
Unit 6:

Incident Resource Management



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Visual 6.1

Unit Terminal Objective

Explain the principles and practices of incident resources management.



Unit Enabling Objectives

- **Identify the progression and associated considerations involved in the Incident Resource Management Process.**
- **Recall the authorities or organizational elements that can order resources.**
- **Contrast the differences and motives between single-point and multipoint resource ordering.**



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Unit Enabling Objectives (Cont.)

- **Explain the scope and purpose of an Incident Management Team.**
- **Explain the evaluation process for resources.**
- **Choose interventions for common resource performance issues.**



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NIMS Resource Management Preparedness

Two parts of Resource Management process:

- **Preparedness**
- **During an Incident**

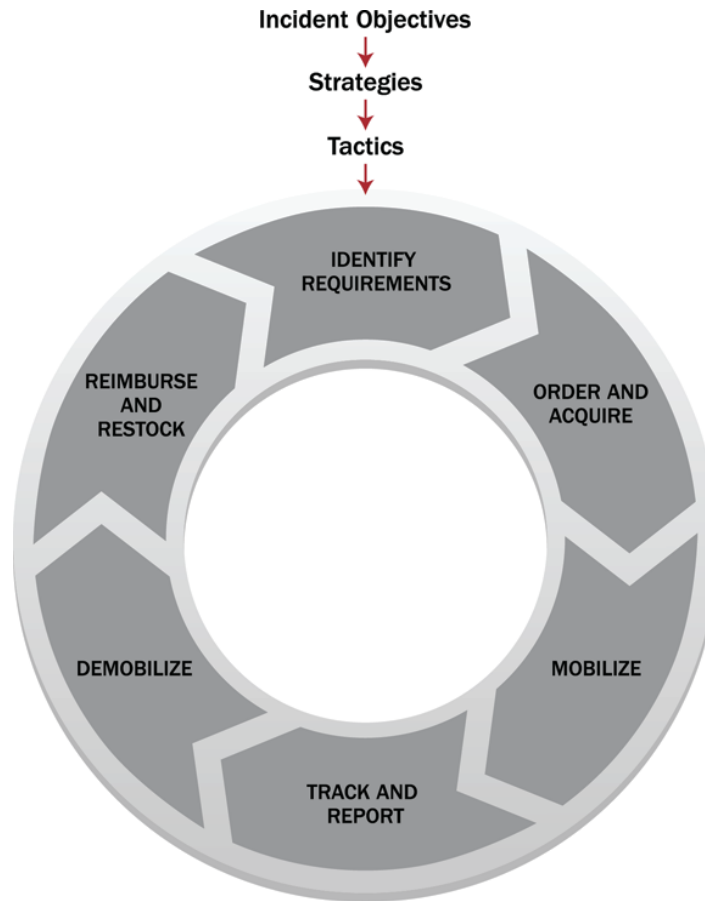
Preparedness tasks:

- **Identifying and Typing Resources**
- **Qualifying, Certifying, and Credentialing Personnel**
- **Planning for Resources**
- **Acquiring, Storing, and Inventorying Resources**
- **Mutual Aid Agreements and Compacts**



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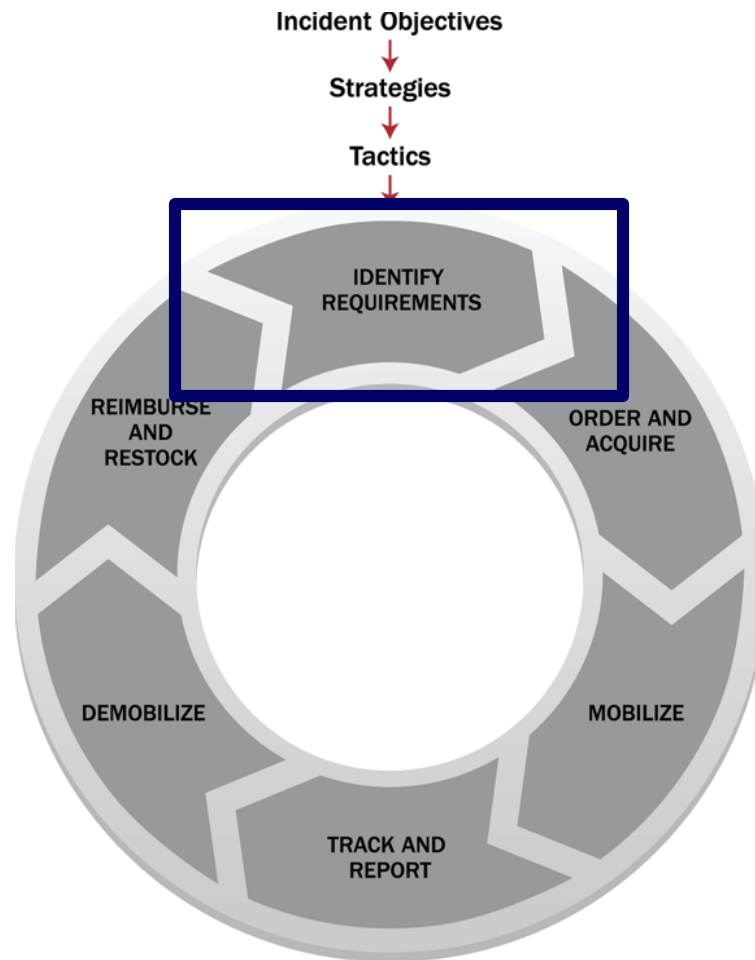
Resource Management During an Incident



