Unit 4: Resource Management During the Incident

Topic	INTRODUCTION AND UNIT OVERVIEW

Visual 4.1

Unit 4: Resource Management
During the Incident

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Visual Description: Unit 4: Resource Management During the Incident

Key Points

The ultimate test of whether planning was successful is an actual full-scale response to a disaster. In any response, resource management begins with the dispatch of initial response resources and doesn't end until final supply replenishment has been completed.

Topic   **Unit Objectives**

Visual 4.2

Unit 4 Objectives

Describe:
- **System activation.**
- **Dispatch.**
- **Incident transitions.**
- **Resource needs.**

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Unit 4:
Resource Management During the Incident

Visual Description: Unit 4 Objectives

Key Points

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

- System activation.

- Resource dispatch.

- Incident transitions.

- Resource needs.

| Topic | SYSTEM ACTIVATION |

Visual 4.3

System Activation

Resource management system activation must be:

- **Clear.**
- **Implemented easily.**
- **Supported by dependable communications.**

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Unit 4:
Resource Management During the Incident

Visual Description: System Activation

Key Points

When an emergency does occur, the process of activating the resource management system should be clear, delegated far enough down the jurisdiction's chain of command to be easily implemented, and supported by dependable communications. Staff must recognize:

- What triggers activation.

- Who can call for activation.

- Where to go and what needs to be done.

Where procedures are not "business as usual," these changes need to be clearly communicated up and down the chain of command, and throughout its coordination entities.

| Topic | Activation Procedures: Scenarios |

Visual 4.4

Scenario 1: Major Emergency

A major earthquake has just occurred.

If you are an EOC worker and you pick up the phone and receive no dial tone, you should secure your family and report to your designated station per the <u>Major Emergency Protocol</u>.

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Visual Description: Scenario 1: Major Emergency

Key Points

Activation procedures may be prompted by certain incident characteristics, at the discretion of specific individuals or positions, or a combination. For example, in the event of a major disaster, communications systems that support normal activation may not be working. If, following an earthquake, you pick up the telephone and receive no dial tone:

Secure your family and report to your designated fire station or to the EOC per the <u>Major Emergency Protocol</u>.

Topic	Activation Procedures: Scenarios (Continued)

Visual 4.5

Scenario 2: Severe Weather Predicted

Severe thunderstorms with high winds, hail, and the possibility of tornadoes are forecast.

The Emergency Manager or his or her designee will determine whether the EOC will be activated in anticipation of severe weather.

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Visual Description: Scenario 2: Severe Weather Predicted

Key Points

Consider how activation procedures might work for a predicted severe weather emergency. For example, if severe thunderstorms with high winds, hail, and the possibility of tornadoes are forecast:

The Emergency Manager, or his or her designee, will determine whether the EOC will be activated in anticipation of severe weather.

Topic | **Activation Procedures: Scenarios (Continued)**

Visual 4.6

Scenario 3: Incident Characteristics

Any department Incident Commander may request the EOC to provide support any time an incident requires evacuation of more than the immediate neighborhood affected, and is projected to last longer than 4 hours.

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Visual Description: Scenario 3: Incident Characteristics

Key Points

The characteristics of specific incidents sometimes can dictate whether and by whom the resource management system can be activated. For example, any time an incident requires evacuation of more than the immediate neighborhood affected, and is projected to last longer than 4 hours:

EOC activation is accomplished in accordance with local and/or State plans.

| Topic | Activation Procedures: Content |

Visual 4.7

Resource Activation and Notification: Content

Resource activation and call procedures should <u>always</u> include:

- **How notification will be made.**
- **Who will perform the call out.**
- **The agency's policy concerning self-dispatching.**

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**Unit 4:
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Visual Description: Resource Activation and Notification: Content

Key Points

Activation procedures should detail:

- How staff should expect authorized notification.

- Who will physically perform the callout.

- The agency's policy concerning self-dispatching and freelancing.

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

Activation 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.
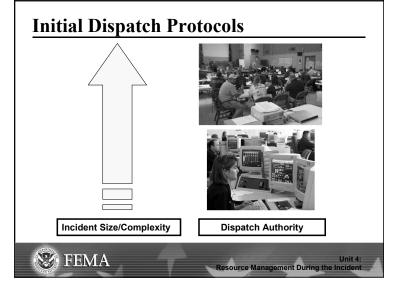
| Topic | INITIAL DISPATCH |

Visual 4.8

Initial Dispatch Protocols

Incident Size/Complexity   Dispatch Authority

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Unit 4:
Resource Management During the Incident

Visual Description: Initial Dispatch Protocols

Key Points

On a day-to-day basis, 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 resources from those agencies with mutual-aid agreements. These are also assigned on a first-come-first-served basis.

After first-level resources have been exhausted, a transition to the next level of resource management is usually necessary. Transfer of authority is usually required for one of three reasons:
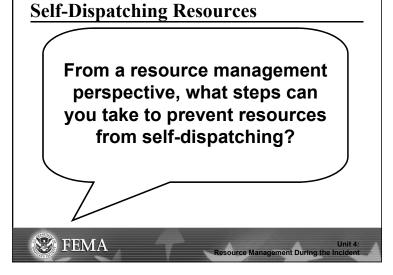
▪ The organization may not have the authority to request resources beyond the first level of mutual aid.

▪ It may become necessary to move from a first-come-first-served protocol to an incident and/or resource prioritization system, requiring additional policy and technical assistance.

▪ The dispatch workload may have increased to the point where it is necessary to reorganize or relieve the organization of some of the responsibility for large-incident coordination.

Keep in mind that the call load for the dispatch organization rises as the incident expands. The dispatch organization can either provide dispatch services or provide large-incident logistical support, but it may reach a point where it can no longer do both.

| Topic | Self-Dispatching Resources |

Visual 4.9

Self-Dispatching Resources

From a resource management perspective, what steps can you take to prevent resources from self-dispatching?

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Unit 4:
Resource Management During the Incident

Visual Description: Self-Dispatching Resources

Key Points

From a resource management perspective, what steps can you take to prevent resources from self-dispatching?

| Topic | Resource Protection |

Visual 4.10

Resource Protection Measures

Consider how to:
- **Distinguish personnel who have been requested from self-dispatched personnel.**
- **Identify and credential:**
  - **Requested mutual aid resources.**
  - **Contract or commercial resources.**
  - **Nonuniformed staff.**
- **Establish controlled points of access.**

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Protection Measures

Key Points

As was evident on September 11, 2001, resource protection must be a primary consideration in unsafe environments or environments where responders may be a primary or secondary target. Issues that will need to be addressed include:

- Distinguishing agency personnel who have been formally requested from those who self-dispatched.

- Identifying and credentialing (providing incident identification that allows access to the incident):

  - Officially dispatched mutual-aid resources.
  - Officially ordered contract or commercial resources.
  - Nonuniformed staff who may be unfamiliar to perimeter personnel.

- Establishing controlled points of access for authorized personnel.

| Topic | INCIDENT TRANSITIONS |

Visual 4.11

Incident Transitions

Key transitions during which incident management issues arise:

- **At the beginning of the incident**
- **During demobilization**

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Resource Management During the Incident

Visual Description: Incident Transitions

Key Points

Historically, incident transition periods are points at which incident management issues arise. These transition points occur:

- At the beginning of the incident, when day-to-day policies and procedures must be exchanged for emergency protocols.

- During demobilization, when the incident winds down and procedures once again return to the routine.

It is at these two points that inefficiency in resource management occurs. In turn, these inefficiencies may lead to unnecessary incident costs, excess (or not enough) incident resources, and even increased safety issues.

| Topic | Transition to a Larger Incident |

Visual 4.12

> ## Transitioning to a Larger Incident
>
> **ICS tools and principles help make transitions more smooth:**
>
> - **Incident briefings (ICS Form 201)**
> - **Formal delegations of authority**
> - **A formal incident planning process and written incident action plans**
> - **Documentation (ICS Form 214)**
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Visual Description: Transitioning to a Larger Incident

Key Points

By definition, disasters are infrequent events. This means that few Emergency Managers or emergency response personnel will have many opportunities to "practice" on real events. Even the best-designed training and exercises cannot equal the stress and demands of a real disaster, and exercises cannot completely simulate having to accomplish a task under emergency conditions.
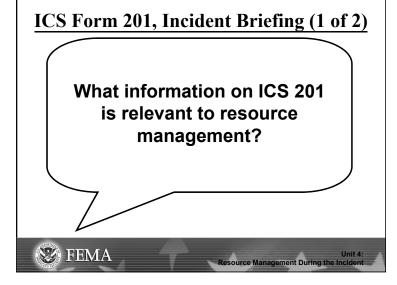
All of these issues mean that even the best trained and exercised organizations will be implementing relatively unfamiliar procedures at times of high stress, in short timeframes, and with incomplete information. ICS provides tools and principles to help organizations make the transition from normal to disaster operations smoothly. These include:

- Incident briefings (ICS 201, Incident Briefing Form).

- Formal delegations of authority.

- A formal incident planning process.

- Written incident action plans.

- Documentation (including ICS Form 214, Unit Log).

| Topic | *ICS 201, Incident Briefing Form* |

Visual 4.13

ICS Form 201, Incident Briefing (1 of 2)

> **What information on ICS 201 is relevant to resource management?**

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Unit 4:
Resource Management During the Incident

Visual Description: ICS Form 201, Incident Briefing (1 of 2)

Key Points

What information on ICS 201 is relevant to resource management?

Visual 4.14

ICS Form 201, Incident Briefing (2 of 2)

- **Provides Command Staff with information about the incident situation and the resources allocated to the incident.**
- **Serves as a permanent record of the initial response to the incident.**
- **Can be used for transfer of command.**

- **Incident situation (map, significant events)**
- **Incident objectives**
- **Summary of current actions**
- **Status of resources assigned or ordered**

INCIDENT BRIEFING

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Visual Description: ICS Form 201, Incident Briefing (2 of 2)

Key Points

The Incident Briefing Form (ICS 201) captures information about the response so that transfer of command from the initial to subsequent Incident Commanders can be accomplished efficiently. ICS 201 also provides a snapshot of the incident, including space to provide:

- A picture of the incident situation (map, significant events).

- The current incident objectives.

- The current actions taken.

- The status of resources assigned or ordered.

Topic | *Formal Delegations of Authority*

Visual 4.15

Delegations of Authority

- **Are granted informally or formally from the Agency Administrator to the Incident Commander/Area Commander.**
- **Pass delegated authority from the Agency Administrator to the Incident Management Team.**
- **Provide explicit directions about:**
  - **Response policies.**
  - **Funding.**
  - **Political parameters.**
- **May be made part of the EOP or negotiated on a case-by-case basis.**

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Unit 4:
Resource Management During the Incident

Visual Description: Delegations of Authority

Key Points

Ultimate responsibility for emergency management rests with elected and appointed officials. The specific titles of these officials vary from agency to agency but may include:

- Department or agency heads.

- Elected officials or tribal leaders.

- Business owners.

- Others.

During this course, these officials will be called <u>Agency Administrators</u>.

On a day-to-day basis, emergency responders are provided with delegations of authority to manage emergencies. Additional delegations might be needed for large or unusual incidents, or if members of the Incident Management Team must operate outside their own agencies or jurisdictions or the scopes of their employment. In ICS, this is known as the formal <u>delegation of authority</u>. Formal delegations of authority pass specific authorities from the Agency Administrator to the Incident Management Team to manage the incident. Formal delegations of authority provide explicit directions about:

▪ Response policies.

▪ Funding.

▪ Political parameters.

Formal delegations of authority may be planned and made part of the jurisdiction's EOP, or they may be negotiated for the specific disaster. Either way, delegations clearly define the authorities, limitations, and reporting expectations for the Incident Management Team.

When an Agency Administrator gives a delegation of authority to an Incident Commander/Area Commander, it does not mean that the Agency Administrator is giving up all of his or her authority or responsibility. The Incident Commander/Area Commander is accountable to the Agency Administrator but has the complete authority to direct the operation.

Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Commander.
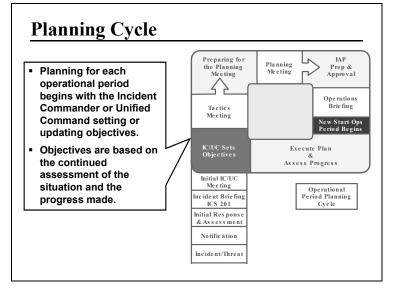
The Agency Administrator must stay informed and ensure that the Incident Commander/Area Commander is functioning in a responsible manner. The Agency Administrator sets policy, establishes the mission to be accomplished, shapes the overall direction, and gives the trained responders the authority to accomplish the incident objectives.

The Incident Commander/Area Commander is the primary person in charge at the incident. The Incident Commander/Area Commander in turn delegates authority to the Command Staff (Public Information, Safety Officer, Liaison Officer) and General Staff (Section Chiefs) as personnel are added.

Topic	*Formal Incident Planning Process*

Visual 4.16

Planning Cycle

- Planning for each operational period begins with the Incident Commander or Unified Command setting or updating objectives.
- Objectives are based on the continued assessment of the situation and the progress made.

Preparing for the Planning Meeting

Planning Meeting

IAP Prep & Approval

Operations Briefing

New Start Ops Period Begins

Tactics Meeting

IC/UC Sets Objectives

Execute Plan & Assess Progress

Initial IC/UC Meeting

Incident Briefing ICS 201

Initial Response & Assessment

Notification

Incident/Threat

Operational Period Planning Cycle

Visual Description: Planning Cycle

Key Points

The initial response process (see the "leg" of the Planning "P") is for the immediate response actions. The formal planning process begins with the Incident Command (IC)/Unified Command setting objectives. Implementing a formal planning process is important when the incident is expanding or involves more than one incident period. Instituting a formal planning process early helps to reduce chaos, increases safety, and improves overall incident management.

- The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

- The incident objectives must conform to the legal obligations and management objectives of all affected agencies.

A larger version of the Planning "P" is provided on the next page.

The Planning "P"

Preparing for the Planning Meeting	**Planning Meeting**	**IAP Prep & Approval**
Tactics Meeting		**Operations Briefing**
		New Start Ops Period Begins
IC/UC Sets Objectives	**Execute Plan & Assess Progress**	

Initial IC/UC Meeting

Incident Briefing ICS 201

Initial Response & Assessment

Notification

Incident/Threat

Initial Response
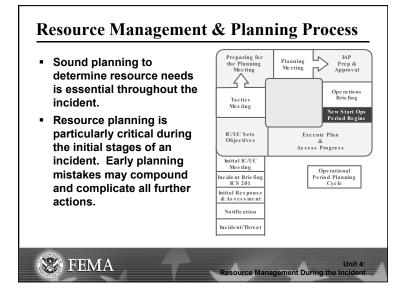
Operational Period Planning Cycle

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

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

| Topic | *Formal Incident Planning Process (Continued)* |

Visual 4.17

Resource Management & Planning Process

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

Preparing for the Planning Meeting
Planning Meeting
IAP Prep & Approval
Operations Briefing
New Start Ops Period Begins
Tactics Meeting
IC/UC Sets Objectives
Execute Plan & Assess Progress
Initial IC/UC Meeting
Incident Briefing ICS 201
Initial Response & Assessment
Notification
Incident/Threat
Operational Period Planning Cycle

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Management and Planning Process
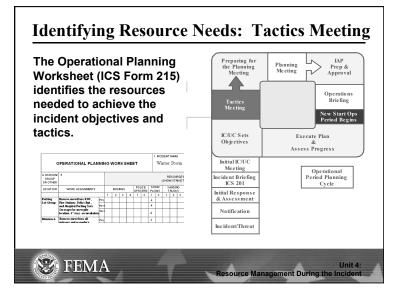
Key Points

The Planning "P" is used to illustrate the incident planning process, and resource management is part of that process.

- Sound planning to determine resource needs is essential throughout the incident.

- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.

Visual 4.18

Identifying Resource Needs: Tactics Meeting

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

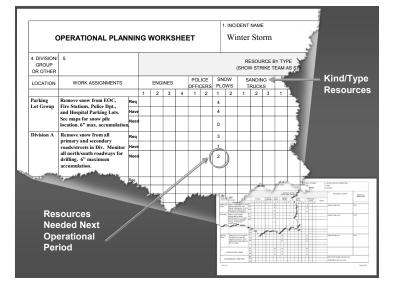**Visual Description:** Identifying Resource Needs: Tactics Meeting

Key Points

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

▪ Assists in establishing resource needs for an operational period.

▪ Communicates the decisions made during the Tactics Meeting.

▪ Provides information that is used for ordering resources for the incident.

Topic   *Formal Incident Planning Process (Continued)*

Visual 4.19

				1. INCIDENT NAME
OPERATIONAL PLANNING WORKSHEET				Winter Storm

Operational Planning Worksheet showing Kind/Type Resources, Resources Needed Next Operational Period with work assignments for Parking Lot Group and Division A.

Visual Description: Operational Planning Worksheet (ICS Form 215)

Key Points

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

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

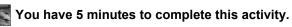**Topic**   **Activity: Determining Resource Needs**

Visual 4.20

Activity: Determining Resource Needs

Working in your teams:

1. **Review the sample ICS 215 in the Student Manual for a major snowstorm with power outages that has been occurring for the past 24 hours.**

2. **Identify the logistical support required for the resources that will be assigned.**

3. **Appoint a spokesperson and be prepared to report your findings to the class.**

You have 5 minutes to complete this activity.

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**Unit 4:
Resource Management During the Incident**

Visual Description: Activity: Determining Resource Needs

Key Points

Refer to the visual for the activity instructions.

Sample Operational Planning Worksheet, ICS Form 215

OPERATIONAL PLANNING WORKSHEET

1. Incident Name	2. Date Prepared	3. Operational Period (Date/Time)
Winter Storm	2-10 Time Prepared 1100	2-10/11 1800/0600

4. Division / Group or Other Location	5. Work Assignments		Engines 1	2	3	4	Police Officers 1	2	Snow Plows 1	2	Sanding Trucks 1	2	3	Dump Trucks 1	2	3	4	Front End Loaders 1	2	3	Other	6. Reporting Location	7. Requested Arrival Time
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" maximum accumulation.	Req							4									4				Public Works Shop	1900
		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					2		3													Public Works Shop	1900
		Have					0		1														
		Need					2		2														
Sanding Group	Monitor for ice accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req					10				4							2				Public Works Shop	1900
		Have					0				4							1					
		Need					10				0							1					
9. Total Resources - Single		Req					12		9		4							6					
		Have					0		5		4							5					
		Need					12		4		0							1					
Total Resources - Strike Teams		Req																					
		Have																					
		Need																					

Resource by Type (Show Strike Team as ST)

Prepared by (Name and Position)
Sandy Miller, Resources UL

| Topic | *Formal Incident Planning Process (Continued)* |

Visual 4.21

Visual Description: Identifying Resource Needs: Safety Analysis

Key Points

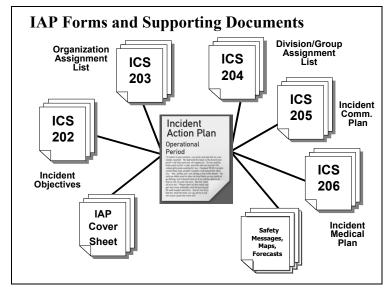The Incident Safety Analysis (ICS Form 215A) is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.

- Identify hazardous tactics so that alternatives may be considered.

- Determine the safety implications for the types of resources required.

How could the Safety Analysis affect resources?

Visual 4.22

IAP Forms and Supporting Documents

Organization Assignment List — ICS 203

ICS 204 — Division/Group Assignment List

ICS 205 — Incident Comm. Plan

ICS 202 — Incident Objectives

Incident Action Plan Operational Period

ICS 206 — Incident Medical Plan

IAP Cover Sheet

Safety Messages, Maps, Forecasts

Visual Description: IAP Forms and Supporting Documents

Key Points

The decisions made during the planning process are documented on the written Incident Action Plan (IAP). All Incident Action Plans, whether written or oral, require the same primary elements. ICS provides specific forms to capture that information:

▪ <u>What do we want to do</u>? ICS Form 202: Incident Objectives

▪ <u>Who is responsible for implementation</u>? ICS Form 203: Organization Assignment List

▪ <u>What do we need to do to accomplish objectives</u>? ICS Form 204: Assignment List

▪ <u>How will we communicate</u>? ICS Form 205: Communications Plan

▪ <u>What will we do if someone gets hurt</u>? ICS Form 206: Medical Plan

Completing the standard forms helps make sure decisions are thought through and supported and provides a detailed level of documentation for historical, training, and liability issues. All IAPs become part of the final incident package.

| Topic | *ICS Form 214, Unit Log* |

Visual 4.23

> # Maintaining Continuity: ICS Form 214
>
> **The Unit Log (ICS 214):**
> - **Captures critical actions that may not show up on the Incident Briefing or the written IAP.**
> - **Helps ensure that vital information doesn't "slip through the cracks."**
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Visual Description: Maintaining Continuity: ICS Form 214

Key Points

Ensuring that vital information does not "slip through the cracks" at shift changes, personnel rotation, or intrafunctional briefings is part of information management. ICS Form 214, the Unit Log, is designed to capture critical actions taken that may not show up on the Incident Briefing (ICS 201) or the written IAP.

Documenting details of resource issues may keep you from being awakened by your replacement in the middle of the night!"

Examples of all ICS forms can be viewed online at the ICS Resource Center:
http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm

A job aid listing the standard ICS forms and a description of each is provided on the following pages.

The ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and for distributing information. Listed below are the standard ICS form titles and descriptions of each form:

Standard Form Title	Description
Incident Action Plan Cover Page ICS 200	Indicates the incident name, plan/coordination period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information).
Incident Briefing ICS 201	Provides the (Unified) Command/JFO Coordination and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational/coordination period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Field Assignment ICS 204	Used to inform personnel of assignments. After the (Unified) Command/JFO Coordination Group approves the objectives, staff members receive the assignment information contained in this form.
Incident Communications Plan ICS 205	Provides, in one location, information on the assignments for all communications equipment for each coordination period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204-JFO).
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the External Affairs Officer for preparation of media releases.

Topic   *Job Aid: ICS Forms (Page 2 of 2)*

Standard Form Title	Description
Check-In/Out List ICS 211	Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.
General Message ICS 213	Used by: ▪ Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. ▪ EOC and other incident personnel to transmit messages via radio or telephone to the addressee. ▪ Incident personnel to send any message or notification to incident personnel that requires hard-copy delivery.
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational/coordination period. The Planning Section uses this worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
Environmental Unit Summary ICS 224	Records and identifies details of the Environmental Unit including forecasts of activities. It also serves as the Environmental Plan.
General Plan ICS 226	Addresses long-term objectives approved by the (Unified) Command/JFO Coordination Group. These objectives are often expressed as milestones (i.e., timeframes for the completion of all and/or portions of incident response operations). A General Plan should identify the major tasks to be carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish the tasks within the specified duration.

| Topic | Demobilization |

Visual 4.24

> # Demobilization
>
> **Signs that an incident is winding down:**
> - **Fewer resource requests received.**
> - **More resources spending more time in staging.**
> - **Excess resources identified during planning.**
> - **Incident objectives have been accomplished.**
>
> **Begin planning for demobilization early, and demobilize resources in a timely manner.**
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Visual Description: Demobilization

Key Points

Demobilization is the other point in the incident life cycle at which resource inefficiencies can occur. Signs that the incident may be winding down include:

- Fewer resource requests being received.

- More resources spending more time in staging.

- Excess resources identified during planning process.

- Incident objectives have been accomplished.

Excess resources must be released in a timely manner to reduce incident-related costs and to "free up" resources for other assignments. Resource demobilization generally begins at the Operations Section level where the need for tactical resources is determined. When tactical resources are no longer needed, other parts of the incident organization can also be reduced.

On larger incidents, the planning for demobilization should begin almost immediately, and certainly well in advance of when demobilization actually takes place. Demobilization will be discussed in detail later in this lesson.
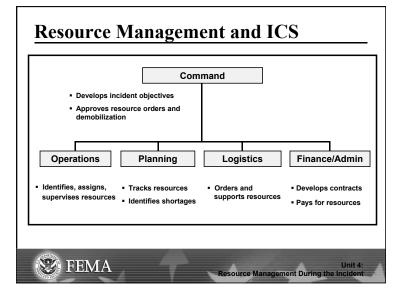
| Topic | RESOURCE MANAGEMENT AND ICS |

Visual 4.25

Resource Management and ICS

```
                        ┌──────────────┐
                        │   Command    │
                        └──────────────┘
  ▪ Develops incident objectives
  ▪ Approves resource orders and
    demobilization

  ┌────────────┐ ┌────────────┐ ┌────────────┐ ┌──────────────┐
  │ Operations │ │  Planning  │ │  Logistics │ │ Finance/Admin │
  └────────────┘ └────────────┘ └────────────┘ └──────────────┘

▪ Identifies, assigns,  ▪ Tracks resources  ▪ Orders and        ▪ Develops contracts
  supervises resources                          supports resources
                        ▪ Identifies shortages                   ▪ Pays for resources
```

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Unit 4:
Resource Management During the Incident

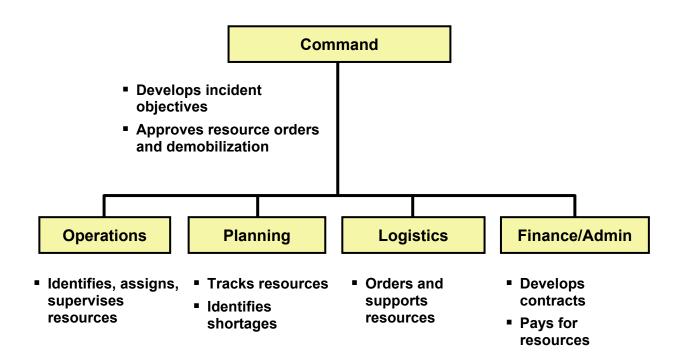**Visual Description:** Resource Management and ICS

Key Points

Regardless of the role you play in resource management or the organization in which you will participate (ICS, EOC, MAC entity, etc.), it is important that you understand the resource management role of the ICS organization itself. Understanding how resource management fits into ICS will help you identify how your activities dovetail with the incident itself.

All five ICS functions play important roles in resource management. In a simplified way, these roles are:

▪ Command: Develops incident objectives, approves resource orders, and authorizes demobilization.

▪ Operations: Identifies, assigns, and supervises resources needed to accomplish the incident objectives. Uses the majority of resources assigned to an incident to accomplish incident objectives.

▪ Planning: Tracks resources assigned to the incident and identifies resource shortages.

▪ Logistics: Orders and supports resources.

▪ Finance/Administration: Develops contracts and pays for resources.

Command

- Develops incident objectives
- Approves resource orders and demobilization

Operations

- Identifies, assigns, supervises resources

Planning

- Tracks resources
- Identifies shortages

Logistics

- Orders and supports resources

Finance/Admin

- Develops contracts
- Pays for resources

Topic   **Flow of Resources**

Visual 4.26
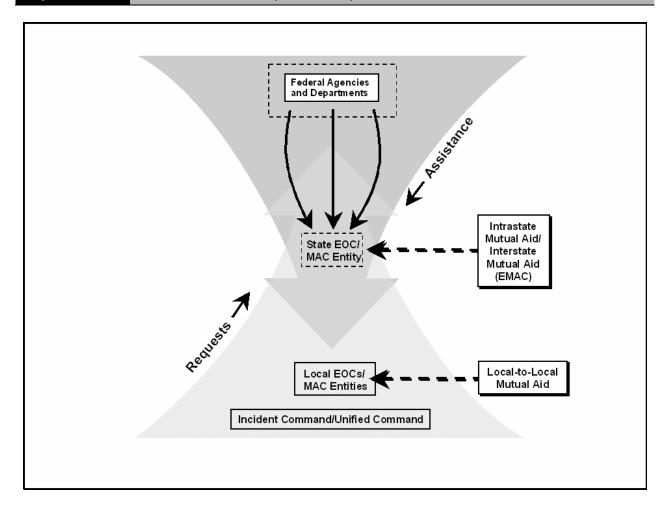

Visual Description: Flow of Resources

Key Points

This chart shows how resource requests flow from the on-scene Incident Command through the local EOC/MAC entity, and then if needed through State and Federal levels. Mutual aid can be used to augment resources, first at the local level and then if needed at the State level.

- A request for resources comes from the Incident Command (or Unified Command at a large incident).

- The request goes to the Area Command or the local EOCs/MAC entities. If possible, the request is satisfied at the local level, or with local-to-local mutual aid.

- If necessary, the request is passed on to the State EOC/MAC entity, where it may be satisfied by that State, or through intrastate mutual aid or interstate mutual aid (via EMAC).

- If the request still has not been met, it flows to Federal departments and agencies.

Independent of where the resources come from, the incident is still managed at the scene by the responsible jurisdiction.

Topic   **Flow of Resources (Continued)**

The diagram shows the flow of resources. Federal Agencies and Departments provide Assistance down to the State EOC/MAC Entity. Intrastate Mutual Aid/Interstate Mutual Aid (EMAC) flows to the State EOC/MAC Entity. Requests flow up from the Local EOCs/MAC Entities to the State EOC/MAC Entity. Local-to-Local Mutual Aid flows to the Local EOCs/MAC Entities. Incident Command/Unified Command is at the bottom.

Topic	INCIDENT RESOURCE MANAGEMENT PROCESS

Visual 4.27

Resource Management Process

- Resource Need Identification
- Resource Ordering
- Resource Check-In
- Resource Use
- Resource Tracking
- Resource Demobilization

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Management Process

Key Points

The incident resource management process includes several interactive activities:

- Resource need identification

- Resource ordering

- Resource check-in

- Resource use

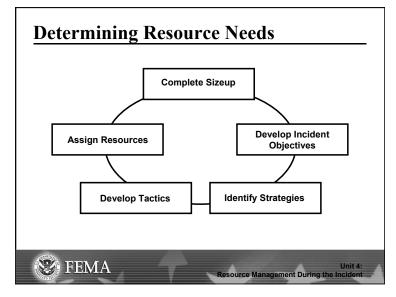- Resource tracking

- Resource demobilization

| Topic | Determining Resource Needs |

Visual 4.28

Determining Resource Needs

- Complete Sizeup
- Develop Incident Objectives
- Identify Strategies
- Develop Tactics
- Assign Resources

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Unit 4:
Resource Management During the Incident

Visual Description: Determining Resource Needs

Key Points

The Incident Command System resource management process is based on management by objectives. In other words, the incident objectives and the tactics required to carry out those objectives drive the kind and number of resources assigned to the incident. The five-step process shown in the visual ensures an orderly approach to identifying incident resource needs.

Emphasize that the resource management cycle shown on the visual supports the Planning "P" presented earlier. Each of the steps in the resource management process will be discussed briefly on the following pages.
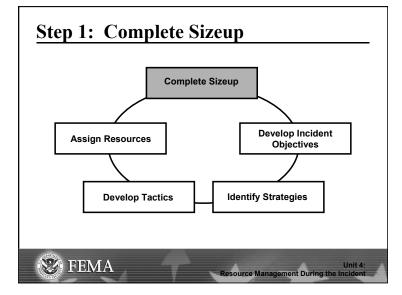
| Topic | *Step 1: Complete Sizeup* |

Visual 4.29

Step 1: Complete Sizeup

```
                    ┌──────────────────┐
                    │  Complete Sizeup │
                    └──────────────────┘
      ┌──────────────────┐      ┌──────────────────┐
      │ Assign Resources │      │ Develop Incident │
      │                  │      │    Objectives    │
      └──────────────────┘      └──────────────────┘
        ┌──────────────────┐  ┌──────────────────┐
        │ Develop Tactics  │  │Identify Strategies│
        └──────────────────┘  └──────────────────┘
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Unit 4:
Resource Management During the Incident

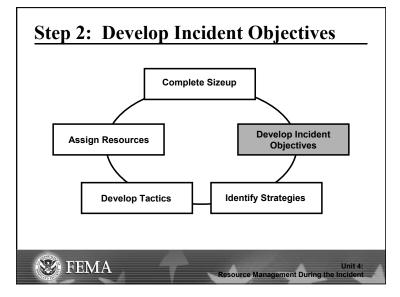**Visual Description:** Step 1: Complete Sizeup

Key Points

The first step in determining resource needs is a thorough assessment or <u>sizeup</u> 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.

| Topic | *Step 2: Develop Incident Objectives* |

Visual 4.30

Step 2: Develop Incident Objectives

- Complete Sizeup
- Assign Resources
- Develop Incident Objectives
- Develop Tactics
- Identify Strategies

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Unit 4:
Resource Management During the Incident

Visual Description: Step 2: Develop Incident Objectives

Key Points

The Incident Commander develops <u>incident objectives</u>—the statement of what is to be accomplished on the incident. Not all incident objectives have the same level of importance. Incident objectives can be prioritized using the following simple mnemonic:

- **L**ife safety: Objectives that deal with immediate threats to the public and responder safety are the first priority.

- **I**ncident 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.

- **P**roperty/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 but are determined by priority. For example, 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 mnemonic can also be used to prioritize multiple incidents, with those incidents with significant life safety issues being given a higher priority than those with fewer or no life safety issues.
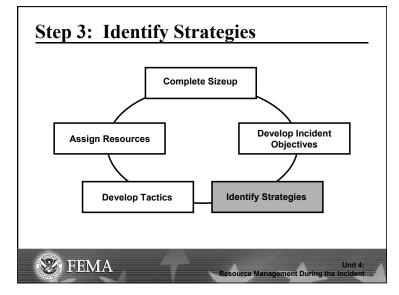
Visual 4.31

Step 3: Identify Strategies

Complete Sizeup

Assign Resources

Develop Incident Objectives

Develop Tactics

Identify Strategies

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Unit 4:
Resource Management During the Incident

Visual Description: Step 3: Identify Strategies

Key Points

The third step is to identify strategies to achieve the objectives. There can be—and usually are—several strategies to meet any single objective.

The Operations Section Chief will select one strategy, or a combination of strategies. Identifying a variety of strategies allows the Operations Section Chief flexibility in achieving each objective. The Operations Section Chief can select from any of the strategies, or combine them to meet a specific objective.
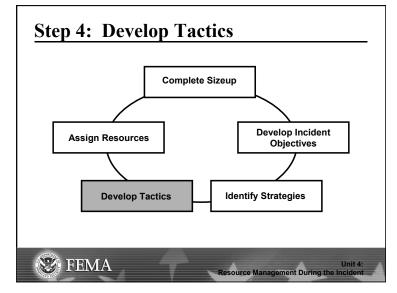
| **Topic** | *Step 4: Develop Tactics* |

Visual 4.32

Step 4: Develop Tactics

```
                  ┌──────────────────┐
                  │  Complete Sizeup │
                  └──────────────────┘

┌──────────────────┐          ┌──────────────────┐
│ Assign Resources │          │ Develop Incident │
│                  │          │    Objectives    │
└──────────────────┘          └──────────────────┘

    ┌──────────────────┐   ┌──────────────────┐
    │  Develop Tactics │   │Identify Strategies│
    └──────────────────┘   └──────────────────┘
```

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Unit 4:
Resource Management During the Incident

Visual Description: Step 4: Develop Tactics

Key Points

Step 4 is to develop detailed <u>tactics</u> that are the instructions to whomever is assigned to carry out the selected strategy. The instructions include how many and what type of resources, timelines, and technical approach will be required to implement the tactic.

| Topic | *Step 4: Develop Tactics (Continued)* |

Visual 4.33

Logistics Support Factors

Why must personnel and logistical support factors be considered in determining tactical operations?

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Unit 4:
Resource Management During the Incident

Visual Description: Discussion Question: Why must personnel and logistical support factors be considered in determining tactical operations?
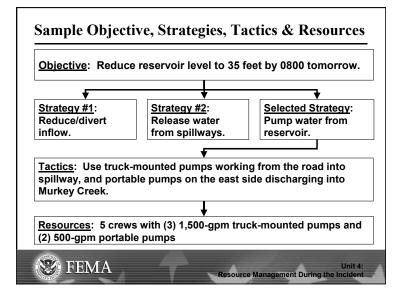
Key Points

Why must personnel and logistical support factors be considered in determining tactical operations?

Topic	*Step 4: Develop Tactics (Continued)*

Visual 4.34

Sample Objective, Strategies, Tactics & Resources

Objective: Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy #1: Reduce/divert inflow.	**Strategy #2**: Release water from spillways.	**Selected Strategy**: Pump water from reservoir.

Tactics: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

Resources: 5 crews with (3) 1,500-gpm truck-mounted pumps and (2) 500-gpm portable pumps

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Unit 4:
Resource Management During the Incident

Visual Description: Sample Objective, Strategies, Tactics & Resources

Key Points

This visual depicts an objective with several strategies and one selected tactic.

- The **objective** is: Reduce reservoir level to 35 feet by 0800 tomorrow.

- Three possible **strategies** are identified and one is selected: Pump water from reservoir.

- The **tactics** for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.
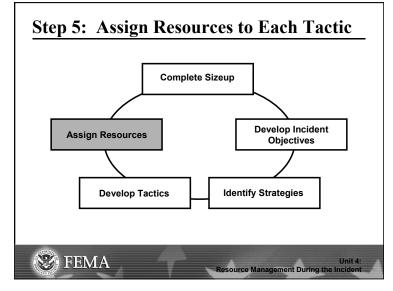
Resources needs are based on the tactic selected. The tactics are consistent with the selected strategy, which in turn supports the accomplishment of the objective.

Topic | *Step 5: Assign Resources*

Visual 4.35

Step 5: Assign Resources to Each Tactic

```
                    ┌──────────────────┐
                    │  Complete Sizeup │
                    └──────────────────┘

┌──────────────────┐                    ┌──────────────────┐
│ Assign Resources │                    │ Develop Incident │
│                  │                    │   Objectives     │
└──────────────────┘                    └──────────────────┘

    ┌──────────────────┐    ┌──────────────────┐
    │  Develop Tactics │    │ Identify Strategies│
    └──────────────────┘    └──────────────────┘
```

FEMA   Unit 4:
                            Resource Management During the Incident

Visual Description: Step 5: Assign Resources to Each Tactic

Key Points

The fifth and final step is to assign resources to each tactic.

By following the five-step process described in this unit to identify resources, the organization can be certain that:

- The objectives meet the response needs of the incident.

- The strategies selected will achieve the objectives.

- The tactics are clear, and can be achieved with the assigned resources.

Sound planning to determine resource needs is essential at all stages of an incident. It is particularly critical during the initial stages of an incident. Mistakes made at this point may compound and complicate all further actions.

Topic   **RESOURCE REQUESTS**

Visual 4.36

Resource Requests

Who in your jurisdiction has authority to request resources?

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Requests

Key Points

Who in your jurisdiction has authority to request resources?

Visual 4.37

Incident Complexity and Resource Management

Resources Requested by Area Command or MAC Entity

Resources Requested by Incident Commander

Incident Complexity

Initial Resources Assigned by Dispatch

Resources Requested by Incident Commander

Resources Requested by Area Command or MAC Entity

Incident Size

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Unit 4: Resource Management During the Incident

Visual Description: Incident Complexity and Resource Management

Key Points

Usually, all incidents have an initial commitment of resources assigned. Resources can include key supervisory personnel in the ICS organization, and personnel and equipment assigned as tactical or support resources.

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.

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. The planning for additional resources now becomes more complex. On large, complex incidents extending over several Operational Periods, many resource orders may be executed.

At any incident, the procedure for ordering additional resources will depend on what parts of the incident's organizational structure have been activated at the time the ordering is done, and the administrative and emergency management procedures of the responsible agency or agencies. The next section will examine how resources are ordered for a growing incident.

Topic	Resource Ordering From the Incident

Visual 4.38

Resource Ordering From the Incident

The Incident Commander will determine:

- **Who may place an order with Logistics.**
- **What resource requests require Command approval.**
- **Guidelines for emergency purchasing.**
- **The ordering process from the incident to the "outside world."**

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Ordering From the Incident

Key Points

The Incident Commander will usually discuss ordering procedures with the Command and General Staff at the initial briefing, including:

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

- What resource requests require Command approval. Ordinarily, it is not efficient use of the Incident Commander's time and energy to review and approve all resource orders for routine supplies, food, etc., on a major incident. The IC probably will want to review and approve any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications. An example of this might be a request for law enforcement resources from outside the jurisdiction to be used for crowd control.

- Guidelines for emergency purchasing. Finance/Administration and Logistics staff must understand purchasing rules, especially if different rules apply during an emergency than for day-to-day operations. Writing these directives in formal delegations of authority ensures that appropriate fiscal controls are in place, and that the Incident Management Team is operating under the direction of the jurisdiction's Agency Administrator as it expends funds.

- The ordering process from the incident to the "outside world." While the temptation to circumvent the ordering system is often great, especially when there is a real or perceived delay in getting critical resources, doing so simply compounds resource management problems. If the Logistics function is unable to meet the resource needs of the incident, this should be addressed in the normal planning, staffing, and supervision processes.

Visual 4.39

Resource Ordering Responsibilities

Within ICS, three positions are authorized to place resource orders:

- **The Incident Commander**
- **The Logistics Section Chief**
- **The Supply Unit Leader**

Others who may be involved include:

- **The Finance/ Administration Section Chief**
- **The Procurement Unit Leader**

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Ordering Responsibilities

Key Points

Within the ICS organization, there are three positions authorized to place resource orders:

- Incident Commander

- Logistics Section Chief

- Supply Unit Leader

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

The Finance/Administration Section may also play a significant role in resource procurement, especially if the resource request requires a contractual obligation. In addition, cost estimates must be forwarded to the Finance/Administration Section so they can be included in the ongoing cost summary for the incident.

Ordinarily, in requests involving contracts, the Procurement Unit within the Finance/ Administration Section will negotiate the contract, then the Logistics Section will formally place the order, bringing it into the incident resource management process.

| Topic | Resource Ordering: Small Incidents |

Visual 4.40

Resource Ordering: Small Incidents

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

- Prepared at the incident, approved by the Incident Commander, and

- Transmitted from the incident to the jurisdiction or agency ordering point.

Incident Site

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Ordering: Small Incidents

Key Points

Resource ordering is simplified on smaller incidents, where only one jurisdiction or agency is primarily involved. At a smaller scale incident, the resource order will typically be:

- Prepared at the incident site and approved by the Incident Commander, and then

- Transmitted to the jurisdiction's or agency's ordering point.

| Topic | *The Resource Order* |

Visual 4.41

Resource Orders (1 of 2)

All resource orders should include:

- Incident name
- Order number
- Date and time of order
- Quantity, kind, type
- Reporting location

- Reporting contact
- Requested delivery time
- Communication system
- Requesting person/title
- Callback phone number

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Orders (1 of 2)

Key Points

The resource order is used to request personnel and tactical and support resources.

Different formats for resource orders exist, but 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

| **Topic** | *The Resource Order (Continued)* |

Visual 4.42

> ## Resource Orders (2 of 2)
>
> **Resource orders should also document actions taken on a request:**
> - **Contacts with sources or potential sources for the resource**
> - **The source for the responding resource**
> - **Identification of the responding resource**
> - **Estimated time of arrival**
> - **Estimated cost**
> - **Changes to the order**
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Visual Description: Resource Orders (2 of 2)

Key Points

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

- Contacts with sources or potential sources for the resource.

- 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.

This level of detail is often critical in tracking resource status through multiple staff changes and operational periods.

Topic	Mission Tasking

Visual 4.43

Mission Tasking

- **Mission tasks are used when the specific resource or resource mix is not known.**
- **In a mission task:**
  - **The mission is described in detail.**
  - **The mix of resources is left to the discretion of the tasked organization.**

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Visual Description: Mission Tasking

Key Points

Occasionally, incident personnel may not know the specific resource or mix of resources necessary to complete an identified task. In such situations, it may be possible to mission task, rather than request specific tactical or support resources. In a mission task request, the mission is described in detail, and the mix of resources and support to complete the mission is left to the discretion of the agency with which the order is placed.

For example, most local government entities use a mission tasking approach with the American Red Cross when they request that a shelter be opened. In such cases, the incident will describe the population needing shelter (location, size, special needs, and estimated timeframe), and the American Red Cross will select an appropriate facility and provide staff, equipment, supplies, and other resources necessary to manage the shelter. It also assumes any liability associated with the operation of the shelter. Liability is subject to specific State law.
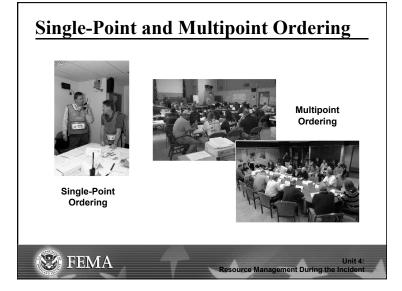
Topic   **Single-Point and Multipoint Resource Ordering**

Visual 4.44

Single-Point and Multipoint Ordering

Single-Point Ordering

Multipoint Ordering

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Resource Management During the Incident

Visual Description: Single-Point and Multipoint Ordering

Key Points

Incidents may be supported by single or multiple ordering points. Ordering points may include dispatch centers, normal administrative offices, or MAC entities such as EOCs or Joint Field Offices.
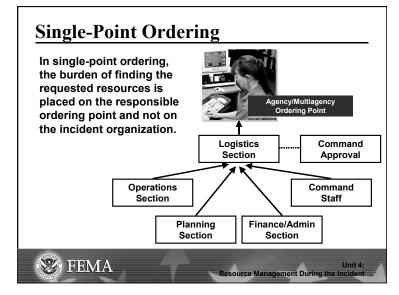
| Topic | Single-Point and Multipoint Resource Ordering (Continued) |

Visual 4.45

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.

Agency/Multiagency Ordering Point

Logistics Section

Command Approval

Operations Section

Command Staff

Planning Section

Finance/Admin Section

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Resource Management During the Incident

Visual Description: Single-Point Ordering

Key Points

On smaller incidents where only one jurisdiction or agency has primary responsibility for the response, the resource order is prepared at the incident, approved by the Incident Commander, and transmitted to the jurisdiction or agency ordering point. Ways to place the order include:

- Voice (by telephone or radio).

- Fax.

- Computer or digital display terminal.

This process is called single-point ordering.

The principle of single-point ordering is that the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization. From a standpoint of incident workload and ordering efficiency, single-point ordering is by far the most preferred method.

Visual 4.46

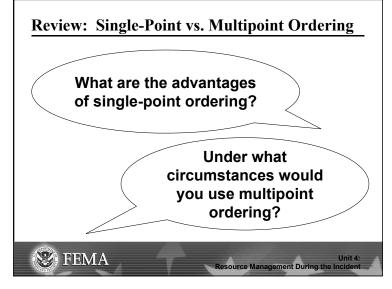**Visual Description:** Multipoint Ordering

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Key Points

Multi-point (off-incident) ordering is when the incident orders resources from several different ordering points and/or the private sector. Multipoint resource ordering should be done only when necessary because it:

- Places a heavier load on incident personnel by requiring them to place orders through two or more ordering points.

- Requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders.

Topic   **Single-Point and Multipoint Resource Ordering (Continued)**

Visual 4.47

Review: Single-Point vs. Multipoint Ordering

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?

Unit 4:
Resource Management During the Incident

Visual Description: Review: Single-Point vs. Multipoint Ordering

Key Points

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?

| Topic | CHECK-IN PROCESS |

Visual 4.48

Check-In (1 of 2)

- **Establishes resource accountability.**
- **Managed by the Resources Unit.**
- **Personnel may check in at the:**
  - **Incident base.**
  - **Camp.**
  - **Staging area.**
  - **Resources Unit at the ICP.**
  - **Helibase.**

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Unit 4:
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Visual Description: Check-In (1 of 2)

Key Points

ICS has a simple and effective resource check-in process to establish resource accountability at an incident.

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

A check-in recorder will be assigned to each location where resources will check in. There are five incident locations where formal check-in can be done:

- Incident Base

- Camp

- Staging Area

- Resources Unit at the Incident Command Post

- Helibase

Topic | **CHECK-IN PROCESS (CONTINUED)**

Visual 4.49

Visual Description: Check-In (2 of 2)

Key Points

While tactical resources may need to report directly to a tactical assignment, they must complete formal check-in as soon as possible. Check-in recorders must have an adequate supply of check-in forms, and be briefed on the frequency for reporting check-in information to the Resources Unit.

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.

Topic   **CHECK-IN PROCESS (CONTINUED)**

Depending on agency policy, the Resources Unit may contact dispatch 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.

| Topic | RESOURCE TRACKING AT THE INCIDENT |

Visual 4.50

Resource Tracking

- **Resource tracking is essential for:**
  - **Personnel safety.**
  - **Accountability.**
  - **Fiscal control.**
- **Responsibility for resource tracking is shared between:**
  - **The Planning Section.**
  - **The Operations Section.**

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Unit 4:
Resource Management During the Incident

Visual Description: Resource Tracking

Key Points

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

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

- The Operations Section, which is responsible for tracking the movement of resources within the Operations Section itself.

| Topic | RESOURCE TRACKING AT THE INCIDENT (CONTINUED) |

Visual 4.51

> ## Resource Tracking Systems
>
> **The system used must:**
> - **Account for overall status of resources.**
> - **Track movement into and out of the "hot zone."**
> - **Handle day-to-day tracking and track large numbers of multidisciplinary resources.**
> - **Incorporate a backup system.**
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> **Resource Management During the Incident**

Visual Description: Resource Tracking Systems

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 that 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.
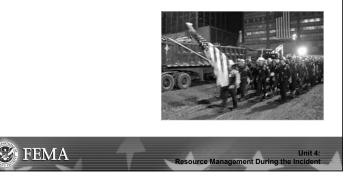
Topic   **DEMOBILIZING RESOURCES**

Visual 4.52

Demobilization

- Casual for day-to-day assignments
- Complicated and formalized for large disasters or long-term assignments

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Resource Management During the Incident

Visual Description: Demobilization

Key Points

During day-to-day operations, incident demobilization is usually a casual affair. As resources complete their assignments, they are returned to service through normal dispatch procedures.

During disasters, where resources may come from other agencies and jurisdictions and/or travel some distance to reach the incident, demobilization becomes more complicated and should be formalized to ensure both safety and efficiency.

| Topic | Incident Demobilization: Safety and Cost |

Visual 4.53

Demobilization Planning

Key factors:

- **Safety**. Avoid "first in, last out."
- **Cost**. Monitor expensive resources carefully.

**Evaluate personnel for fatigue
before release.**

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Unit 4:
Resource Management During the Incident

Visual Description: Demobilization Planning

Key Points

On single-agency and/or smaller incidents, the planning and the process of demobilization may be quite simple and will not require a formal written demobilization plan or a Demobilization Unit to prepare it. Even at the most basic level, demobilization should take into account two factors:

- Safety: Organizations should watch for "first in, last out" syndrome. Resources that were first on scene should be considered for early release. They should also 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.

Visual 4.54

Demobilizing Incident Personnel

- Be aware of potential liability issues.
- Activate a Demobilization Unit and prepare a written demobilization plan for:
  - Large incidents.
  - Incidents that may have tactical resources from several jurisdictions or agencies.
  - Incidents where there has been extensive integratation of multijurisdiction or agency personnel.

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Unit 4:
Resource Management During the Incident

Visual Description: Demobilizing Incident Personnel

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 liability reasons, 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 which 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.

| Topic | Incident Demobilization: Nonpersonnel Resources |

Visual 4.55

Demobilizing Nonpersonnel Resources

- **Report resources that are no longer needed to the Section Chief.**
- **The Operations Section Chief and Demobilization Unit will agree on release priorities.**
- **The Incident Commander will approve based on incident needs.**

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Unit 4:
Resource Management During the Incident

Visual Description: Demobilizing Nonpersonnel Resources

Key Points

Resources no longer needed within each Section should be reported to the Section Chief as soon as it is determined that the need for them no longer exists.

In coordination with the Operations Section Chief, the Demobilization Unit, if established, may recommend release priorities for the Incident Commander's approval based upon continuing needs both on and off the incident. The Operations Section will ensure that demobilization planning provides adequate reserve resources.

| Topic | Incident Demobilization: Release Priorities |

Visual 4.56

> ## Release Priorities
>
> - **Release priorities and processes differ by agency.**
> - **Demobilization should incorporate followup actions required before release:**
>   - **Stress management**
>   - **Medical checkups**
>   - **Performance evaluations**
>   - **Equipment servicing**
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Visual Description: Release Priorities

Key Points

Agencies will differ in how they establish release priorities for resources assigned to an incident. An example of release priorities might be (in order of release):

- Contracted or commercial resources.

- Mutual-aid resources.

- First-in agency resources.

- Resources needed for cleanup or rehabilitation.

- Command and General Staff needed to complete final incident package.

Also, the process for demobilization of resources from an incident will vary by agency and incident. Demobilization should incorporate any followup actions that may be needed prior to release from the incident, including stress management and other medical debriefings, personnel performance evaluations, equipment servicing, safety checks, etc. Participants at an incident should expect to see and accept the differences reflected by agency policy.

| Topic | **KEY RESOURCE MANAGEMENT CONSIDERATIONS** |

Visual 4.57

Key Resource Management Considerations

- **Safety**
- **Personnel accountability**
- **Managerial control**
- **Adequate reserves**
- **Cost**

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Unit 4:
Resource Management During the Incident

Visual Description: Key Resource Management Considerations

Key Points

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

A basic principle of resource management is that resource actions at all levels of the organization must be conducted in a safe manner. This includes ensuring the safety of:

- Responders to the incident.

- Persons injured or threatened by the incident.

- Volunteers assisting at the incident.

- News media and other nonresponders who are on scene observing the incident.

Current laws, liability issues, and future trends will continue to place additional emphasis on personnel safety.

Topic   **KEY RESOURCE MANAGEMENT CONSIDERATIONS (CONTINUED)**

ICS provides a <u>unity of command structure</u> that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, all resources will be fully accounted for at all times.

ICS has a built-in process that allows resource managers at all levels to <u>assess performance and the adequacy of current action plans constantly</u>. Strategies and actions to achieve objectives can and must be modified at any time if necessary. Information exchange is encouraged across the organization. Direction is always through the chain of command.

Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain <u>adequate reserves</u>. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.

Incident-related costs must always be a major consideration. The Incident Commander must ensure that objectives are being achieved through <u>cost-effective strategy selection, and selection of the right kind, type, and right number</u> of resources. Careful documentation of all incident-related expenditures is critical in any event where reimbursement may be part of the recovery process.

Visual 4.58

The Cost Unit

Responsible for:
- **Obtaining and recording all cost information.**
- **Preparing incident cost summaries.**
- **Preparing resource cost estimates for planning.**
- **Making recommendations for cost savings.**

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Unit 4:
Resource Management During the Incident

Visual Description: The Cost Unit

Key Points

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

- Obtaining and recording all cost information.

- Preparing incident cost summaries.

- Preparing resource use cost estimates for planning.

- Making recommendations for cost savings.

The Cost Unit can assist the IC in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident. Resource managers must be constantly aware that the decisions they make regarding the use of personnel and equipment resources will not only affect the timely and satisfactory conclusion of the incident, but also may have significant cost implications.

| Topic | SUMMARY AND TRANSITION |

Visual 4.59

Summary and Transition

Resource management processes:
- **System activation**
- **Dispatch**
- **Access to the incident**
- **Incident transitions**
- **Resource needs**

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Unit 4:
Resource Management During the Incident

Visual Description: Summary and Transition

Key Points

This unit covered the key resource management processes from initial dispatch through supply replenishment.