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## **UNIT 5. RESOURCE MANAGEMENT DURING INCIDENTS**

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## **Unit 5. Resource Management During Incidents**

### **Unit Objectives**

At the end of this unit, you 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.
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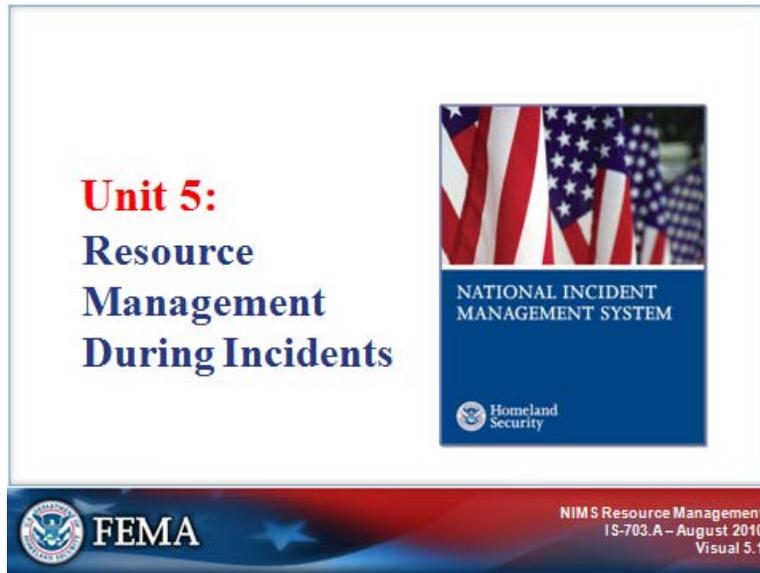
### **Scope**

- 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



**UNIT OVERVIEW**

**Visual 5.1**



**Key Points:**

This unit discusses managing resources during an incident.

### UNIT OVERVIEW

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#### Visual 5.2

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### Unit Objectives

**Describe:**

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



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Visual 5.2

#### Key Points:

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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



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



#### 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

### Sizeup

The first step in determining resource needs is to:

- “Size up” the current incident situation.
- Predict future incident potential.



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Visual 5.5

#### 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

### Establish Incident Objectives



Incident objectives are established based on the priorities of:

1. Life safety.
2. Incident stabilization.
3. Property/environmental conservation.

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Visual 5.6

#### 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

### Incident Action Planning Process

- Develop incident objectives and strategy.
- Develop tactics and resource assignments.
- Conduct incident and resource assessment.
- Identify required logistical support.
- Consider public information and interagency issues.
- Document assignments and required support.
- Monitor implementation.



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Visual 5.7

#### 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**

**Strategies, Tactics, and Resources**

**The Operations Section Chief:**

- Develops strategies and tactics to accomplish objectives.
- Uses this information to identify resource needs.
- Uses ICS Form 215 to indicate kinds and types of resources needed.



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Visual 5.8

**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.

# Unit 5. Resource Management During Incidents

## 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.

**OPERATIONAL PLANNING WORK SHEET** Incident Name: **Winter Storm**

Division/Group or Other Unit/Position	Work Assignments	Resource by Type (Show Strike Team as ST)																							
		Engines				Police Officers				Snow Piles				Spading Trucks				Dump Trucks							
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4						
Parking Lot Group	Remove snow from I/O, Fire Stations, Police Dept., and Hospital Parking Lots. See maps for snow pile location. 6" max. accumulation.													4				4							
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" max. accumulation.													3				1							
														2											

**Kind/Type of Resources** (points to Spading Trucks column)

**Resources Needed Next Operational Period** (points to numerical values in the grid)

**Operations Section Organizational Element** (points to Division A)

**Tactical Assignment** (points to the work assignment text)

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

Incident Name: **Winter Storm**

Date Prepared: **2-10**  
Time Prepared: **1100**

Operational Period (Date/Time): **2-10/11**  
**1800/0600**

Resource by Type (Show Strike Team as ST)	Reporting Location	Requested Arrival Time
Spading Trucks	Public Works Shop	1700
Dump Trucks	Public Works Shop	1700
Front End Loaders	Public Works Shop	1700