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Visual 6.6

Identify Requirements

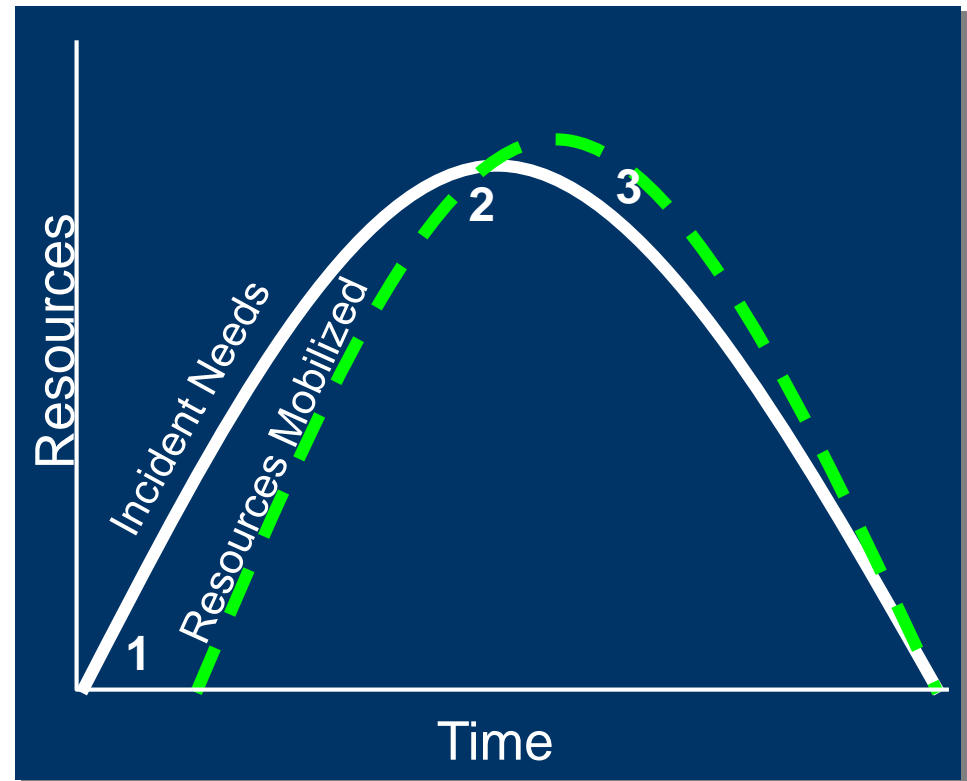


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Visual 6.7

Evaluating Resource Needs

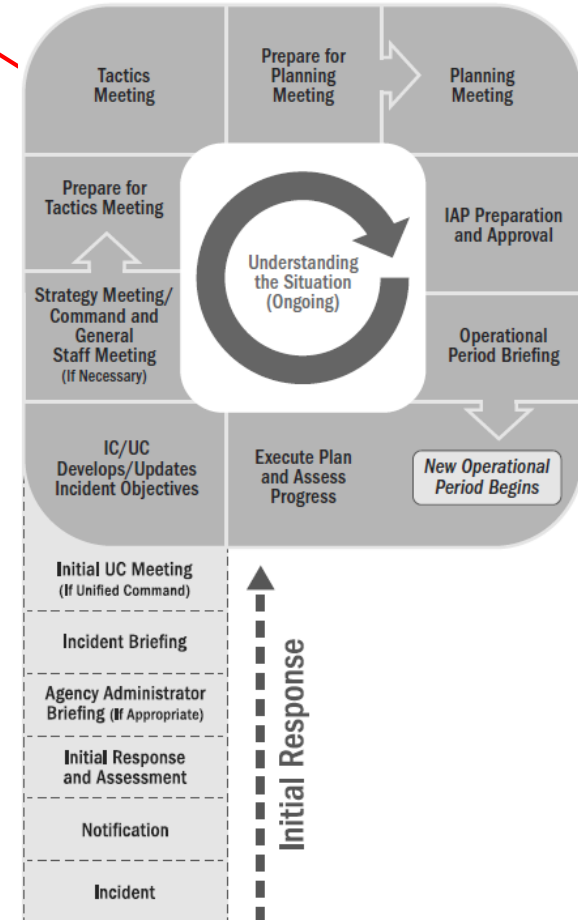
1. Initial incident needs exceed resources.
2. Resources sufficient to control incident.
3. Incident decline results in excess resources.



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Identifying Requirements: Tactics Meeting

OPERATIONAL PLANNING WORKSHEET											
1. Incident Name: Extreme Weather						2. Operational Period: Date From Time From					
3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources	Snow Plows	Sanding Trucks	Front End Loaders					
	Parking Lot Group	Remove snow from EOC, fire stations, police dept., and hospital parking lots. See maps for snow pile locations. 6" maximum accumulation.	Req.	4		4					
			Have	4		4					
			Need	0		0					
	Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accumulation.	Req.	3							
			Have	1							
			Need	2							
	Sanding Group	Monitor ice for accumulation. Sand all 4-way stops	Req.		4	2					
			Have		4	1					



Operational Planning Worksheet, ICS Form 215



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Incident Management Team (IMT)

A comprehensive resource to either:

- **Augment ongoing operations through provision of infrastructure support, or**
- **When requested, transition to an incident management function to include all components/ functions of a Command and General Staff.**



Handout 6-1: Incident Management Teams



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Visual 6.10

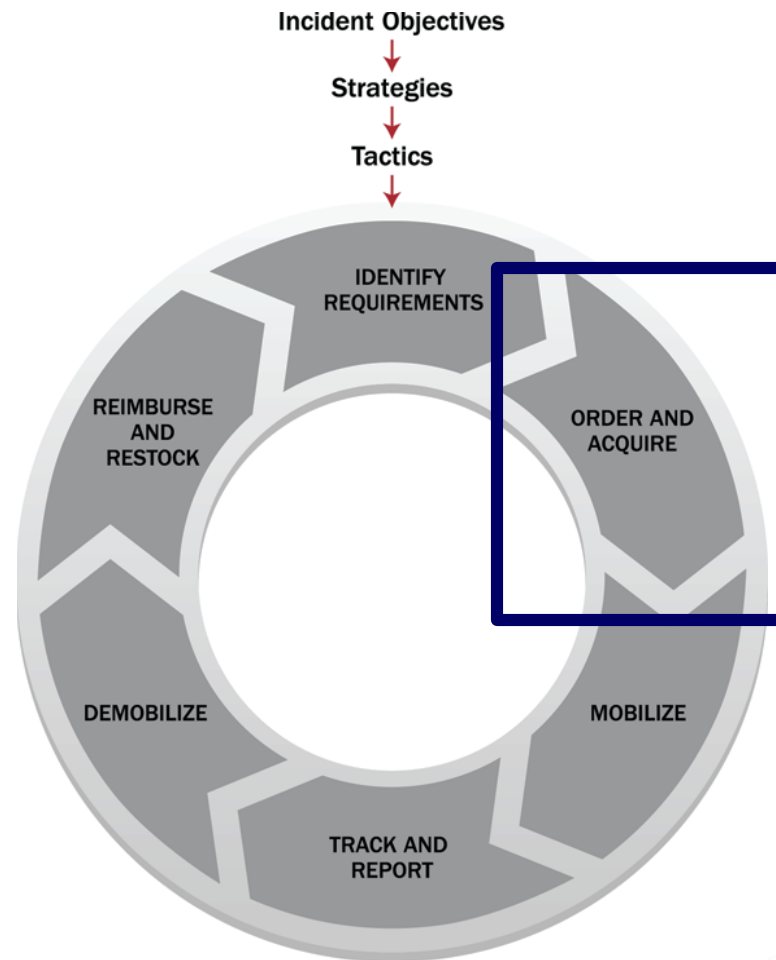
Incident Management Assistance Teams

Some IMTs are referred to as Incident Management Assistance Teams (IMAT) to clarify that they support on-scene personnel and/or the affected jurisdiction(s).



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Order and Acquire



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Visual 6.12

Survivors as Resources

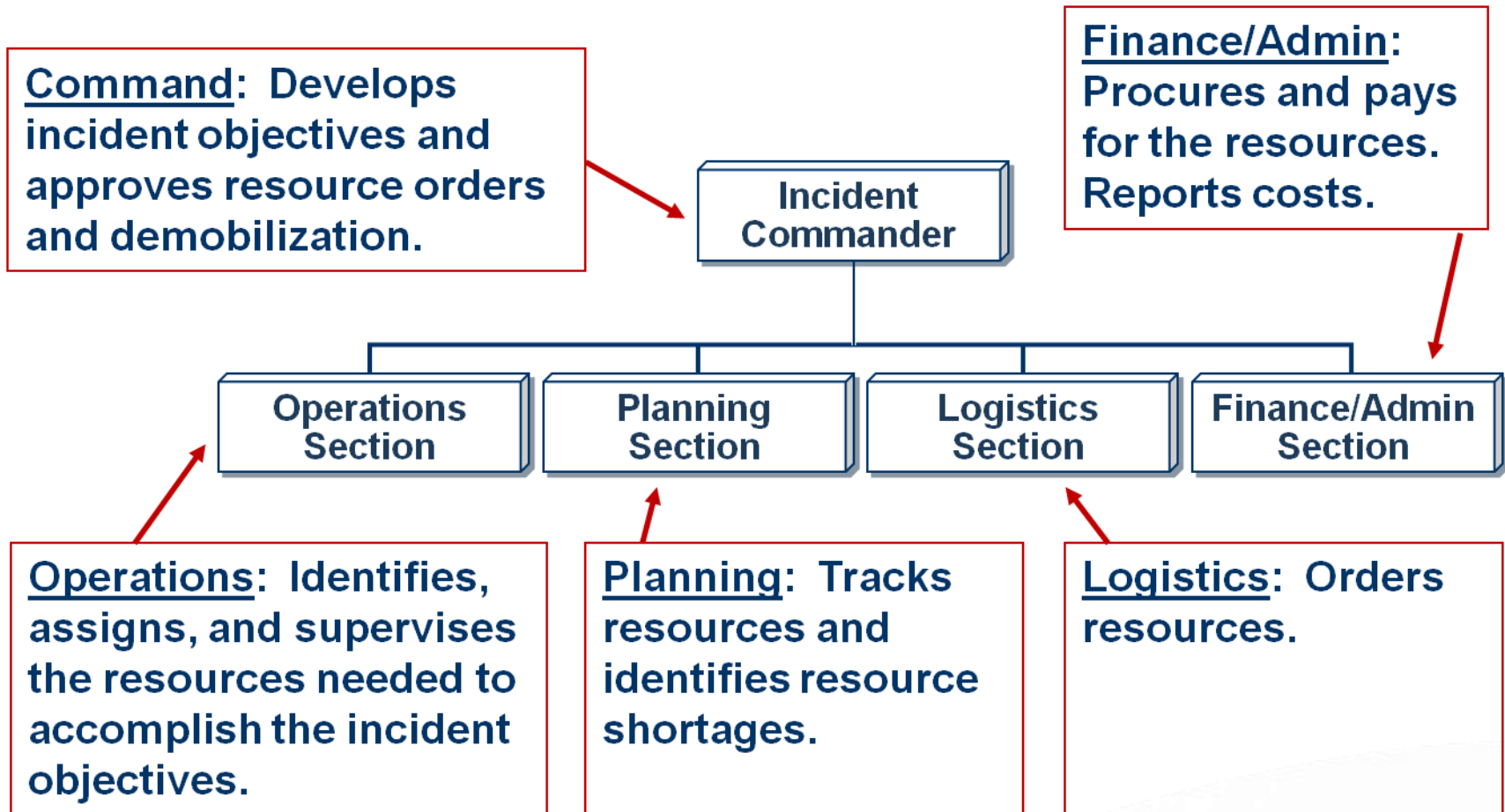
Before emergency responders can mobilize and arrive, neighbors and bystanders are often the first people to provide life-saving assistance.



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Visual 6.13

Order and Acquire Resources



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Authority To Order Resources



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



- **Placing Orders: The IC, LSC, SPUL, and ordering manager are authorized to place orders.**



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Resource Ordering: Small Incidents

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

- Prepared at the incident,
- Approved by the IC/UC, and
- Transmitted from the incident to the jurisdiction or Agency Ordering Point (AOP).



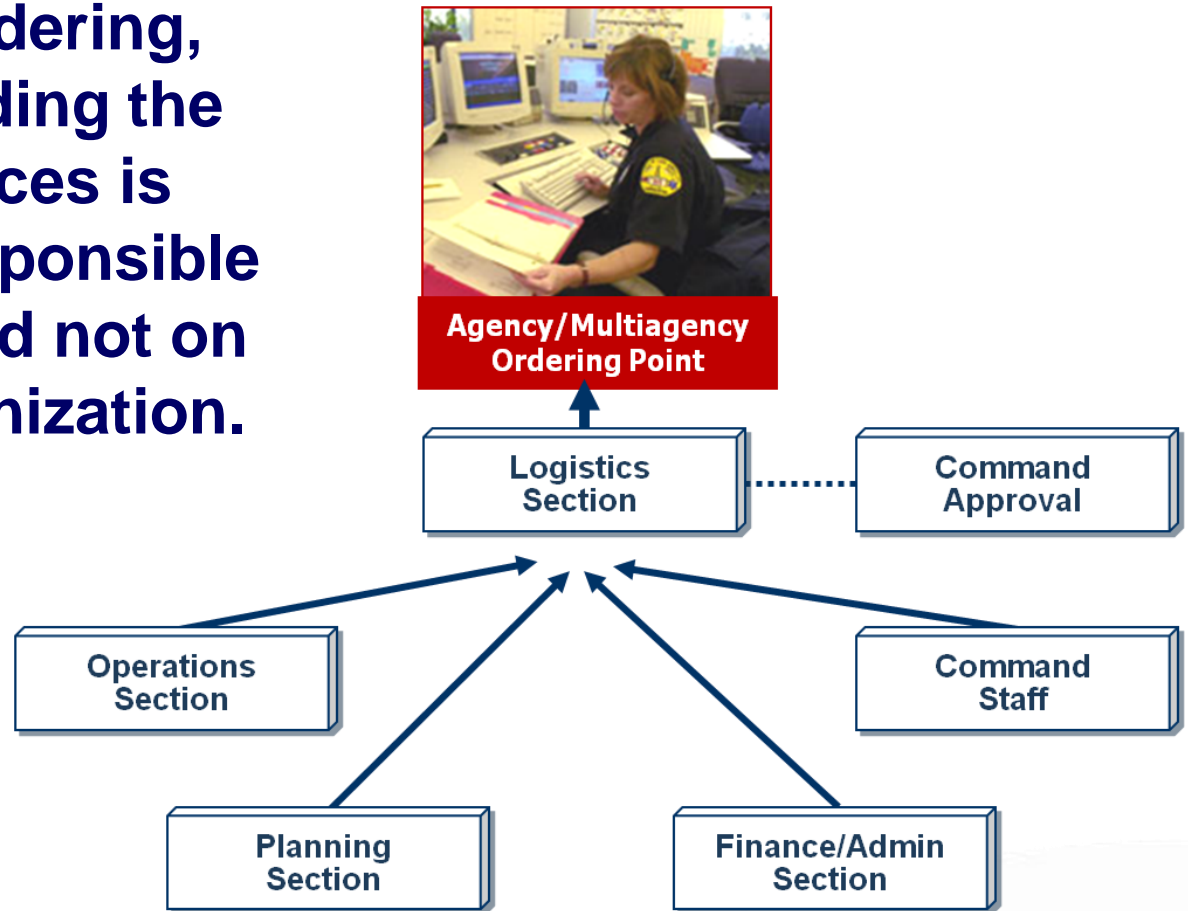
Incident Site



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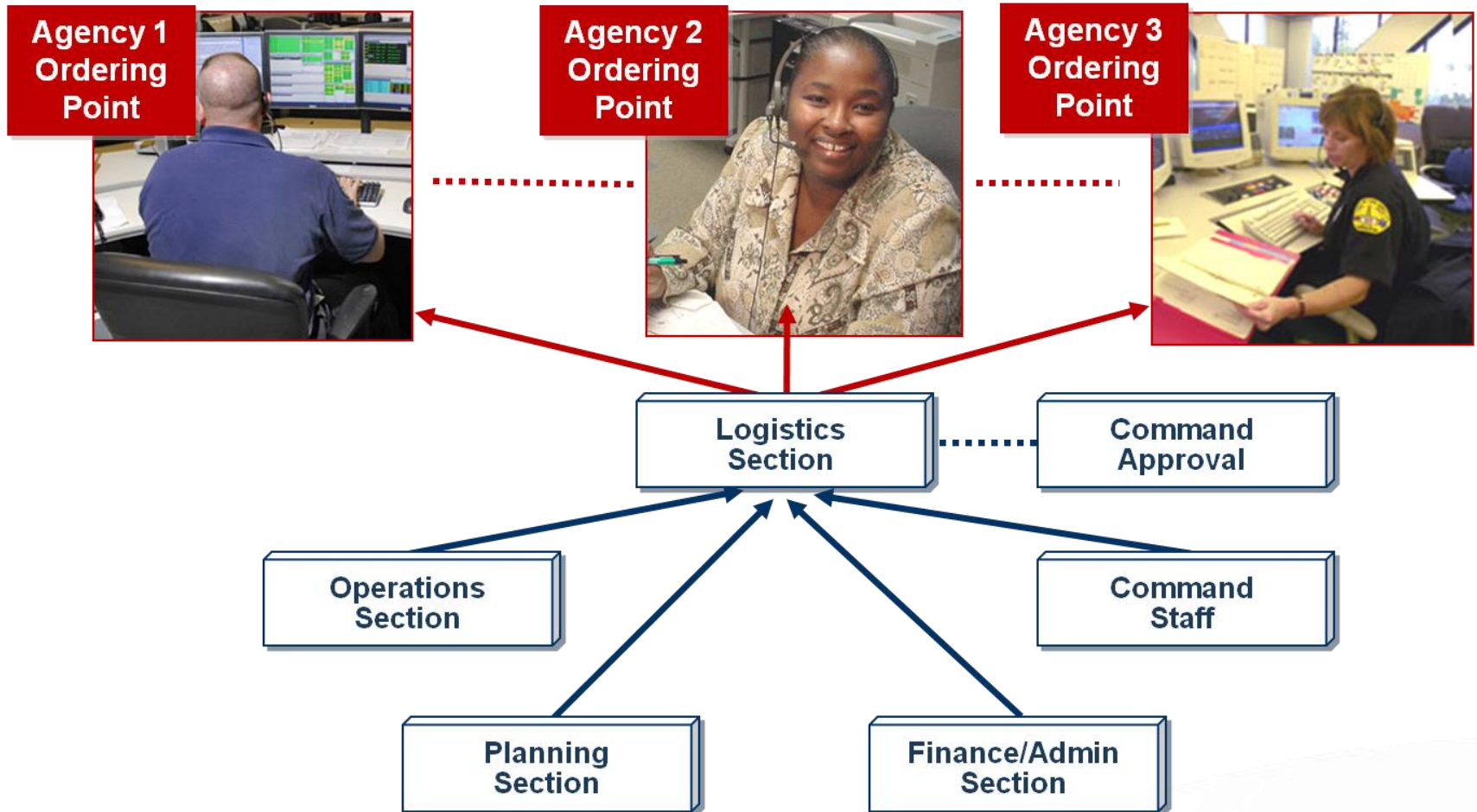
Single-Point Ordering

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



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Multipoint Ordering



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Visual 6.18

Resource Requests: Information Elements



- Complete item description
- Arrival date and time
- Delivery or reporting location
- Position title resource should report to
- Health or safety concerns (incident specific)

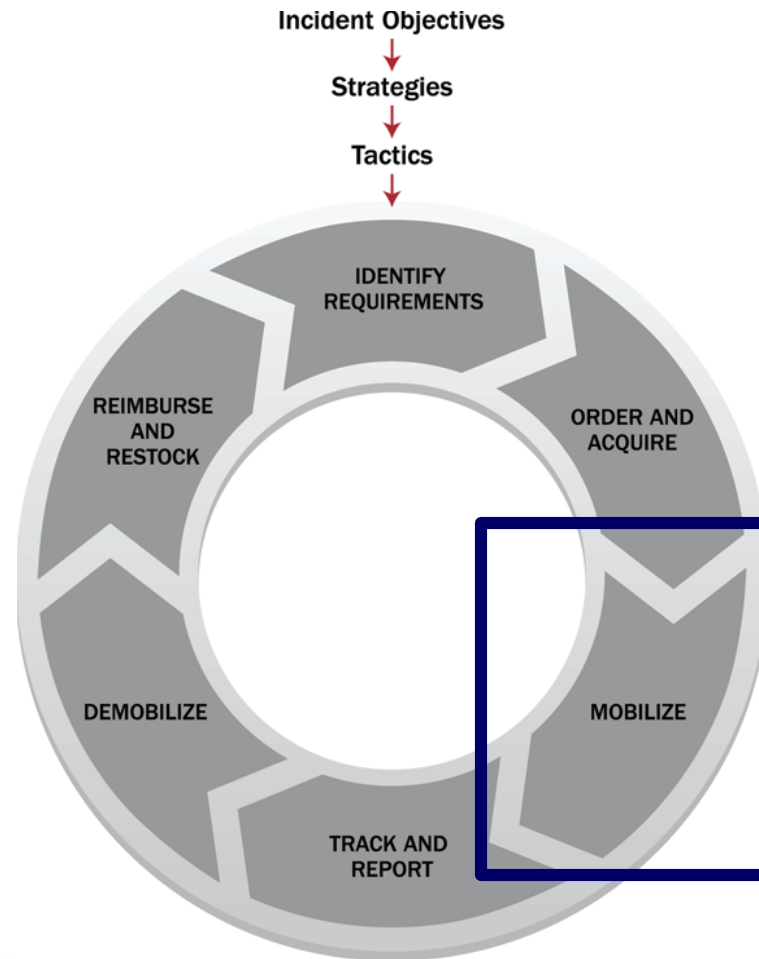


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Information Included on Resource Order Forms

- Sources or potential sources for the resource requests
- Source for the responding resource
- Identification of the responding resource (name, ID number, transporting company, etc.)
- Estimated time of arrival
- Requisition/order number

Mobilize



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Visual 6.21

Mobilization: Check-In Process

INCIDENT CHECK-IN LIST (ICS 211)															
1. Incident Name:			2. Incident Number:			3. Check-In Location (complete all that apply): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other					4. Start Date/Time: Date: Time:				
Check-In Information (use reverse of form for remarks or comments)															
5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:					6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type											

- ICS Form 211, Check-In List, is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.



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Resource Status Card (ICS Form 219)



- Used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel.
- Provides a visual display of the status and location of resources assigned to the incident.
- Referred to as T-Cards.

The image shows two versions of ICS Form 219. The top form is ICS 219-1 (Light Purple) and the bottom form is ICS 219-2 (Green). Both forms have a header section with fields for ST/Unit, LDW, # Pers, and Order #. Below the header, there are sections for 'Front' and 'Back' information. The 'Front' section includes fields for Date/Time Checked In, Leader Name, Primary Contact Information, Resource ID #s or Name(s), Home Base, Departure Point, ETD, ETA, and Remarks. The 'Back' section includes fields for Date/Time Ordered, Remarks, and a section for 'Type of Travel to Incident' with checkboxes for POV, Bus, Air, and Other. The bottom form also includes a section for 'Type of Travel to Incident' with checkboxes for Bus, Air, and Other.

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Incident Assignment and Resource Status

**Incoming
Tactical
Resources**



**Assigned: Sent to
incident site.**



**Available: Sent to
Staging Area**



**Out-of-Service: Sent to
Incident Base
(equipment) or Camp
(personnel)**



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Assigned: Direct Assignment to Scene

- On fast-moving or rapidly expanding incident, tactical resources may report to an on-scene Task Force or Strike Team immediately.
- As soon as possible, these resources should be checked-in.
- If check-in is not done, resources must check in after tactical assignment.



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Visual 6.25

Available: Resources in Staging Area

Resources are sent to Staging Area when resources are:

- **Assigned during the current Operational Period.**
- **Needed to provide a reserve force for contingencies.**
- **Formed into TF and/or ST/RT prior to assignment on-scene.**



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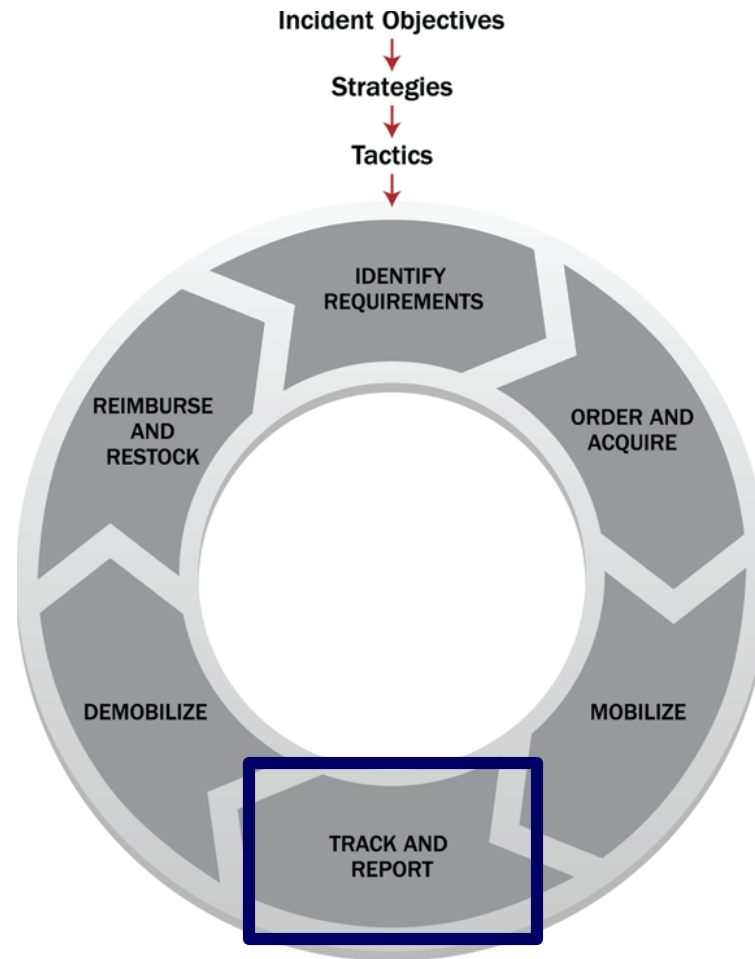
Out-of-Service to Incident Base or Camp

- **Often done when the tactical resources are not scheduled for assignment on-scene during the current Operational Period.**
- **For resources who have traveled a long distance, being in Out-of-Service status allows a rest period.**



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Track and Report



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Visual 6.28

Tracking Resources: Responsibilities

Resource tracking responsibilities are shared as follows:

- **Planning Section is responsible for tracking ALL resources assigned to the incident and their status (assigned, available, out of service).**
- **Operations Section is responsible for tracking the movement of resources within the Operations Section.**
- **Finance/Administration Section is responsible for tracking the costs associated with resources.**



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Changing Resource Status

Change in resource status:

- May be made by the IC/UC, Operations Section Chief, Branch Director, or Division/Group Supervisor.
- Changes in resource status must be communicated using the chain of command.



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Visual 6.30

Ongoing Resource Tracking

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



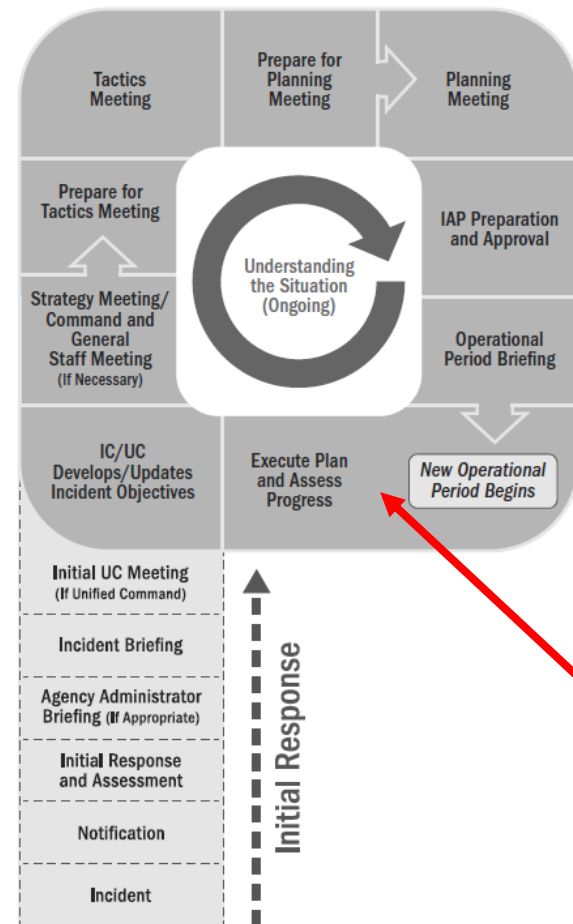
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Visual 6.31

Monitoring and Assessing Resources

Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next Operational Period.



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Resource Performance Evaluation

Resources should be evaluated:

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



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Addressing Poor Performance

- **Management actions may contribute to poor performance.**
- **Failure at the tactical level may reflect a failure in the planning process.**
- **Ongoing evaluation and corrective action are made throughout the incident.**



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Activity 6.1: Improving Performance Effectiveness

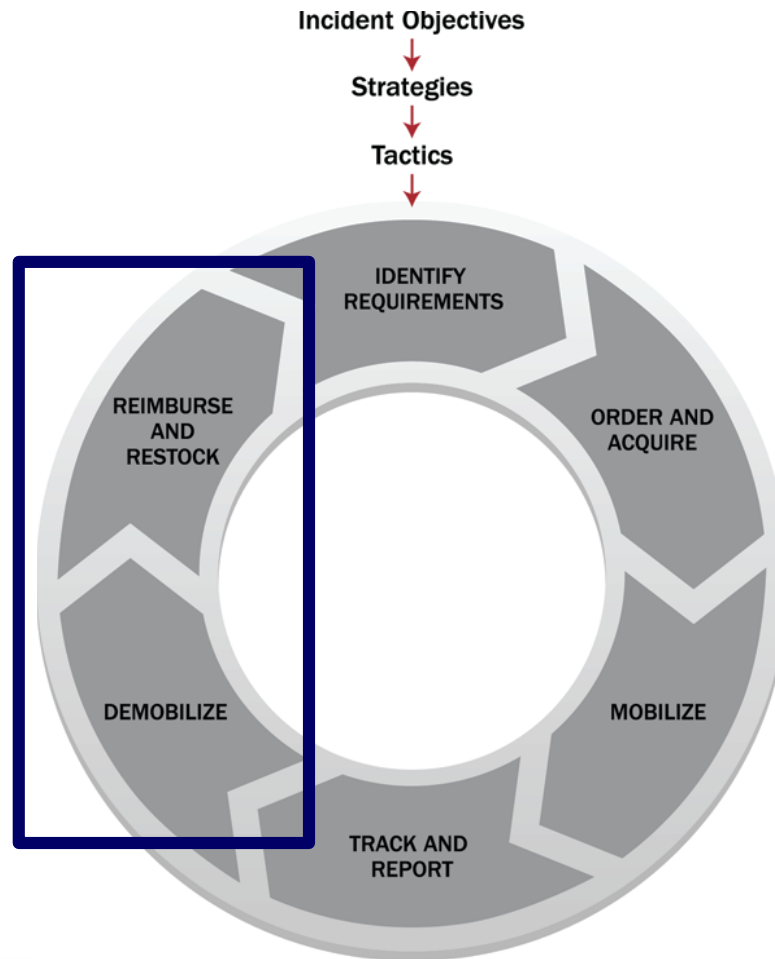
Allotted Time: 30 minutes



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Visual 6.35

Demobilize, Reimburse, Restock



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Visual 6.36

Resource Demobilization

- **Excess resources must be released in a timely manner to reduce costs and to "free them up" for reassignments.**
- **Demob planning should begin as soon as practical.**
- **Demob planning begins with the tactical resources assigned to the Operations Section. As tactical resources are demob, support resources may also be demob.**



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Visual 6.37



Activity 6.2: Applied Activity

Allotted Time: 1 hour



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Visual 6.38

Objectives Review

1. What are the tasks in the Incident Resource Management Process?
2. Who can order resources?
3. When is single-point and multipoint resource ordering used?
4. What is the purpose of an IMT?
5. What process is used to evaluate resources?
6. What are some approaches to common resource performance issues?



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