INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM

INCIDENT RESOURCES

MODULE 5
I-200

REFERENCE
TEXT
OCTOBER 1994

NFES 2448

CERTIFICATION STATEMENT

on behalf of the

NATIONAL WILDFIRE COORDINATING GROUP

The following training material attains the standards prescribed for courses developed under the interagency curriculum established and coordinated by the National Wildfire Coordinating Group. The instruction is certified for interagency use and is known as:

Incident Resources

Member NWCG and Training Working Team Liaison

Date 11/7/94

Chair, Training Working Team

Date 10/24/94

Description of the Performance Based System

The Wildland Fire Qualifications System is a "performance based" qualifications system. In this system, the primary criteria for qualification is individual performance as observed by an evaluator using approved standards. This system differs from previous wildland fire qualifications systems which have been "training based." Training based systems use the completion of training courses or a passing score on an examination as a primary criteria for qualification.

A performance based system has two advantages over a training based system:

- Qualification is based upon real performance, as measured on the job, versus perceived performance, as measured by an examination or classroom activities.
- Personnel who have learned skills from sources outside wildfire suppression, such as agency specific training programs or training and work in prescribed fire, structural fire, law enforcement, search and rescue, etc., may not be required to complete specific courses in order to qualify in a wildfire position.

1. The components of the wildland fire qualifications system are as follows:

   a. Position Task Books (PTB) contain all critical tasks which are required to perform the job. PTB's have been designed in a format which will allow documentation of a trainee's ability to perform each task. Successful completion of all tasks required of the position, as determined by an evaluator, will be the basis for recommending certification.

      IMPORTANT NOTE: Training requirements include completion of all required training courses prior to obtaining a PTB. Use of the suggested training courses or job aids is recommended to prepare the employee to perform in the position.

   b. Training courses and job aids provide the specific skills and knowledge required to perform tasks as prescribed in the PTB.

   c. Agency Certification is issued in the form of an incident qualification card certifying that the individual is qualified to perform in a specified position.

2. Responsibilities

   The local office is responsible for selecting trainees, proper use of task books, and certification of trainees, see the Task Book Administrators Guide 330-1 for further information.

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PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

The Steering Group was:

David P. Anderson - USDA, Forest Service
Mike Colgan - Orange County Fire Department
Dave Engle - USDI, Bureau of Land Management
Dan Francis - California Department of Forestry
Ken Mallette - New Jersey State Police
Mike Munkres - USDI, Bureau of Land Management
Gary Nelson - Los Angeles County Fire Department
Bill Vargas - State of New Mexico Department of Public Safety

The Contract Consultant was:

The Terence Haney Company
Woodland Hills, California

Subjects covered in this module include:

- Descriptions of the kinds of resources often used in incidents and events.
- Why resource status keeping is important to effective incident operations.
- Examples of how resources are typed for various applications.
- Three ways of using resources on an incident.
- Resources status conditions.
- Changing and maintaining status on resources.

Objectives:

1. Describe the need for proper incident resource management.

2. Describe three ways of managing resources and the advantages of each.

3. Explain the purpose of resource typing.

4. Describe the three resource status conditions used at an incident, and the purpose and limits associated with each.

5. Explain how resource status is changed, how notification of changes is made, and how status is maintained at an incident or event.

6. In a small group exercise, list various kinds of resources which may be encountered on incidents in which the student is or may become involved. Student groups will provide typing for these resources.

I. Importance of Resource Status Keeping

On any incident, the effective management of tactical resources is a vital consideration. The ability to select the right resource for the task to be done is essential to properly accomplish the job, ensure resource safety, and be cost effective.

Maintaining status of all resources assigned to the incident is an important aspect of resource management. A tactical resource, e.g., a helicopter, will have a wide variety of capabilities and uses. It is obviously not enough to just order a helicopter. For this reason, it is strongly recommended that the various kinds of resources used within ICS be typed whenever possible.

In addition, not all tactical resources at an incident may be usable at any given time. For a variety of reasons, some resources may be temporarily out-of-service or placed into an available (ready) but not assigned status. This module will describe tactical resource use on an incident. Later, in Module 9, resource management will be covered in more detail.

II. Definition of Resources

In ICS applications, tactical resources consist of all personnel and major items of equipment available or potentially available for assignment to incidents. Equipment resources will include the personnel required to operate/staff them.

Resources can be described both by <u>kind</u> and by <u>type</u>.

A. Resource Kinds

The kind of resource describes what the resource is, e.g., patrol vehicle, helicopter, fire engine, oil skimmer vessel, bulldozer, plow, etc. The kinds of resources can be as broad as necessary to suit the incident application.

Some of the same kind of tactical resources may be used by different agencies on a variety of incidents. For example, both police and fire departments will often use helicopters, fuel tenders, and crew transports.

Other kinds of resources, e.g., patrol cars, search dogs, or fire engines, are specific to the user agency and to the application area.

B. Resource Types

The type of resource describes a performance capability for that kind of resource. For example, in the NWCG Fireline Handbook, a Type 1 helicopter will carry up to 16 persons. A Type 3 helicopter will carry up to five persons.

Resources are usually typed by a number, with 1 being the highest capability or capacity; 2, the next highest, etc. However, that high capacity does not necessarily mean that it is the right resource for the job to be done.

For example, a Type 1 fire engine which has the greatest pumping capacity may not, because of terrain considerations, be able to access the area where the resource is needed.

The specific capability of the resource must always be clearly spelled out in the type descriptions.

There are three distinct advantages to typing resources:

1. In Planning

   Knowing the specific capabilities of the various kinds of resources helps planners decide the type and quantity of resource best suited to perform activities required by the Incident Action Plan.

2. In Ordering

Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.

3. In Monitoring Resource Use

An awareness of the type of tactical resource assigned enables the manager to monitor for under-or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.

While resource typing is a good idea, there are only a few typing standards currently available nationally, and these are primarily in the wildland fire services.

III. Options for Using Resources on an Incident

There are three ways of using resources at an incident:

- As Single Resources
- As Task Forces
- As Strike Teams

Each of these has certain features:

A. Single Resources

Single Resources are individual pieces of equipment, or a crew of individuals, with an identified work supervisor that can be used in a tactical application on an incident.

A Single Resource is often the most common way of initially using resources on an incident.

Single Resources can be typed to reflect capability. Unless a Single Resource is typed, its specific resource capabilities may not be clear to everyone.

Examples of Single Resources:

KIND	TYPE
Police Motorcycle Unit	*
Fire Engine Company	1
Medical team	*
Helicopter	2
Search Dogs	2

* Typing of resources other than fire has not been done on a broad scale.

B. Task Forces

Task Forces are any combination and number of single resources (within span of control limits) assembled for a particular tactical need. Task forces may be a mix of all different kinds of resources, be of the same kind but different types, or be several resources of one kind mixed with other resources. We will look at some examples in a moment.

Requirements of a Task Force:

- Must have a leader.
- Must have communication between resources and the leader, and from the leader to the next level supervisor.
- Must have transportation as required.
- Must be within span of control limits.

Task Forces are very flexible in their makeup with no limitations other than span of control.

Listed below, are some examples of how agencies use Task Forces.

Examples of Task Forces:

- Public Works Task Force:
  - Two Bulldozers
  - Two Dump Trucks

- Fire Task Force:
  - Two Engines
  - One Bulldozer
  - Two Hand Crews

- Search and Rescue Task Force:
  - One Helicopter
  - One Alpine S&R Team
  - One Medical Technician

- Oil Spill Task Force
  - Five Berthing/food ships
  - Ten Work Boats
  - One Tank Barge
  - Four Skimmer Vessels

- Law Enforcement Task Force
  - One Swat Team
  - One K-9 Team
  - One Fire Engine
  - One Ambulance

- Multi-agency Task Force
  - Five Officers
  - Five Engines
  - Three Medical Units

C. Strike Teams

Requirements of a Strike Team:

- All resources must be of the <u>same kind and type.</u>

- Must have a leader.
- Must have communications between resources and the leader.
- Must have transportation (as required).
- Must operate within span of control limits.

Example of a nationally recognized Strike Team:

- Fire
  Five Type 1 Engines or
  Three Type 2 Bulldozers

Strike Teams have proven to be very valuable for use in large wildland fire incidents. In those kinds of incidents Strike Teams are regularly used for managing engines, hand crews, and bulldozers. The use of Strike Teams in other application areas is more limited.

D. Management of Task Forces and Strike Teams

A requirement for all Task Forces and Strike Teams is that they must have a leader and common communications.

Depending upon the level of organization established for the incident, Task Force and Strike Team Leaders will report to the Incident Commander, the Operations Section Chief, or to a Division or Group Supervisor.

E. Advantages of Task Forces and Strike Teams

There are at least five advantages of using Task Forces and Strike Teams:

1. Enables more effective resource use planning.

2. Provides an effective way of quickly ordering just what is necessary.

3. Reduces radio traffic by communications going to a task force or strike team leader, rather than to each single resource.

4. Increases the ability to expand the organization for large incident operations while maintaining good span of control.

5. Provides close resource control and accountability.

IV. Resource Status

All tactical resources at an incident will be in one of three status conditions.

A. Assigned

Resources working on a tactical assignment under the direction of a supervisor.

B. Available

Resources ready for deployment.

C. Out-of-Service

Resources that are not ready for available or assigned status.

Reasons for resources being out-of-service can include:

- Mechanical (vehicle or equipment services required)
- Rest (personnel)
- Staffing (insufficient personnel to operate the equipment)

In addition, in some situations resources could also be out-of-service for:

- Environmental reasons (darkness or weather)
- Financial (exceeded allowed overtime costs)

Resources can go out-of-service during an active assignment for mechanical or staffing reasons. Usually resources out-of-service for other reasons will be located at the incident base or at camps if these facilities have been established.

V. Changing Resource Status

Resource status on an incident, is maintained and changed by the supervisor who has the resources under assignment. On larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.

All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element.

The flow chart shows how the resource status changes are made through a major incident organization.

The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.

Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division or Group Supervisor.
Information about the status change will be passed to the Resources Unit of the Planning Section.

Normally, the persons who can change status of resources on an incident could include:

- The person in charge of the single resource.
- A Task Force or Strike Team Leader.
- A Division or Group Supervisor.
- The Operations Section Chief or Incident Commander.

VI. Resource Status Keeping Systems

There are several status keeping methods or systems which can be used to keep track of resources at incidents. Several of them will be briefly mentioned, however no single system is recommended.

A. Manual Record Keeping on Forms

The resources summary of the ICS Form 201, the ICS Form 211 (Check-in List), and the ICS Form 204 (Assignment List) provide formats for recording information about resources and their assignments.

B. Card Systems

Several versions are available which 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.

C. Magnetic Symbols on Maps or Status Boards

Magnetic symbols or icons are sometimes used. These can be prepared in different shapes, sizes, and colors with space to pencil in the resource designator. The symbols are placed on maps or

on boards which have locations designated to match the incident.

D. 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.

VII. Resources Exercise

MODULE 5

INCIDENT RESOURCES

ICS Form 201
ICS Form 211
ICS Form 204
ICS Form 219
Resource Table
Exercise Scenario

INCIDENT BRIEFING	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

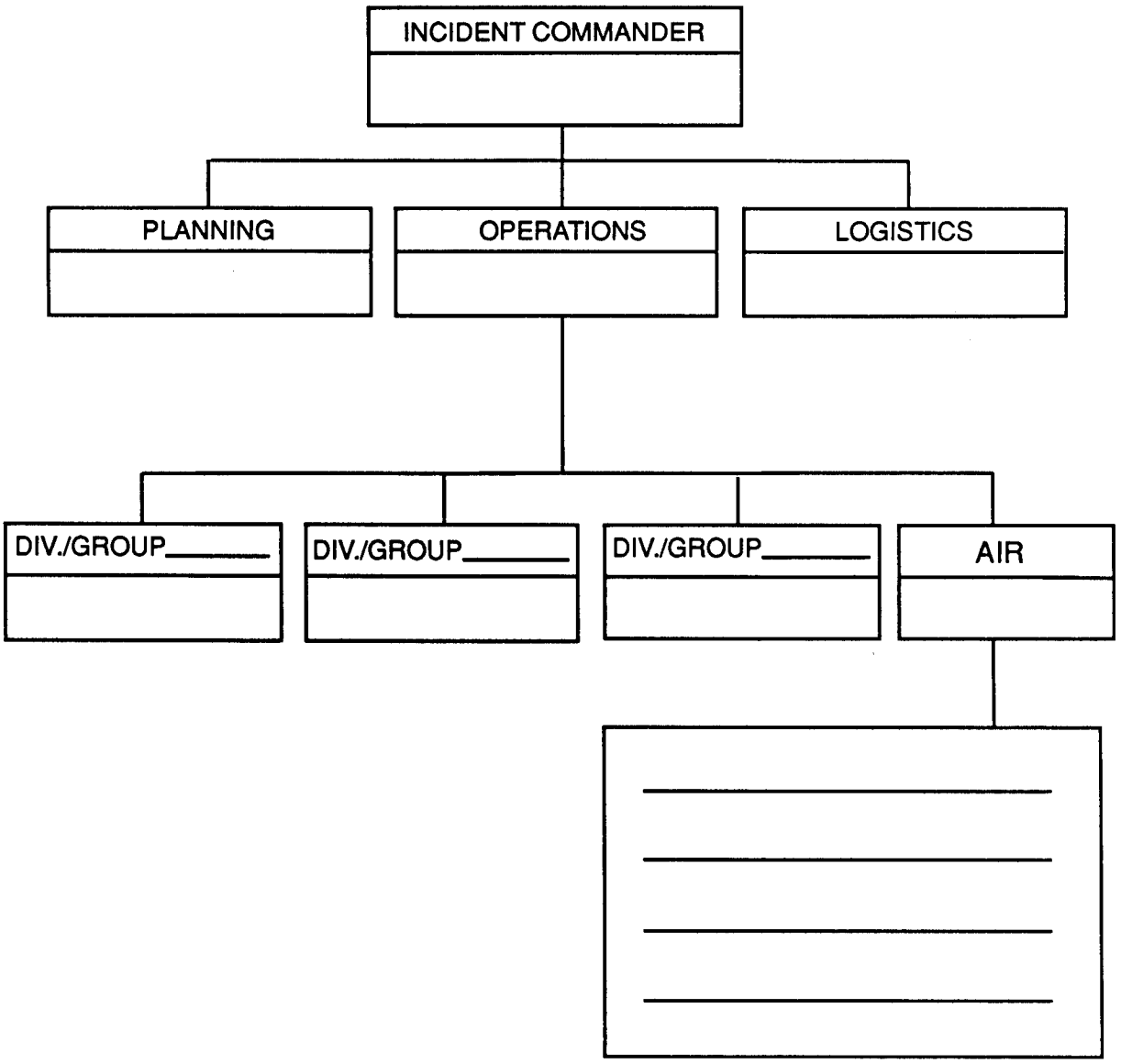
4. MAP SKETCH

ICS 201 (12/93) NFES 1325	PAGE 1	5. PREPARED BY (NAME AND POSITION)

6. SUMMARY OF CURRENT ACTIONS

ICS 201 (12/93) NFES 1325	PAGE 2	

7. CURRENT ORGANIZATION



ICS 201 (12/93) **NFES 1325**	PAGE 3	

8. RESOURCES SUMMARY				
RESOURCES ORDERED	RESOURCES IDENTIFICATION	ETA	ON SCENE √	LOCATION/ASSIGNMENT
ICS 201 (12/93) NFES 1325	PAGE 4			

CHECK-IN LIST	1. INCIDENT NAME	2. CHECK-IN LOCATION ☐ BASE ☐ CAMP _____ ☐ STAGING AREA ☐ ICP RESOURCES ☐ HELIBASE	3. DATE/TIME

CHECK-IN INFORMATION

4. LIST PERSONNEL (OVERHEAD) BY AGENCY & NAME - OR - LIST EQUIPMENT BY THE FOLLOWING FORMAT:					5.	6.	7.	8.	9.		10.	11.	12.	13.	14.	15.	16.
AGENCY	SINGLE T/F S/T	KIND	TYPE	I.D. NO./NAME	ORDER/ REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME	TOTAL NO. PERSONNEL	MANIFEST YES	MANIFEST NO	CREW WEIGHT OR INDIVIDUALS WEIGHT	HOME BASE	DEPARTURE POINT	METHOD OF TRAVEL	INCIDENT ASSIGNMENT	OTHER QUALIFICATION	SENT TO RESOURCES TIME/INT.

17. Page ____ of ____	18. PREPARED BY (NAME AND POSITION) USE BACK FOR REMARKS OR COMMENTS

ICS 211 1-82
NFES 1335

1. BRANCH	2. DIVISION/GROUP	ASSIGNMENT LIST

3. INCIDENT NAME	4. OPERATIONAL PERIOD DATE _____ TIME _____

5. OPERATIONS PERSONNEL

OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____

BRANCH DIRECTOR _____ AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF PT./TIME	PICK UP PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV/GROUP TACTICAL					GROUND-TO-AIR				

PREPARED BY (RESOURCES UNIT LDR.)	APPROVED BY (PLANNING SECTION CHIEF)	DATE	TIME

ICS 204 1-82

This is one example of ICS Form 219 (ICS Form 219-7, Dozer, front and back). There are 8 different formats of the ICS Form 219. These include:

Form Number	Form Type	Form Color
ICS Form 219-1	Label Card	Gray
ICS Form 219-2	Handcrews	Green
ICS Form 219-3	Engine	Rose
ICS Form 219-4	Helicopter	Blue
ICS Form 219-5	Personnel	White
ICS Form 219-6	Aircraft	Orange
ICS Form 219-7	Dozer	Yellow
ICS Form 219-8	Task Force, Misc. or Equipment	Tan

AGENCY | ST | TF | KIND | TYPE | I.D. NO.

ORDER/REQUEST NO. | DATE/TIME CHECK IN

HOME BASE

DEPARTURE POINT

LEADER NAME

RESOURCE ID. NO.S/NAMES

DESTINATION POINT | ETA

REMARKS

INCIDENT LOCATION | TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

ICS 219-7 (Rev. 4/82) DOZERS NFES 1349

AGENCY | ST | TF | KIND | TYPE | I.D. NO.

INCIDENT LOCATION | TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION | TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION | TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

INCIDENT LOCATION | TIME

STATUS
☐ ASSIGNED ☐ O/S REST ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH ☐ ETR

NOTE

EXERCISE SCENARIO

The City of Murkeyville has experienced a tornado affecting a six block area. The area has been designated as a single incident. There are many casualties and widespread damage.

An inventory of available resources for use at this incident is on the next page.

RESOURCE TABLE FOR USE IN EXERCISES

Exercise Planners: Change names or add to this list as you desire.

KIND OF RESOURCE				
4 WHEEL DRIVE PASS. VEH.	5			
ALS UNITS	2			
BLS UNITS	5			
BULLDOZERS	4			
BUSES - 30 PASS 50 PASS	5 30 PAS			
COAST GUARD VES.				
COMM. UNITS	1			
CRANES	3			
DUMP TRUCKS	7			
EMS UNITS				
FIRE ENGINE CO'S	8			
FIRE TRUCK CO'S	2			
FIREBOATS				
HAZMAT UNITS	1			
HELICOPTERS	1			
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS	7			
PASSENGER VEHICLES	10			
PATROL UNITS	8			
PICKUP TRUCKS	12			
PRIVATE AMBULANCES	4			
SAR UNITS				
STATION WAGONS				
WATER TENDERS	2			

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