**Operational Period Being Planned** (points to the date/time field)

**Kind/Type of Resources** (points to Spading Trucks and Dump Trucks)

**Reporting Location and Requested Arrival Time** (points to the Public Works Shop and 1700)

### IDENTIFY REQUIREMENTS

#### Visual 5.9

### Supervisory and Support Resources



Supervisory and support resources:

- May be needed to maintain adequate span of control.
- May be added to ensure adequate planning and logistics.
- Must be considered in determining tactical operations.
- Can mean the difference between success and failure.

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Visual 5.9

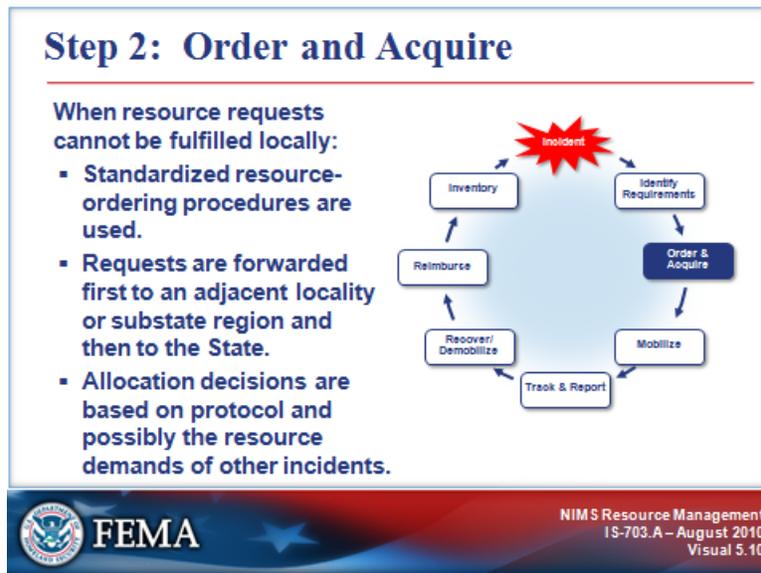
#### Key Points:

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



#### 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

### Formalized Resource-Ordering Protocols

Formalized resource-ordering protocols 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.



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Visual 5.11

#### Key Points:

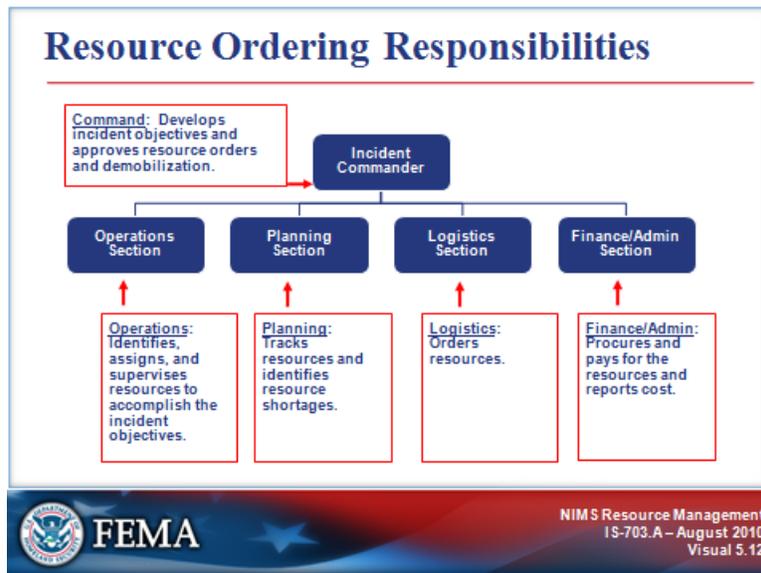
More formalized resource-ordering protocols and the use of a Multiagency Coordination (MAC) Group or policy group may be required when:

- 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



#### 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

### Avoid Bypassing Systems



Reaching around the official resource coordination process:

- Creates serious problems.
- Puts responders at risk.
- Leads to inefficient use and/or lack of accounting of resources.

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Visual 5.13

#### 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

### Resource Ordering Guidelines

The Incident Commander should communicate:

- Who within the organization may place an order with Logistics.
- What resource requests require the Incident Commander's approval.
- What resource requests may be ordered without the Incident Commander's approval.



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Visual 5.14

#### 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

### Purchasing Guidelines

Emergency purchasing guidelines should be:

- Established by the Incident Commander.
- Understood by Finance/Admin and Logistics staff.
- Written in a formal delegation of authority to ensure appropriate fiscal controls are in place.



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Visual 5.15

#### 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**

**Activity: Resource Management**

Instructions: Working with your table group . . .

1. Read the scenarios 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.



**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.

### ACTIVITY

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#### Resource Management Scenarios

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

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

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

### ORDER AND ACQUIRE

#### Visual 5.17

### Resource Order Documentation

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**Resource orders should document:**

- **Contacts with sources or potential sources for the resource request.**
- **Source for the responding resource.**
- **Identification of the responding resource.**
- **Estimated time of arrival.**
- **Estimated cost.**
- **Changes to the order made by Command, or the position placing the order.**

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Visual 5.17

#### 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



**Unit 5. Resource Management During Incidents**

INCIDENT/PROJECT ORDER NUMBER	<b>RESOURCE ORDER</b>			INITIAL DATE/TIME	2. INCIDENT/PROJECT NAME			3. INCIDENT /PROJECT ORDER NUMBER			4. OFFICE REFERENCE NUMBER				
	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 ID - Dept. of Ag.			
	Southern Elmore County				7. MAP REFERENCE				208-123-4567			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 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				ACTION TAKEN				ORDER RELAYED				ACTION TAKEN			
Req. No.	Date	Time	To/From					Req. No.	Date	Time	To/From				
0-1/2	04/05	1030	T. Pole/C. Davis	Request filled. ETA 04-07 <input type="checkbox"/>								Will be met in BOI by Kelly <input type="checkbox"/>			
				1030 UA 235 departs LAX <input type="checkbox"/>								Phone#: 208-344-7825. <input type="checkbox"/>			
				0800 arrives BOI 1100. Plane.					04/05	1030 M. Smith/T.Pole		Relayed. Confirmed phone #.			

ACTIVITY

Visual 5.19

**Activity: Ordering Resources**

Instructions: Working with your table group . . .

1. Read the scenario in your Student Manual.
2. Review the resource orders 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.



**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.

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

### ACTIVITY

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#### ORDERING RESOURCES

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**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.

**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.

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

**ORDER AND ACQUIRE**

**Visual 5.20**

**Placing Orders**

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.**

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Visual 5.20

**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**

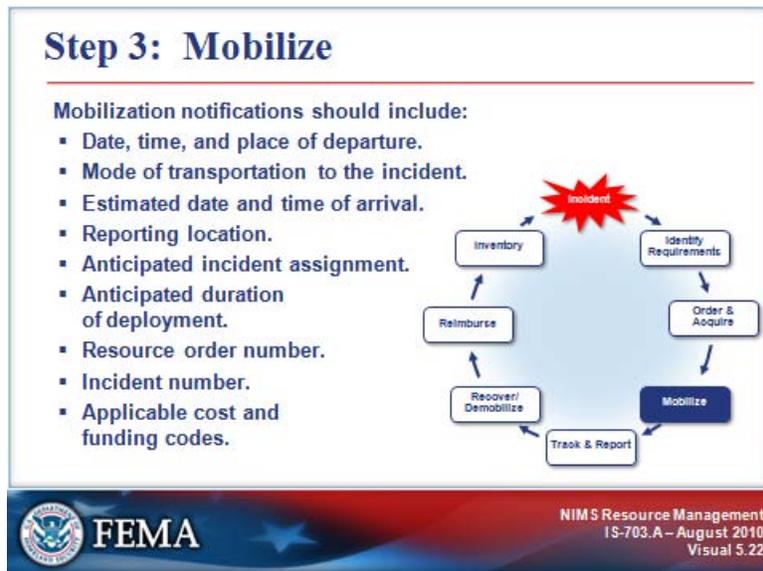
The slide features a white background with a blue speech bubble in the center. The text inside the bubble is white and reads: "What should you do if you don't know what resources are needed to complete a task?". Above the bubble, the text "Discussion Question" is written in blue. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "NIMS Resource Management IS-703.A - August 2010 Visual 5.21" on the right.

