to:

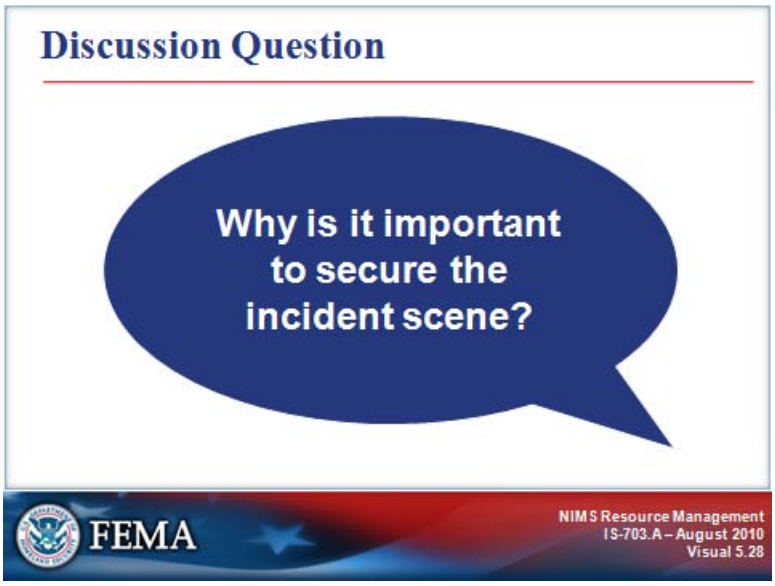
- Establish resource accountability.
- Provide security and force protection.
- Ensure safety of responders and the public.

It is important to have advanced procedures in place for:

- Establishing controlled points of access for authorized personnel.
- Distinguishing agency personnel who have been formally requested from those who self-dispatched.
- Verifying the identity, qualifications, and deployment authorization of personnel with special badges.
- Establishing affiliation access procedures to permit critical infrastructure owners and operators to send in repair crews and other personnel to expedite the restoration of their facilities and services.

TRACK AND REPORT

Visual 5.28



Instructor Notes: Present the following key points.

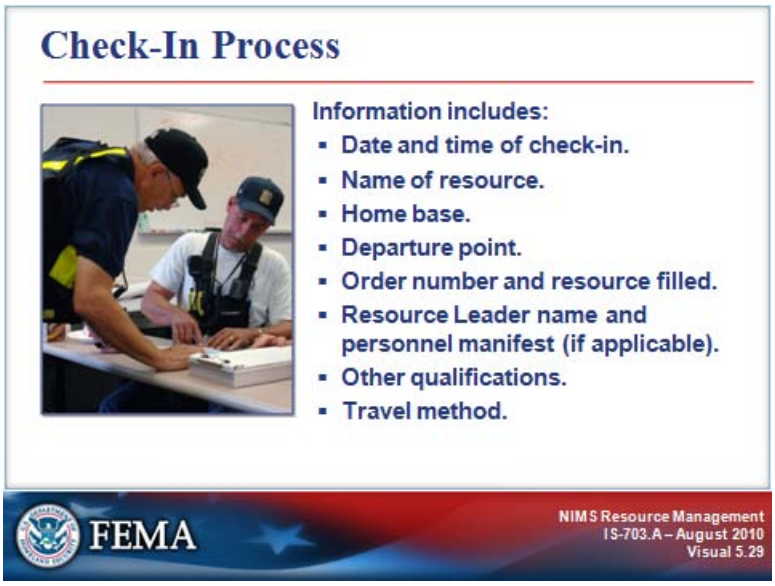
<u>Ask the participants</u>: Why is it important to secure the incident scene?

Acknowledge the participants' responses. If not mentioned by participants, include the following:

- Establish resource accountability.
- Provide security and force protection.
- Ensure safety of responders and the public.

TRACK AND REPORT

Visual 5.29



Instructor Notes: Present the following key points.

The Incident Command System uses a simple and effective resource check-in process to establish resource accountability at an incident.

The Planning Section Resources Unit establishes and conducts the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be with the Incident Commander or Planning Section Chief. Formal resource check-in may be done on an ICS Form 211 Check-In List.

A copy of the ICS Form 211 is provided on the next page.

Information collected at check-in is used for tracking, resource assignment, and financial purposes, and includes:

- Date and time of check-in.
- Name of resource.
- Home base.
- Departure point.
- Order number and resource filled.
- Resource Leader name and personnel manifest (if applicable).
- Other qualifications.
- Travel method.

Depending on agency policy, the Planning Section Resources Unit may contact the dispatch organization to confirm the arrival of resources, personnel may contact their agency ordering point to confirm their arrival, or the system may assume on-time arrival unless specifically notified otherwise.

ICS Form 211

INCIDENT CHECK-IN LIST	1. Incident Name	2. Check-In Location (complete all that apply)					3. Date/Time
Check one: ☐ Personnel ☐ Handcrew ☐ Misc. ☐ Engines ☐ Dozers ☐ Helicopters ☐ Aircraft		☐ Base	☐ Camp	☐ Staging Area	☐ ICP Restat	☐ Helibase	

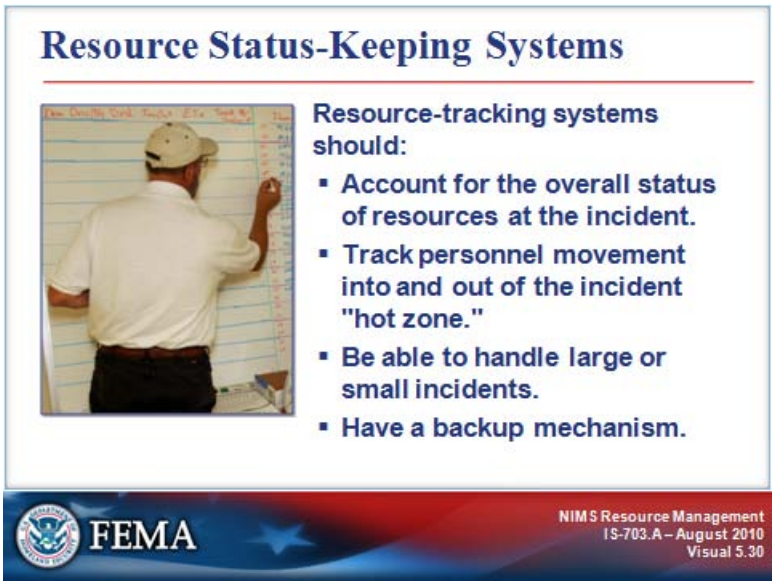
Check-In Information

4. List Personnel (overhead) by Agency & Name -OR- List equipment by the following format:					5.	6.	7.	8.	9.		10.	11.	12.	13.	14.	16.	16.
Agency	Single	Kind	Type	I.D. No/Name	Order/Request Number	Date/ Time Check-In	Leader's Name	Total No. Personnel	Manifest Yes	Manifest No	Crew or Individual's Weight	Home Base	Departure Point	Method of Travel	Incident Assignment	Other Qualifications	Sent to RESTAT Time/Int

Page ___ of ____	17. Prepared by (Name and Position) *Use back for remarks or comments*

TRACK AND REPORT

Visual 5.30



Instructor Notes: Present the following key points.

There are many resource-tracking systems, ranging from simple status sheets to sophisticated computer-based systems. Regardless of the system used, it must:

- Account for the overall status of resources at the incident.
- Track movement of Operations personnel into and out of the incident “hot zone.”
- Be able to handle day-to-day resource tracking, and also be flexible enough to track large numbers of multidisciplinary resources that may respond to a large, rapidly expanding incident.
- Have a backup mechanism in the event on-scene tracking breaks down.

The more hazardous the tactics being implemented on the incident, the more important it is to maintain accurate resource status information.

The next page includes more information about different types of resource status-keeping systems.

TRACK AND REPORT

Types of Resource Status-Keeping Systems

Manual Recordkeeping 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 be maintained to reflect current resource status.

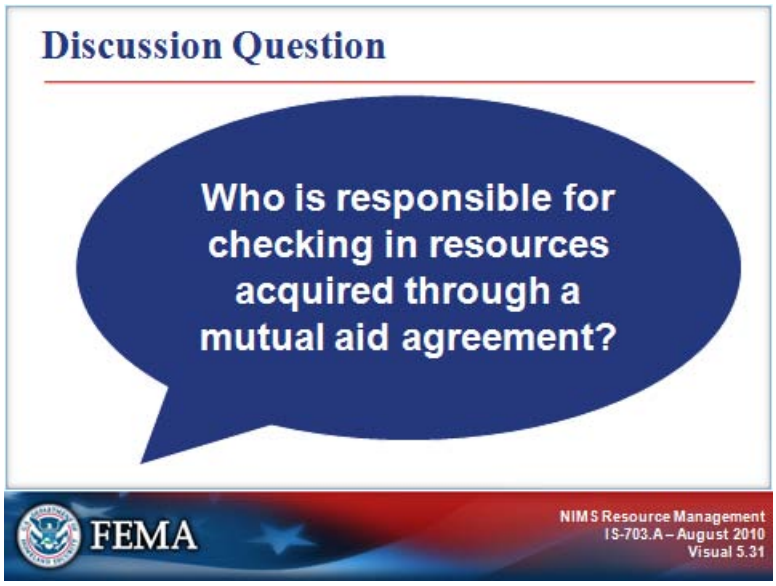
The “Passport” system is an on-scene resource-tracking system that is in common use in fire departments across the country. The system includes three Velcro-backed name tags and a special helmet shield for each employee. When the employee reports for work, he or she places the name tags on three “passports.” The primary passport is carried on the driver’s-side door of the apparatus to which the employee is assigned. The secondary passport is carried on the passenger-side door, and the third is left at the fire station.

Upon arrival at an incident, the apparatus officer gives the primary passport to the Incident Commander, or the Division/Group Supervisor to which the resource is being assigned. The Incident Commander or Division/Group Supervisor will keep the passport until the resource is released from his or her supervision, when it will be returned to the company officer. The secondary passport may either remain with the apparatus, or be collected by the Resources Unit to aid overall incident resource tracking. The third passport serves as a backup mechanism documenting what personnel are on the apparatus that shift.

The helmet shield is placed on the employee’s helmet upon receiving an incident assignment. The shield provides an easy visual indication of resource status and helps control freelancing.

TRACK AND REPORT

Visual 5.31



Instructor Notes: Present the following key points.

<u>Ask the participants</u>: Who is responsible for checking in resources acquired through a mutual aid agreement when they arrive at the incident scene?

Acknowledge the participants' responses. If necessary, include the following:

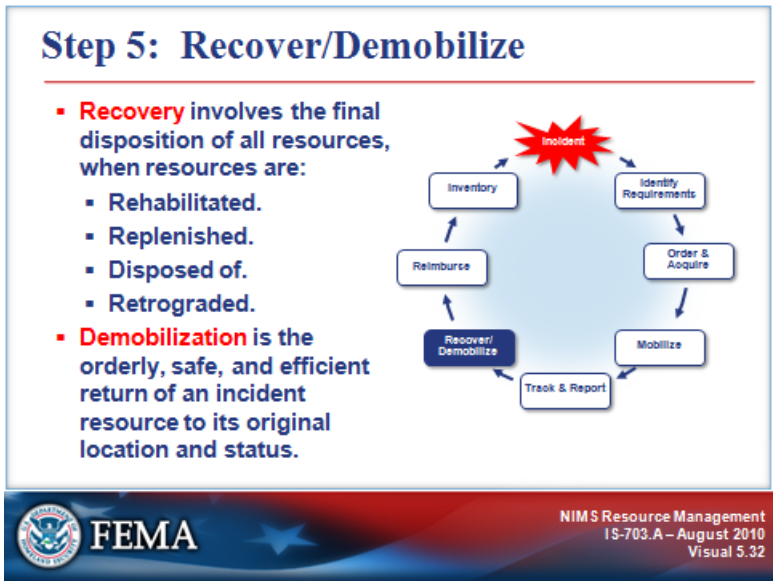
The Planning Section Resources Unit establishes and conducts the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be with the Incident Commander or Planning Section Chief. Formal resource check-in may be done on an ICS Form 211 Check-In List.

Resource-tracking systems must:

- Account for the overall status of resources at the incident.
- Track movement of Operations personnel into and out of the incident "hot zone."

RECOVER/DEMOBILIZE

Visual 5.32



Instructor Notes: Present the following key points.

Recovery involves the final disposition of all resources, including those located at the incident site and at fixed facilities. During this process, resources are rehabilitated, replenished, disposed of, and/or retrograded.

Demobilization is the orderly, safe, and efficient return of an incident resource to its original location and status. Demobilization planning should begin as soon as possible to facilitate accountability of the resources. During demobilization, the Incident Command and Multiagency Coordination System elements coordinate to prioritize critical resource needs and reassign resources (if necessary).

The next page includes more information about nonexpendable and expendable resources.

RECOVER/DEMOBILIZE

Expendable vs. Nonexpendable Resources

Nonexpendable Resources
Nonexpendable resources (such as personnel, firetrucks, and durable equipment) are fully accounted for both during the incident and when they are returned to the providing organization. The organization then restores the resources to full functional capability and readies them for the next mobilization.

Broken or lost items should be replaced through the appropriate resupply process, by the organization with invoicing responsibility for the incident, or as defined in existing agreements. It is critical that fixed-facility resources also be restored to their full functional capability in order to ensure readiness for the next mobilization.

In the case of human resources, such as Incident Management Teams, adequate rest and recuperation time and facilities should be provided. Important occupational health and mental health issues should also be addressed, including monitoring the immediate and long-term effects of the incident (chronic and acute) on emergency management/response personnel.

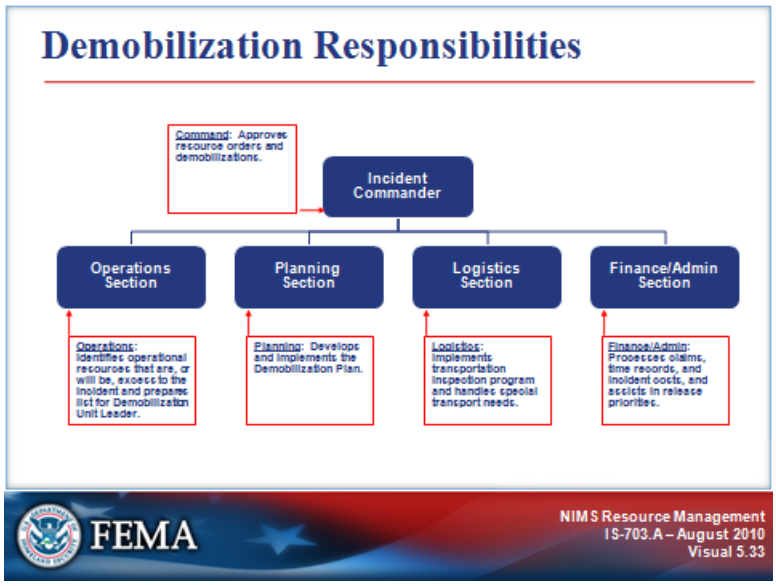
Expendable Resources
Expendable resources (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations. Restocking occurs at the point from which a resource was issued.

Returned resources that are not in restorable condition (whether expendable or nonexpendable) must be declared as excess according to established regulations and policies of the controlling jurisdiction, agency, or organization.

Waste management is of special note in the process of recovering resources, as resources that require special handling and disposition (e.g., biological waste and contaminated supplies, debris, and equipment) are handled according to established regulations and policies.

RECOVER/DEMOBILIZE

Visual 5.33



Instructor Notes: Present the following key points.

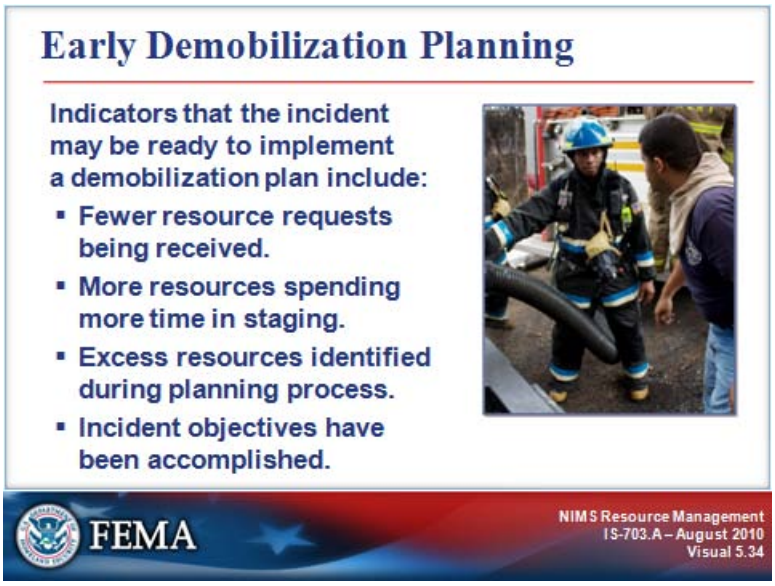
Demobilization planning is informal and is executed by the Incident Commander, who follows agency protocols. However, on a complex incident, a formal demobilization plan and process should be followed.

The chart on the visual illustrates the following demobilization responsibilities on a complex incident:

- The **Incident Commander** is responsible for approving resource orders and demobilizations.
- The **Operations Section** identifies operational resources that are, or will be, excess to the incident and prepares a list for the Demobilization Unit Leader.
- The **Planning Section** develops and implements the Demobilization Plan.
- The **Finance/Administration Section** processes claims, time reports, and incident costs, and assists in release priorities.

RECOVER/DEMOBILIZE

Visual 5.34



Instructor Notes: Present the following key points.

Managers should plan and prepare for the demobilization process at the same time that they begin the resource mobilization process. Early planning for demobilization facilitates accountability and makes the transportation of resources as efficient as possible—in terms of both costs and time of delivery.

Indicators that the incident may be ready to implement a demobilization plan include:

- Fewer resource requests being received.
- More resources spending more time in staging.
- Excess resources identified during planning process.
- Incident objectives have been accomplished.

After the incident is controlled, and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. The next page presents information about position-specific demobilization considerations.

RECOVER/DEMOBILIZE

Position-Specific Demobilization Considerations

Public Information Officer
Press interest may taper off toward the end of the incident, especially when tactics turn from life safety to cleanup. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.

Safety Officer
As the number of tactical operations at an incident decreases, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.

Liaison Officer
As Cooperating and Assisting Agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.

Operations Section
The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.

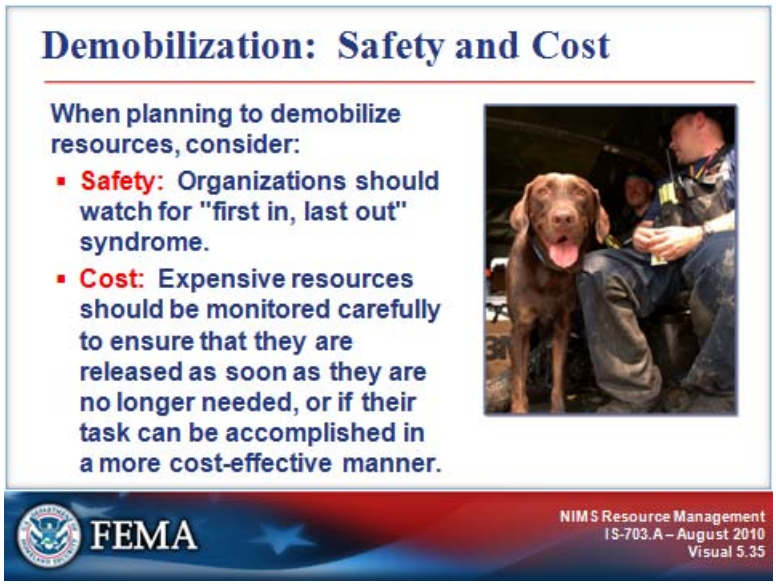
Planning Section
In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.

Logistics Section
The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the command post and incident base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.

Finance and Administration Section
Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.

RECOVER/DEMOBILIZE

Visual 5.35



Instructor Notes: Present the following key points.

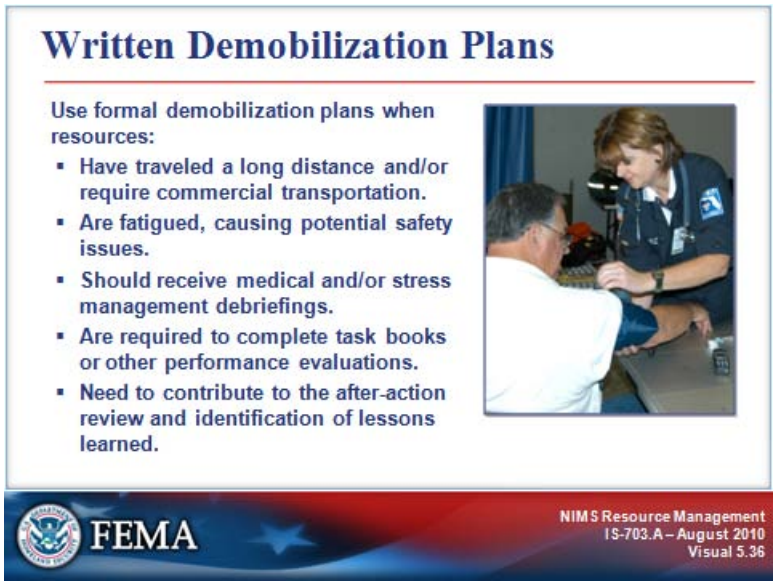
When planning to demobilize resources, consideration must be given to:

- **Safety.** Organizations should watch for “first in, last out” syndrome. Resources that were first on scene should be considered for early release. Also, these resources should be evaluated for fatigue and the distance they will need to travel to their home base prior to release.

- **Cost.** Expensive resources should be monitored carefully to ensure that they are released as soon as they are no longer needed, or if their task can be accomplished in a more cost-effective manner.

RECOVER/DEMOBILIZE

Visual 5.36



Instructor Notes: Present the following key points.

Incident personnel are considered under incident management and responsibility until they reach their home base or new assignment. In some circumstances this may also apply to contracted resources. For reasons of liability, it is important that the incident organization mitigate potential safety issues (such as fatigue) prior to letting resources depart for home.

On large incidents, especially those that may have personnel and tactical resources from several jurisdictions or agencies, and where there has been an extensive integration of multijurisdiction or agency personnel into the incident organization, a Demobilization Unit within the Planning Section should be established early in the life of the incident. A written demobilization plan is essential on larger incidents.

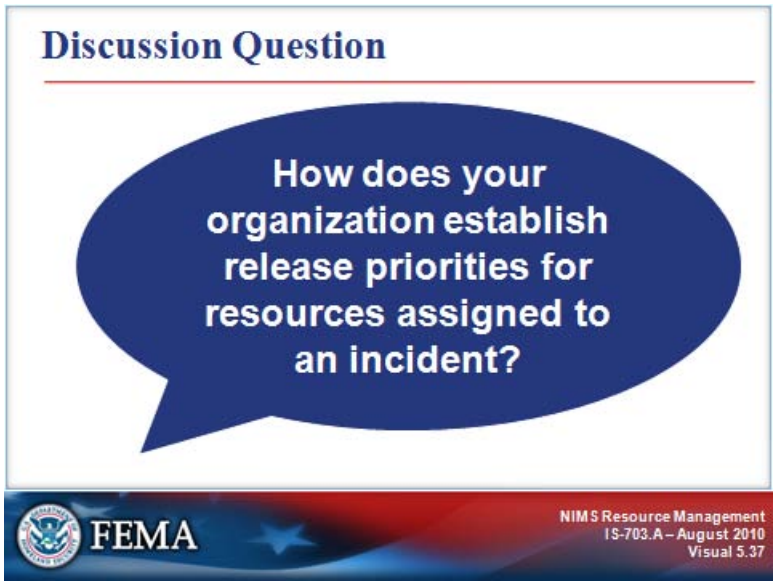
A formal demobilization process and plan should be developed when personnel:

- Have traveled a long distance and/or require commercial transportation.
- Are fatigued, causing potential safety issues.
- Should receive medical and/or stress management debriefings.
- Are required to complete task books or other performance evaluations.
- Need to contribute to the after-action review and identification of lessons learned.

In addition, written demobilization plans are useful when there is equipment that needs to be serviced or have safety checks performed.

RECOVER/DEMOBILIZE

Visual 5.37



Instructor Notes: Present the following key points.

Agencies will differ in how they establish release priorities for resources assigned to an incident.

<u>Ask the participants</u>: How does your organizations establish release priorities for resources assigned to an incident?

Acknowledge the participants' responses. If necessary, include the following:

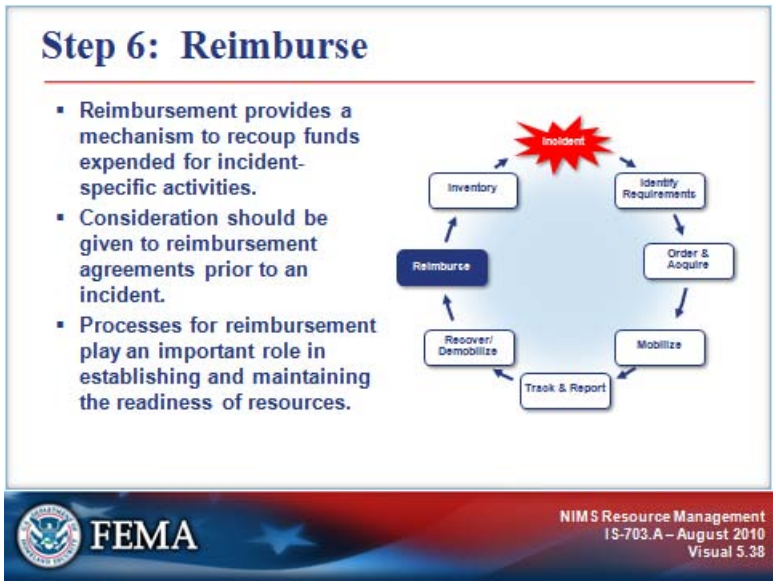
An example of release priorities might be (in order of release):

- Contracted or commercial resources.
- Mutual aid and assistance resources.
- First-in agency resources.
- Resources needed for cleanup or rehabilitation.

Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by local, tribal, State, and Federal regulations for the amount of rest required before a driver can get back on the road.

REIMBURSE

Visual 5.38



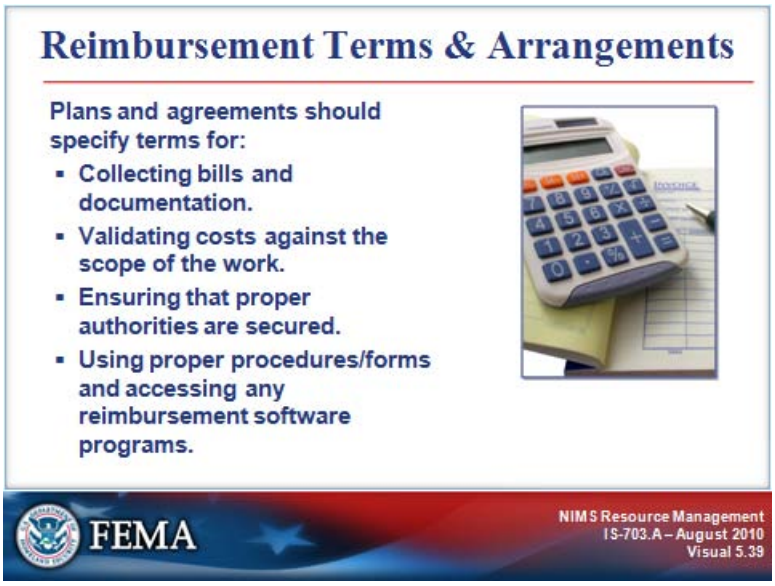
Instructor Notes: Present the following key points.

Reimbursement provides a mechanism to recoup funds expended for incident-specific activities. Consideration should be given to reimbursement agreements prior to an incident.

Processes for reimbursement play an important role in establishing and maintaining the readiness of resources.

REIMBURSE

Visual 5.39



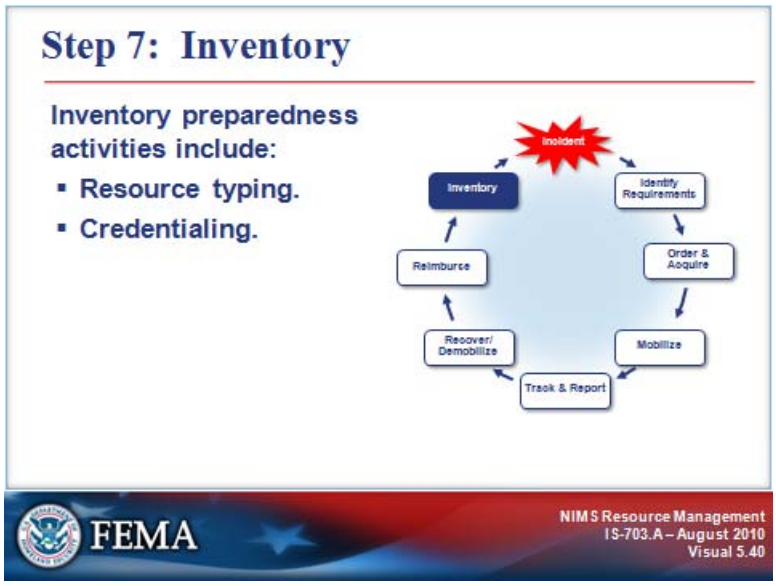
Instructor Notes: Present the following key points.

Preparedness plans, mutual aid agreements, and assistance agreements should specify reimbursement terms and arrangements 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.

INVENTORY

Visual 5.40



Instructor Notes: Present the following key points.

Resource management uses various resource inventory systems to assess the availability of assets provided by jurisdictions.

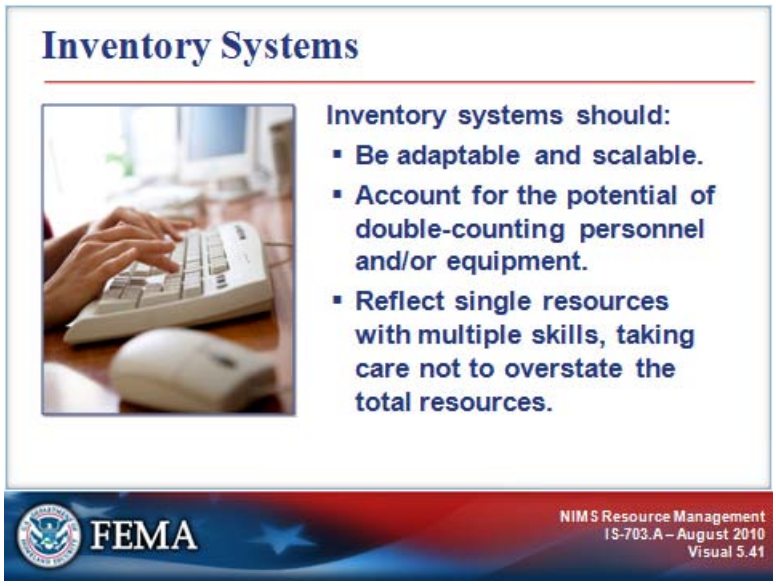
The previous lesson covered the preparedness activities of resource typing and credentialing.

Credentialing: The credentialing process entails the objective evaluation and documentation of an individual's current certification, license, or degree; training and experience; and competence or proficiency to meet nationally accepted standards, provide particular services and/or functions, or perform specific tasks under specific conditions during an incident.

Resource Typing: Resource typing is categorizing, by capability, the resources requested, deployed, and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for categories. Resource users at all levels use these standards to identify and inventory resources. Resource kinds may be divided into subcategories to define more precisely the capabilities needed to meet specific requirements. Resource typing is a continuous process designed to be as simple as possible; it facilitates frequent use and accuracy in obtaining needed resources.

INVENTORY

Visual 5.41



Instructor Notes: Present the following key points.

Preparedness organizations should inventory and maintain current data on their available resources. The data are then made available to communications/dispatch centers, Emergency Operations Centers, and other organizations within the Multiagency Coordination System.

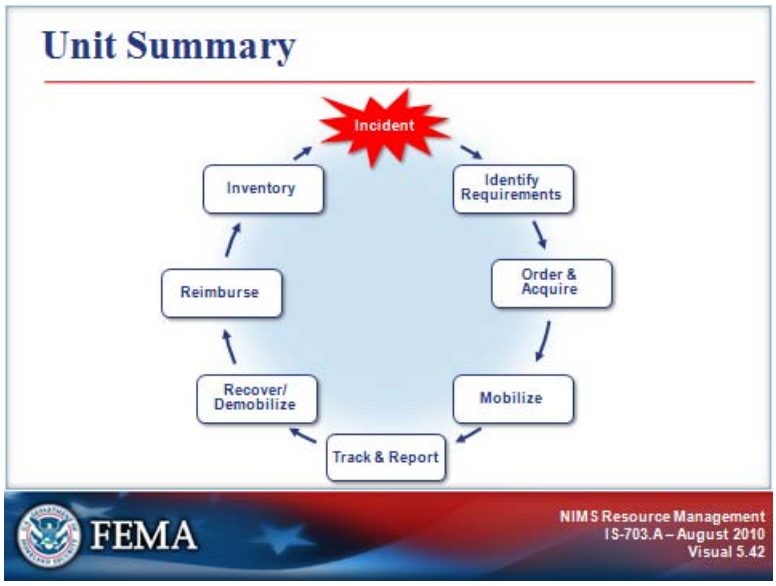
Resources identified within an inventory system are not an indication of automatic availability. The jurisdiction and/or owner of the resources have the final determination on availability.

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. Personnel inventories should reflect single resources with multiple skills, taking care not to overstate the total resources.

For example, many firefighters also have credentials as emergency medical technicians (EMTs). A resource summary, then, could count a firefighter as a firefighter or as an EMT, but not as both. The total should reflect the number of available personnel, not simply the sum of the firefighter and EMT counts.

UNIT SUMMARY

Visual 5.42



Instructor Notes: Present the following key points.

This lesson focused on the resource management steps followed during an incident.

The next lesson covers specialized considerations for managing resources during complex incidents.

Your Notes: