

**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 5  
INCIDENT RESOURCES**

**October 1994**

**INSTRUCTOR GUIDE**

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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

**IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE** AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.**



## Detailed Lesson Outline

- COURSE:** Module 5 - Incident Resources
- SUGGESTED TIME:** 2 Hours
- TRAINING AIDS:** Overhead projector, overhead pens, reference text
- SUBJECT:** 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.

OUTLINE	AIDS & CUES
<p>IN THIS MODULE, IT WILL BE IMPORTANT TO USE RESOURCES ASSOCIATED WITH STUDENTS' BACKGROUNDS AND APPLICATION AREAS AS EXAMPLES.</p>	
<p>REVIEW SUBJECTS TO BE COVERED AND INSTRUCTIONAL OBJECTIVES FOR THE MODULE.</p>	<p>05-01-I200-VG 05-02-I200-VG</p>
<p>I. Importance of Resource Status Keeping</p>	<p>Page 1 of 2 Page 2 of 2</p>
<p>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.</p>	<p>05-03-I200-VG</p>
<p>Maintaining status of all resources assigned to the incident is an important aspect of resource management.</p>	
<p>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.</p>	
<p>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.</p>	
<p>This module will describe tactical resource use on an incident. Later, in Module 9, resource management will be covered in more detail.</p>	

OUTLINE	AIDS & CUES
<p>II. Definition of Resources</p> <p>In ICS applications, tactical resources consist of all personnel and major items of equipment available or potentially available for assignment to incidents.</p> <p>Equipment resources will include the personnel required to operate/staff them.</p>	05-04-I200-VG
<p>Resources can be described both by <u>kind</u> and by <u>type</u>.</p> <p>A. Resource Kinds</p> <p>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.</p> <p>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.</p> <p>Other kinds of resources, e.g., patrol cars, search dogs, or fire engines, are specific to the user agency and to the application area.</p>	05-05-I200-VG
<p>B. Resource Types</p> <p>IN THIS MODULE, PRESENT THE CONCEPT OF RESOURCE TYPING. IN MOST CASES STUDENTS WILL NOT BE FAMILIAR WITH TYPING.</p> <p>EMPHASIS SHOULD ALWAYS BE PLACED ON CLEARLY STATING WHAT IS REQUIRED.</p> <p>The <u>type</u> of resource describes a <u>performance capability</u> for that kind of resource. For</p>	05-06-I200-VG

OUTLINE	AIDS & CUES
<p>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.</p> <p>Resources are usually typed by a number, with 1 being the highest <u>capability or capacity</u>; 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.</p> <p>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.</p> <p>The specific capability of the resource must always be clearly spelled out in the type descriptions.</p> <p>There are three distinct advantages to typing resources:</p> <ol style="list-style-type: none"> <li>1. In Planning <p>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.</p> </li> <li>2. In Ordering <p>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.</p> </li> </ol>	<p>05-07-I200-VG</p>

OUTLINE	AIDS & CUES
<p>3. In Monitoring Resource Use</p> <p>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.</p> <p>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.</p>	
<p>III. Options for Using Resources on an Incident</p> <p>There are three ways of using resources at an incident:</p> <ul style="list-style-type: none"> <li>• As Single Resources</li> <li>• As Task Forces</li> <li>• As Strike Teams</li> </ul>	05-08-I200-VG
<p>Each of these has certain features:</p> <p>A. Single Resources</p> <p>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.</p> <p>A Single Resource is often the most common way of initially using resources on an incident.</p> <p>Single Resources can be typed to reflect capability. Unless a Single Resource is typed, its specific resource capabilities may not be clear to everyone.</p>	05-09-I200-VG

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
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Examples of Single Resources:

<u>KIND</u>	<u>TYPE</u>
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.

05-10-I200-VG

OUTLINE	AIDS & CUES
<p>Examples of Task Forces:</p> <ul style="list-style-type: none"> <li>• Public Works Task Force: <ul style="list-style-type: none"> <li>Two Bulldozers</li> <li>Two Dump Trucks</li> </ul> </li> <li>• Fire Task Force: <ul style="list-style-type: none"> <li>Two Engines</li> <li>One Bulldozer</li> <li>Two Hand Crews</li> </ul> </li> <li>• Search and Rescue Task Force: <ul style="list-style-type: none"> <li>One Helicopter</li> <li>One Alpine S&amp;R Team</li> <li>One Medical Technician</li> </ul> </li> <li>• Oil Spill Task Force <ul style="list-style-type: none"> <li>Five Berthing/food ships</li> <li>Ten Work Boats</li> <li>One Tank Barge</li> <li>Four Skimmer Vessels</li> </ul> </li> <li>• Law Enforcement Task Force <ul style="list-style-type: none"> <li>One Swat Team</li> <li>One K-9 Team</li> <li>One Fire Engine</li> <li>One Ambulance</li> </ul> </li> <li>• Multi-agency Task Force <ul style="list-style-type: none"> <li>Five Officers</li> <li>Five Engines</li> <li>Three Medical Units</li> </ul> </li> </ul> <p>AT THIS POINT ASK STUDENTS FOR OTHER EXAMPLES THEY MAY HAVE HEARD ABOUT OR USED FOR TASK FORCES. EMPHASIZE THE UTILITY OF TASK FORCES.</p>	<p>05-11-I200-VG</p>

OUTLINE	AIDS & CUES
<p>C. Strike Teams</p> <p>THE TERM "STRIKE TEAM" WAS DEVELOPED BY THE FIRE SERVICES IN THE ORIGINAL ICS DESIGN. THE TERM DOES NOT ALWAYS FIT OTHER APPLICATIONS, BUT THE CONCEPT OF THE USE OF TEAMS CERTAINLY DOES.</p> <p>Requirements of a Strike Team:</p> <ul style="list-style-type: none"> <li>• All resources must be of the <u>same kind and type</u>.</li> <li>• Must have a leader.</li> <li>• Must have communications between resources and the leader.</li> <li>• Must have transportation (as required).</li> <li>• Must operate within span of control limits.</li> </ul>	<p>05-12-I200-VG</p>
<p>Example of a nationally recognized Strike Team:</p> <ul style="list-style-type: none"> <li>• Fire Five Type 1 Engines or Three Type 2 Bulldozers</li> </ul> <p>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.</p>	<p>05-13-I200-VG</p>
<p>D. Management of Task Forces and Strike Teams</p> <p>A requirement for all Task Forces and Strike Teams is that they must have a leader and common communications.</p>	

OUTLINE	AIDS & CUES
<p>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.</p> <p>E. Advantages of Task Forces and Strike Teams</p> <p>There are at least five advantages of using Task Forces and Strike Teams:</p> <ol style="list-style-type: none"> <li>1. Enables more effective resource use planning.</li> <li>2. Provides an effective way of quickly ordering just what is necessary.</li> <li>3. Reduces radio traffic by communications going to a task force or strike team leader, rather than to each single resource.</li> <li>4. Increases the ability to expand the organization for large incident operations while maintaining good span of control.</li> <li>5. Provides close resource control and accountability.</li> </ol> <p>DISCUSS WITH STUDENTS AND BRING OUT EXAMPLES OF HOW STRIKE TEAMS OR TYPING HAVE BEEN DONE ON OTHER KINDS OF RESOURCES.</p>	<p>05-14-I200-VG</p>
<p>IV. Resource Status</p> <p>All tactical resources at an incident will be in one of three status conditions.</p>	<p>05-15-I200-VG</p>

OUTLINE	AIDS & CUES
<p>A. Assigned</p> <p>Resources working on a tactical assignment under the direction of a supervisor.</p> <p>B. Available</p> <p>Resources ready for deployment.</p> <p>C. Out-of-Service</p> <p>Resources that are not ready for available or assigned status.</p> <p>Reasons for resources being out-of-service can include:</p> <ul style="list-style-type: none"> <li>• Mechanical (vehicle or equipment services required)</li> <li>• Rest (personnel)</li> <li>• Staffing (insufficient personnel to operate the equipment)</li> </ul> <p>In addition, in some situations resources could also be out-of-service for:</p> <ul style="list-style-type: none"> <li>• Environmental reasons (darkness or weather)</li> <li>• Financial (exceeded allowed overtime costs)</li> </ul>	

OUTLINE	AIDS & CUES
<p>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.</p> <p>V. Changing Resource Status</p> <p>Resource status on an incident, is <u>maintained</u> and <u>changed</u> 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.</p> <p>All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element.</p> <p>The flow chart shows how the resource status changes are made through a major incident organization.</p> <p>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.</p> <p>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.</p> <p>Information about the status change will be passed to the Resources Unit of the Planning Section.</p> <p>Normally, the persons who can change status of resources on an incident could include:</p> <ul style="list-style-type: none"> <li>• The person in charge of the single resource.</li> </ul>	<p>05-16-I200-VG</p>

OUTLINE	AIDS & CUES
<ul style="list-style-type: none"> <li>• A Task Force or Strike Team Leader.</li> <li>• A Division or Group Supervisor.</li> <li>• The Operations Section Chief or Incident Commander.</li> </ul>	
<p>VI. Resource Status Keeping Systems</p> <p>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.</p>	05-17-I200-VG
<p>SEVERAL ICS FORMS MAY BE REFERENCED AT THIS POINT.</p>	Reference Text p. 5-15
<p>A. Manual Record Keeping on Forms</p> <p>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.</p>	Reference Text p. 5-19  Reference Text p. 5-21
<p>HAVE STUDENTS REFER TO T-CARDS FOUND IN FORMS MANUAL OR REFERENCE TEXT</p>	Reference Text p. 5-23
<p>B. Card Systems</p> <p>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.</p>	

OUTLINE	AIDS & CUES
<p>C. Magnetic Symbols on Maps or Status Boards</p> <p>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.</p> <p>D. Computer Systems</p> <p>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.</p>	
<p>VII. Resources Exercise</p> <p>FOR THIS EXERCISE, STUDENTS WILL NEED TO USE SOME FORM OF A RESOURCE STATUS KEEPING SYSTEM. THE SYSTEM TO BE SELECTED SHOULD BE THAT MOST COMMONLY USED BY THE AGENCY OR AGENCIES INVOLVED IN THE TRAINING.</p> <p>AN IDENTIFYING CARD, SYMBOL, ICON, ETC., SHOULD BE PROVIDED TO REPRESENT EACH KIND OF RESOURCE SELECTED FROM THE ATTACHED LIST FOR USE IN THE EXERCISE.</p> <p>FROM THE ATTACHED LIST, DESIGNATE SOME OF THE RESOURCES WHICH ARE ON SCENE AND HAVE STUDENTS COPY THESE TO THE ICS FORM 201.</p>	<p>Reference Text p. 5-27</p>

OUTLINE	AIDS & CUES
<p>THE REST OF THE RESOURCES WILL HAVE BEEN ORDERED, AND ARE EN ROUTE TO BE DIRECTLY ASSIGNED, OR ASSIGNED TO THE:</p> <p>ICP  BASE  STAGING AREA  HELIBASE  DIRECT ASSIGNMENTS</p> <p>STUDENTS ARE TO DEVELOP A STATUS KEEPING SYSTEM WHICH WILL:</p> <ol style="list-style-type: none"> <li>1. ACCOUNT FOR EACH OF THE WIDE VARIETY OF RESOURCES THAT MAY BE USED ON INCIDENTS.</li> <li>2. SHOW HOW THE STATUS KEEPING SYSTEM IS USED TO SHOW <u>CURRENT STATUS AND LOCATION</u> OF EACH RESOURCE.</li> <li>3. SHOW THAT THERE CAN BE SEVERAL DIFFERENT TYPES FOR A GIVEN KIND OF RESOURCE.</li> </ol> <p>HAVE EACH GROUP PROVIDE A BRIEFING ON HOW THEY DEVELOPED A STATUS KEEPING SYSTEM.</p> <p>ENSURE THAT THE SYSTEM:</p> <ol style="list-style-type: none"> <li>1. PROVIDES ACCOUNTABILITY AND LOCATION FOR EVERY RESOURCE.</li> <li>2. CLEARLY DIFFERENTIATES BETWEEN KINDS OF RESOURCES.</li> </ol>	

<b>OUTLINE</b>	<b>AIDS &amp; CUES</b>
<p>Exercise Steps</p> <p>Divide students into groups of four or five.</p> <p>Provide each group with the scenario, Incident Briefing (ICS Form 201), and Resource Table.</p>	
<p><b>SCENARIO</b></p> <p>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.</p> <p>An inventory of available resources for use at this incident is on page 5-16 of the Instructor Guide.</p>	<p>Reference Text p. 5-25</p> <p>Reference Text p. 5-27</p>

## RESOURCE TABLE FOR USE IN EXERCISES

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

<b>KIND OF RESOURCE</b>				
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			

**INCIDENT COMMAND SYSTEM  
NATIONAL TRAINING CURRICULUM**

**MODULE 5  
INCIDENT RESOURCES**

**October 1994**

**REFERENCE TEXT**

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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 kind and by type.

### 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:

<u>KIND</u>	<u>TYPE</u>
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 same kind and type.

- 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**



















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:

<b>Form Number</b>	<b>Form Type</b>	<b>Form Color</b>
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



## **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			

# Module 5 Incident Resources

## 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.
- Resource status conditions.
- Changing and maintaining status on resources.

## **Module 5 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 resources status conditions used at an incident, and the purpose and limits associated with each.

## **Module 5 Objectives (cont.):**

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.

# Resource Selection

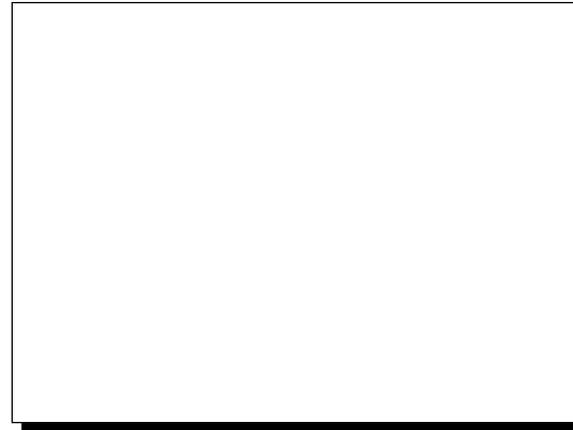
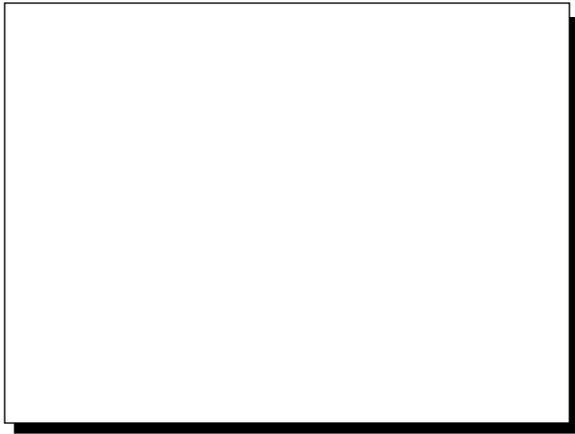
**The ability to select the right resource for the task, is essential to:**

- Accomplish the job.
- Ensure resource safety.
- Be cost effective.

# Definition of Resources

- Resources consist of all personnel and major items of equipment available for assignment to incidents.
- Equipment resources will include the personnel required to operate/staff them.

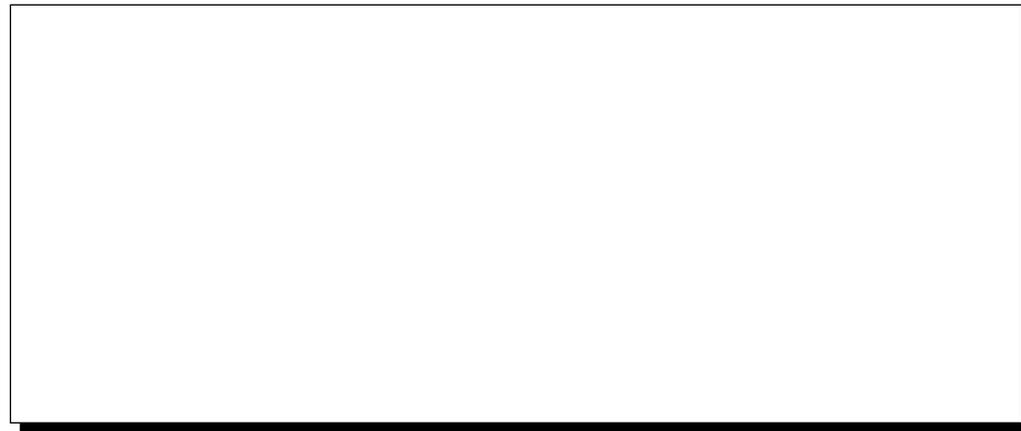
# **Kinds of Resources:**



# Types of Resources:



Type 1



Type 3

# Advantages to Resource Typing

- In planning for resource needs
- In ordering resources
- In monitoring effectiveness of resource use

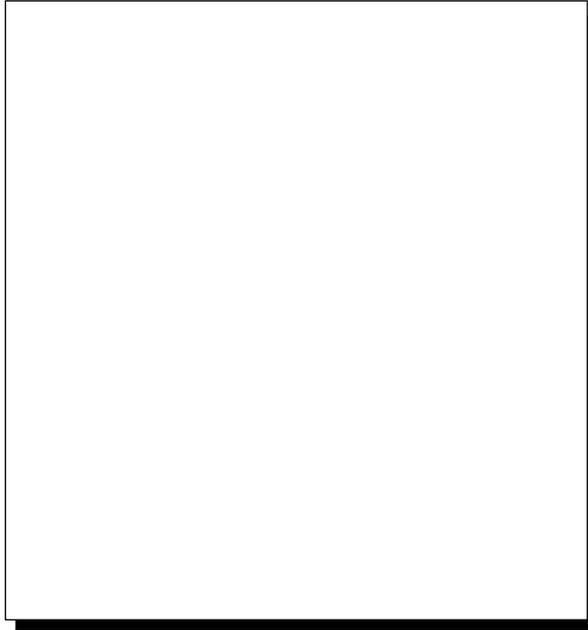
# Ways of Managing Resources

Single Resources

Task Forces

Strike Teams

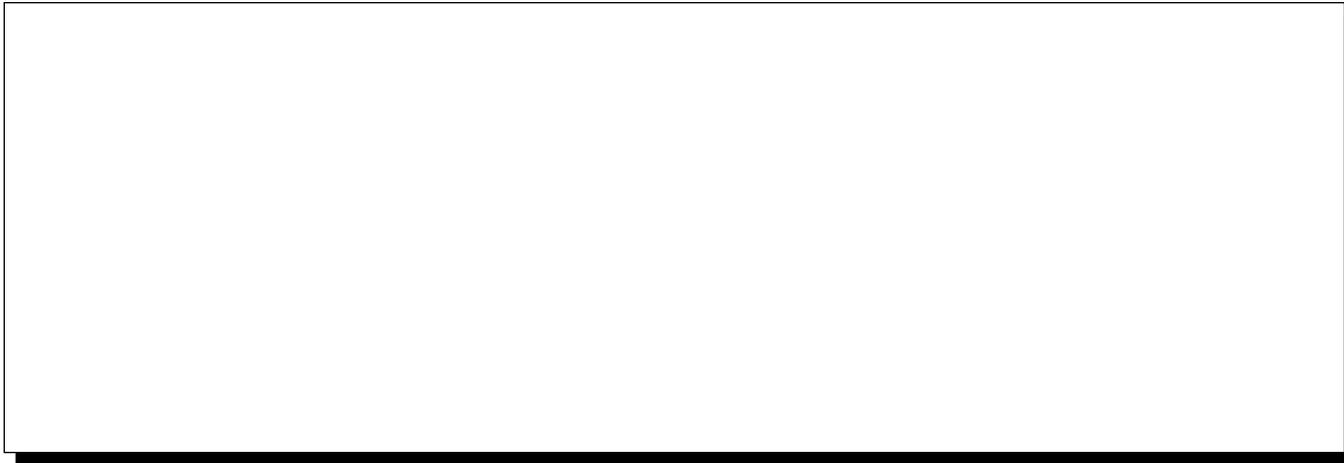
# Example of a Single Resource



# Requirements of a Task Force:

- Must have a leader.
- Communications between resources and leader.
- Have transportation.
- Be within span of control limits.

# **Example of a Mixed Resources Task Force**

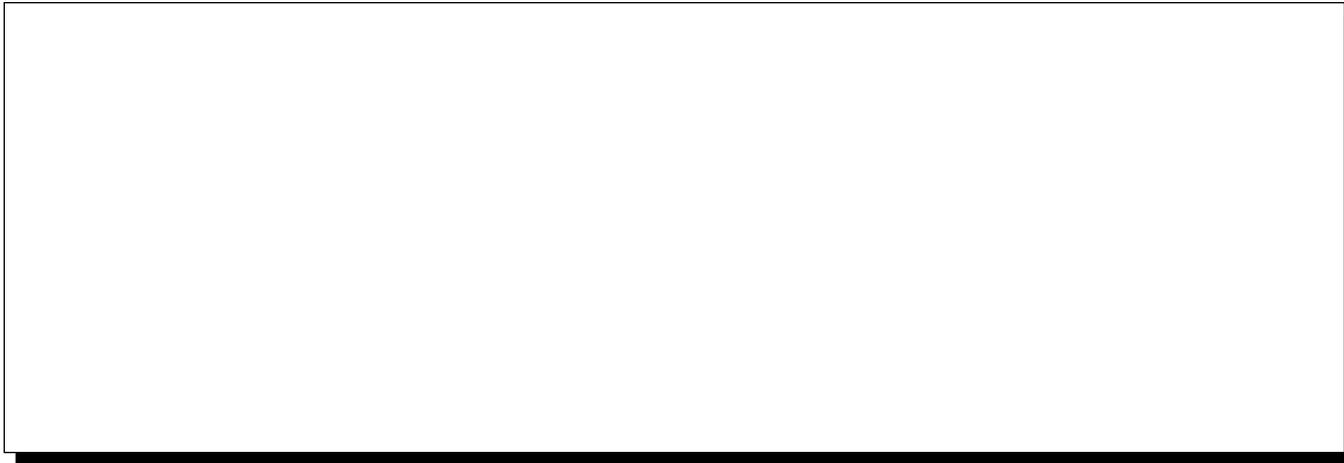


# Requirements of a Strike Team:

- Same kind and type of resources.
- Must have a leader.
- Communications between resources and leader.
- Must have transportation (as required).
- Operate within span of control limits.

# **Example of a Strike Team**

## **All Resources of Same Kind and Type**



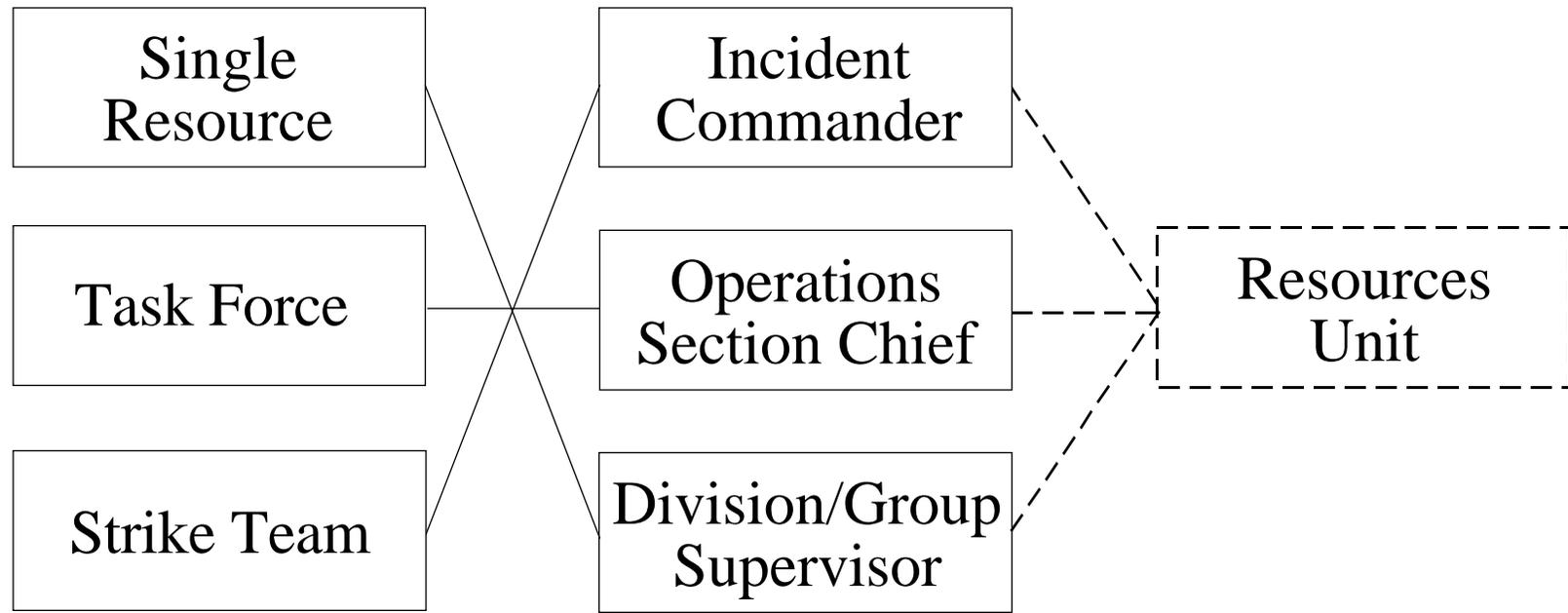
# Advantages of Task Forces and Strike Teams

- Enables more effective resource planning.
- Effective way of ordering what is necessary.
- Reduces radio communications traffic.
- Increases the ability to expand the organization while maintaining span of control.
- Provides close resource control and accountability.

# Resource Status Conditions

- Assigned - working on a tactical assignment
- Available - within three minutes
- Out-of-Service
  - Mechanical
  - Rest
  - Staffing

# Resource Status Changing



Status of the resource can be changed by any of the above depending on incident organization and the situation requiring the change.

If activated, Resources Unit maintains status.

———— Reporting  
----- Information flow