**Key Points:**

**What should you do if you don't know what resources are needed to complete a task?**

### MOBILIZE

#### Visual 5.22



#### 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

### Mobilization Procedures

Mobilization procedures should detail:

- How staff should expect authorized notification.
- Who will physically perform the call-out.
- The agency's policy concerning self-dispatching and freelancing.



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Visual 5.23

#### 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

### Activity: Mobilization and Notification

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**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 in 15 minutes.



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Visual 5.24

#### 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.

### ACTIVITY

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#### Notification and Mobilization

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**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



#### Key Points:

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

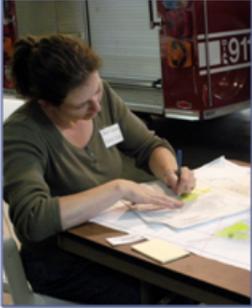
- Provide a clear picture of where resources are located.
- Help staff prepare to receive resources.
- Protect the safety and security of personnel, equipment, and supplies.
- Enable resource coordination and movement.

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

### TRACK AND REPORT

#### Visual 5.26

### Tracking and Reporting Responsibilities



- **Planning Section** tracks all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** tracks the movement of resources within the Operations Section itself.
- **Finance/Admin Section** ensures the cost-effectiveness of resources.

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Visual 5.26

#### 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

### Accounting for Responders

Securing a perimeter allows the incident response organization to:

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



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Visual 5.27

#### 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:

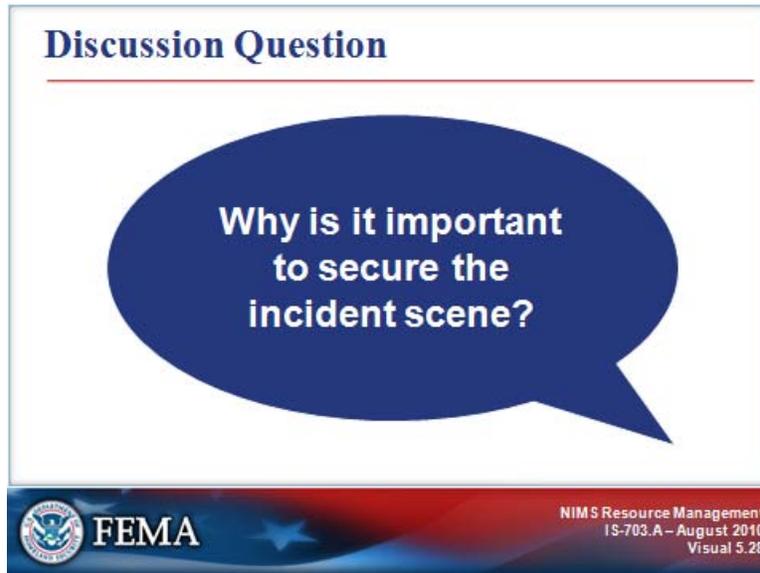
- Establish resource accountability.
- Provide security and force protection.
- Ensure safety of responders and the public.

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**



**Key Points:**

**Why is it important to secure the incident scene?**

### TRACK AND REPORT

#### Visual 5.29

### Check-In Process



Information 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.

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Visual 5.29

#### 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.



### TRACK AND REPORT

#### Visual 5.30

### Resource Status-Keeping Systems



Resource-tracking systems should:

- Account for the overall status of resources at the incident.
- Track personnel movement into and out of the incident "hot zone."
- Be able to handle large or small incidents.
- Have a backup mechanism.

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IS-703.A – August 2010  
Visual 5.30

#### 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

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#### Types of Resource Status-Keeping Systems

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**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**

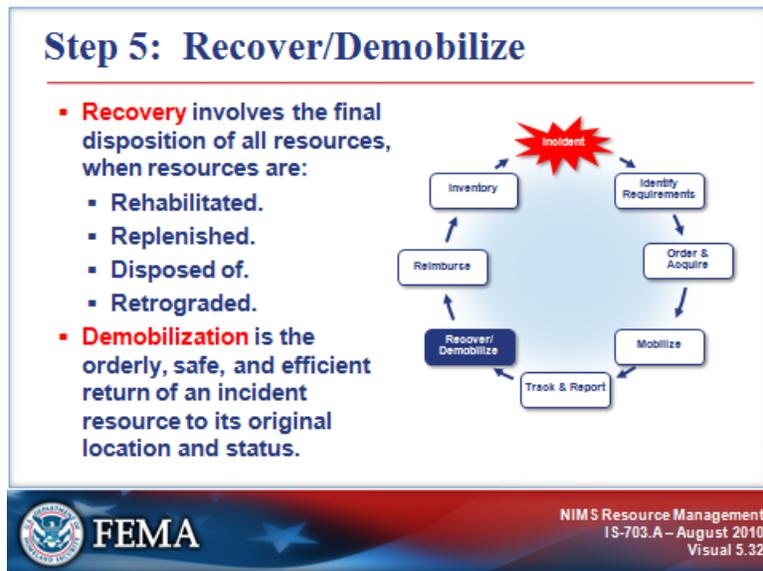
The slide features a white background with a blue speech bubble in the center. The text inside the bubble is white and reads: "Who is responsible for checking in resources acquired through a mutual aid agreement?". Above the bubble, the text "Discussion Question" is written in blue. At the bottom of the slide, there is a red and blue banner with the FEMA logo on the left and the text "NIMS Resource Management IS-703.A - August 2010 Visual 5.31" on the right.

**Key Points:**

**Who is responsible for checking in resources acquired through a mutual aid agreement when they arrive at the incident scene?**

### RECOVER/DEMOBILIZE

Visual 5.32



#### 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

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#### Expendable vs. Nonexpendable Resources

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##### **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**

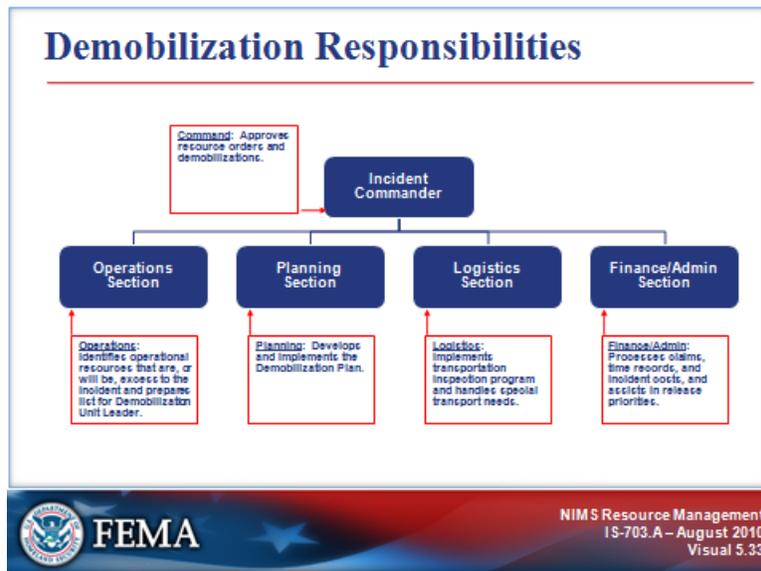
Expendable resources (such as water, food, fuel, and other one-time-use supplies) must be fully accounted for. The incident management organization bears the costs of expendable resources, as authorized in financial agreements executed by preparedness organizations. Restocking occurs at the point from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



#### 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**

**Early Demobilization Planning**

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.



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IS-703.A – August 2010  
Visual 5.34

**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

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#### Position-Specific Demobilization Considerations

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##### **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

### Demobilization: Safety and Cost

When planning to demobilize resources, consider:

- **Safety:** Organizations should watch for "first in, last out" syndrome.
- **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.



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Visual 5.35

#### 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

### Written Demobilization Plans

Use formal demobilization plans when resources:

- 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.



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IS-703.A – August 2010  
Visual 5.36

#### 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.

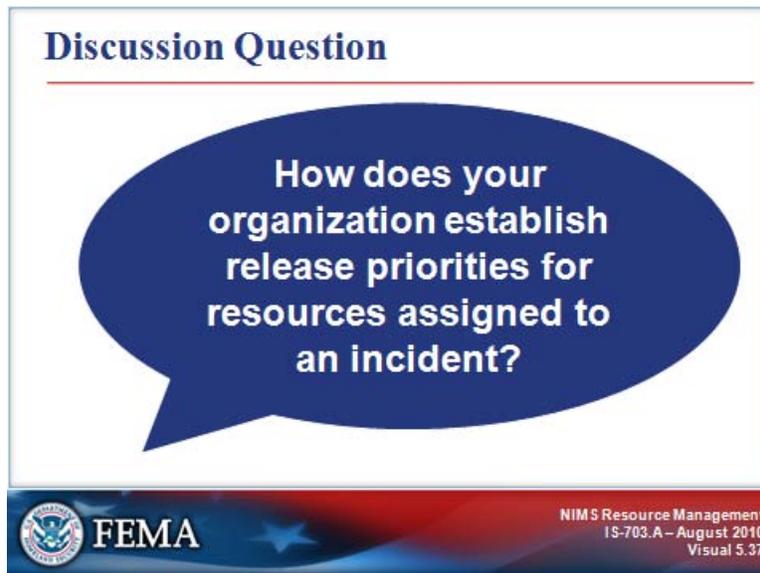
A formal demobilization process and plan should be developed when personnel:

- 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**



**Key Points:**

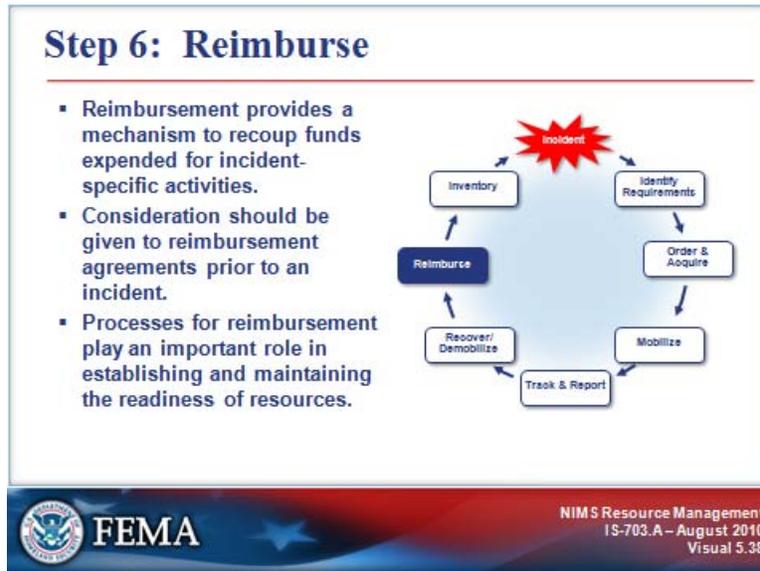
Agencies will differ in how they establish release priorities for resources assigned to an incident.

**How does your organizations establish release priorities for resources assigned to an incident?**

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



**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

### Reimbursement Terms & Arrangements

Plans and agreements should specify terms for:

- Collecting bills and documentation.
- Validating costs against the scope of the work.
- Ensuring that proper authorities are secured.
- Using proper procedures/forms and accessing any reimbursement software programs.



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IS-703.A – August 2010  
Visual 5.39

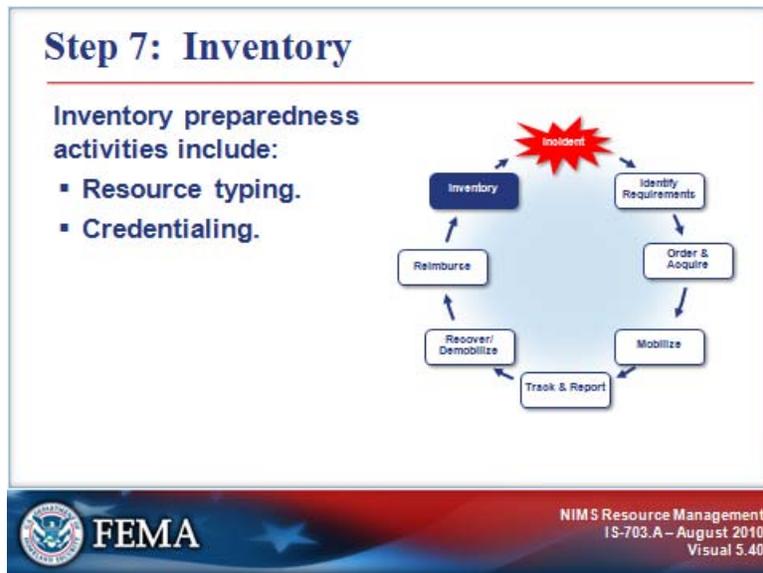
#### Key Points:

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



#### 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

### Inventory Systems



Inventory systems should:

- Be adaptable and scalable.
- Account for the potential of double-counting personnel and/or equipment.
- Reflect single resources with multiple skills, taking care not to overstate the total resources.

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IS-703.A – August 2010  
Visual 5.41

#### 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.

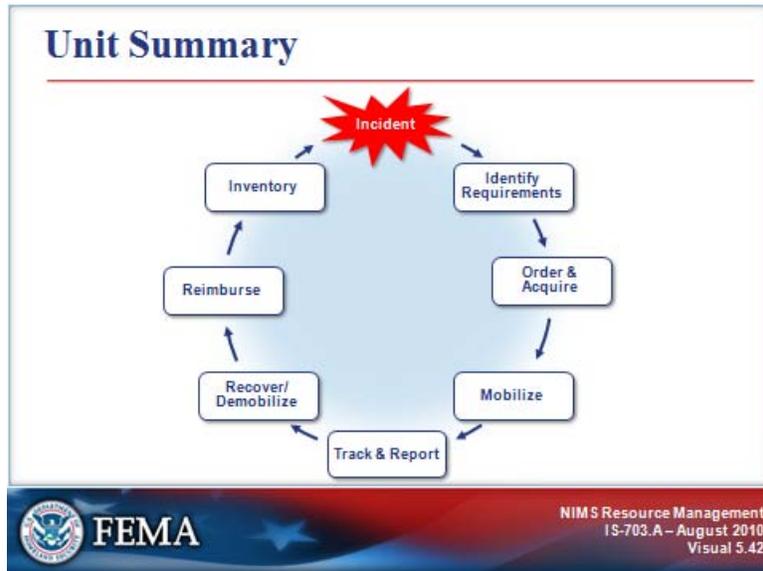
Resources identified within an inventory system are not an indication of automatic availability. The jurisdiction and/or owner of the resources have the final determination on availability.

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



### 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: