



United States Coast Guard



Incident Command System

Resources Unit Leader

- RESL -

Job Aid



May 2020

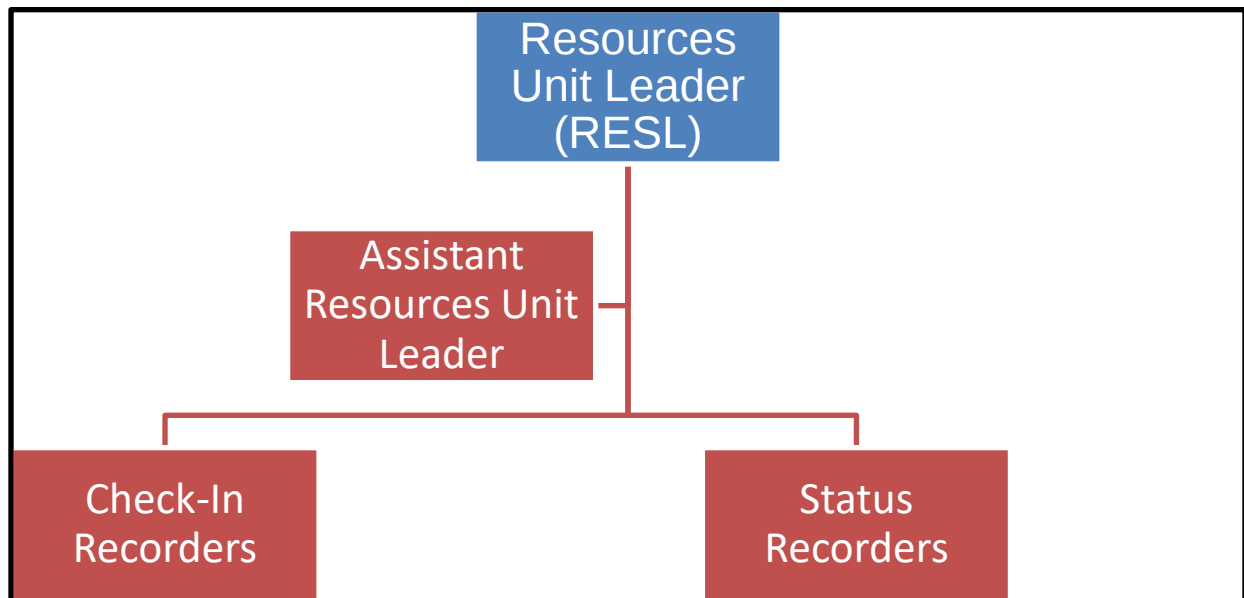


Figure 1: Resources Unit Organization

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1. Overview

1.1. User

This Job Aid is for anyone assigned to an incident as Resources Unit Leader (RESL) working within the National Incident Management System (NIMS) Incident Command System (ICS).

Note: In the context of this Job Aid, the word incident means an occurrence, event, or exercise, unless otherwise noted.

1.2. Purpose of this Job Aid

This Job Aid is a tool to understand the complex tasks and processes encountered using ICS for the RESL position.

1.3. Disclaimers

This Job Aid

- Is not a policy document, nor is it intended to act as or replace official policy, required training, or direction from higher authority. It is rather guidance for response personnel requiring application of judgment.
- Provides guidance to Coast Guard personnel and is not intended to, nor does it impose legally binding requirements on any party outside of the Coast Guard.

1.4. Major Responsibilities

The RESL primary responsibility is to maintain the status of all assigned personnel and tactical resources at an incident and assembling the Incident Action Plan (IAP). The major responsibilities and tasks listed in Figure 2 are expanded further below into checklists and sections in this Job Aid.

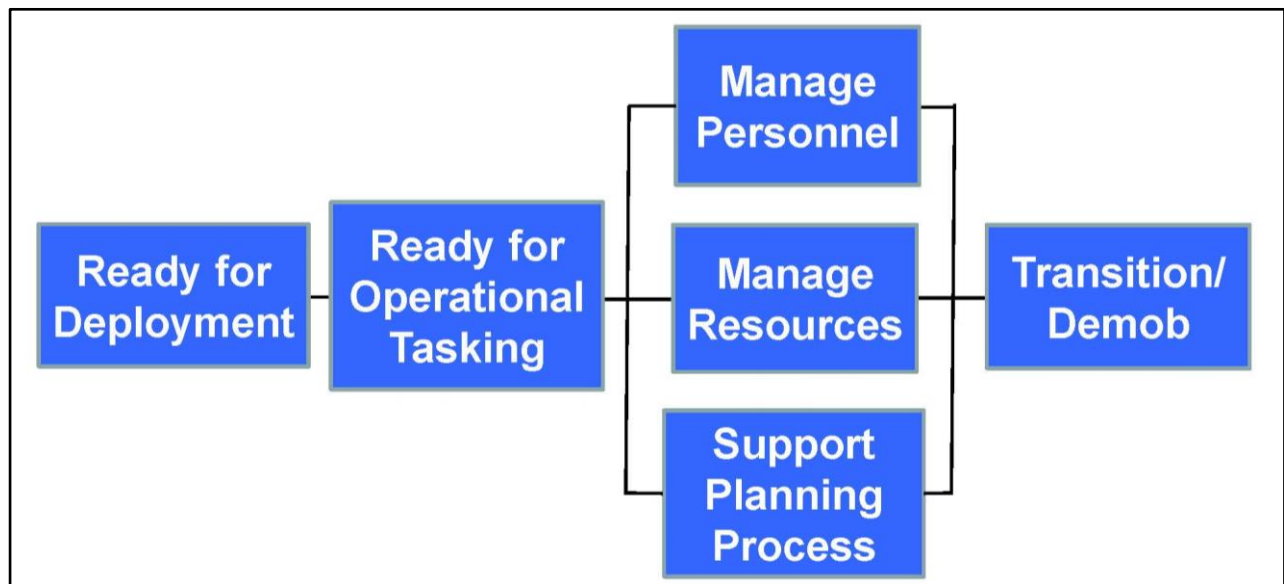


Figure 2: RESL Major Responsibilities

- Ready for deployment - Pre-assignment
- Ready for operational tasking
 - Pre-deployment actions
 - Check-In to the Incident
 - Obtain situation assessment
 - Receive initial brief
 - Activate Resources Unit
- Manage Unit personnel
 - Task and employ staff
 - Support personnel

- Evaluate staffing level
- Evaluate personnel
- Evaluate Unit
- Conduct after action review
- Manage Resources
 - Establish/maintain check-in locations
 - Establish/maintain the resource display
 - Coordinate with IMT members
 - Maintain Unit documentation
- Support the planning process
 - Tactics meeting
 - Planning meeting
 - IAP development
 - Operations Briefing
- Transition/demobilization
 - Unit
 - Personnel

1.5. References

While the following list of references below are not all encompassing, links for many of these are found on Homeport at: <https://homeport.uscg.mil/>

- Incident Management Handbook (IMH)
COMDTPUB P3120.17 (series).
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Unit Leader Performance
Qualification Standard (PQS)

- USCG Type 3 Planning Unit Leader Positions Part B PQS

1.6. Materials and Forms

Section 9.2 RESL Deployment kit contains a suggested list of materials to take with you to an incident. Maintain an adequate supply of these materials throughout your assignment. Submit an ICS 213RR-CG Resource Request for supplies in accordance with the incident's resource request process.

The forms are found on the Coast Guard ICS web pages on Homeport at: <https://homeport.uscg.mil/>. The FEMA or CG version of forms can generally be used interchangeably unless noted. Common forms the RESL may encounter include:

*Indicates RESL responsibility for form completion

- Incident Action Plan Cover Sheet*
- ICS 201 Incident Briefing
- ICS 202 Incident Objectives
- ICS 202A-CG Command Direction
- ICS 202B-CG Critical Information Requirements
- ICS 203 Organization Assignment List*
- ICS 204 Assignment List
- ICS 204A-CG Assignment List Attachments
- ICS 205 Incident Radio Communications Plan
- ICS 205A-CG Communications List
- ICS 206 Medical Plan

- ICS 207 Incident Organization Chart*
- ICS 208-CG Site Safety and Health Plan (NOT FEMA form)
- ICS 209-CG Incident Status Summary (NOT FEMA form)
- ICS 210 Status Change Card
- ICS-211 Check-In List*
- ICS-211a-CG Daily Sign-In Sheet*
- ICS 213 General Message
- ICS 213RR-CG Resource Request Message
- ICS 214 Activity Log*
- ICS 214A-CG Chronology of Events Log
- ICS 215 Operational Planning Worksheet
- ICS 215A-CG Incident Action Plan Safety Analysis (NOT FEMA form)
- ICS 219 Resource Status Card (T-Card)*
- ICS 220 Air Operations Summary
- ICS 221 Demobilization Check-Out
- ICS 225-CG Incident Personnel Performance Rating
- ICS 230-CG Daily Meeting Schedule
- ICS 232-CG Resources at Risk Summary
- ICS 233-CG Incident Open Actions Tracker
- ICS 234-CG Work Analysis Matrix
- ICS 235-CG Facility Needs Assessment Worksheet
- ICS 236-CG Tentative Release List
- ICS 237-CG Incident Mishap Report
- ICS 238-CG Demobilization Tracking Table

- ICS 239-CG Incident Complexity Analysis
- ICS 240-CG Information Management Matrix
- ICS 251-CG Resource Request Log
- ICS 261-CG Incident Property Tracking Table

1.7. Questions

Direct questions about this Job Aid to the USCG Office of Emergency Management (CG-OEM) at ICS-ProgramCoordinator@uscg.mil.

2. Checklists

2.1. Ready for Deployment - Pre-Assignment Checklist

	Ensure personal readiness for assignment (See detail on page 18)
	Assemble Personal Deployment Kit (See detail on page 19)
	Assemble RESL Deployment Kit (See detail on page 19)

2.2. Ready for Operational Tasking Checklists

2.2.1. Pre-Deployment Actions Checklist

	Receive assignment (See detail on page 20)
	Receive travel orders and order number (See detail on page 20)
	Verify reporting location, date and time (See detail on page 20)
	Finalize personal readiness for assignment (See detail on page 20)
	Make travel arrangements (See detail on page 21)
	Verify/update personal deployment kit (See detail on page 21)
	Verify/update RESL deployment kit (See detail on page 21)
	Gain incident awareness (See detail on page 21)

2.2.2. Check-In to the Incident Checklist

	Check-in on ICS 211 (See detail on page 22)
	Receive assignment/tasking (See detail on page 22)
	Check-in with Finance/Admin Section (See detail on page 22)
	Check-In with Logistics Section (See detail on page 23)
	Review and sign ICS 208-CG Site Safety and Health Plan (See detail on page 23)

2.2.3. Obtain Situation Assessment Checklist

	Review the current ICS 201 and/or IAP to determine the following: (See detail on page 24)
	What kind of incident? (See detail on page 24)
	Who are key players? (See detail on page 24)
	When incident occurred? (See detail on page 25)
	Where is incident location/AOR? (See detail on page 25)
	What is the incident organization? (See detail on page 25)
	Obtain a meeting and briefing schedule (See detail on page 26)

2.2.4. Receive Initial Brief Checklist

	Define your role (See detail on page 26)
	Obtain PSC expectations (See detail on page 27)
	Identify any limitations and/or constraints (See detail on page 27)

2.2.5. Activate Resources Unit Checklist

	Determine staffing requirements (See detail on page 28)
	Establish Resources Unit work location(s) (See detail on page 29)
	Organize and brief subordinates (See detail on page 30)
	Acquire work materials (See detail on page 30)
	Establish resource management process (See detail on page 32)
	Begin support of ICS planning process (see detail on page 33)
	Begin Unit documentation (See detail on page 33)

2.3. Manage Unit Personnel Checklist

	Task and employ staff (See detail on page 34)
	Support personnel (See detail on page 35)
	Evaluate staffing level (See detail on page 35)
	Evaluate personnel (See detail on page 36)
	Evaluate Unit (See detail on page 36)
	Complete After Action Review (See detail on page 37)

2.4. Manage Resources Checklist

	Manage check-in locations (See detail on page 39)
	Maintain resource status display (See detail on page 40)
	Coordinate with IMT members (See detail on page 45)
	Maintain Unit documentation (See detail on page 45)

2.5. Support the ICS Planning Process Checklist

	Support the Tactics meeting (see detail on page 47)
	Support the Planning meeting (see detail on page 48)
	Support the IAP development (see detail on page 49)

2.6. Transition/Demobilization Checklist

	Transition/relief of personnel or Unit (See detail on page 54)
	Provide input to the Demobilization Plan (See detail on page 54)
	Review approved Demobilization Plan (See detail on page 54)
	Support demobilization of resources (See detail on page 56)
	Supervise demobilization of unit personnel (See detail on page 57)
	Supervise demobilization of unit (See detail on page 57)

3. Ready for Deployment - Pre-Assignment

3.1. Ensure personal readiness for assignment:

Deploying without being personally ready will affect your ability to perform and respond and in turn place additional burden on the incident management team (IMT). Since responses and deployment lengths can vary from incident to incident, it is recommended you plan for a 30-day deployment. Personal readiness includes:

- Medical/dental readiness
 - For active duty and reserve members ensure that CG Business Intelligence (CGBI) shows “green” in all categories.
 - For civilians and Auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed (e.g., have a plan to ensure you have enough medications for the entire period of the deployment).
- Training and Certification readiness:
 - RESL training and certification is current.
 - Mandated training is current and “green “ in CGBI.
 - Complete incident specific training prior to deployment (e.g. HAZWOPER, area familiarization, etc.)
- Financial Readiness – Ensure you are financially ready to deploy. This means ensuring your financial situation is in order.
 - Government travel credit card (GTCC) – you

should check your GTCC limit and that it is activated. If you expect to be deployed more than 30 days, your limit should be increased (e.g. to \$10,000).

- Make a plan for how bills will be paid while deployed.
- Ensure TPAX account is active.
- Family Readiness
 - Ensure you have a Dependent Care/Pet Care plan for when deployed.

www.militaryonesource.com may be helpful.

3.2. Assemble Personal Deployment Kit

If your job requires regular or short-notice deployments, preparing a Personal Deployment Kit BEFORE activation can ease the stress of deployment. See 9.1 Personal Deployment kit for an example of what the kit contains.

3.3. Assemble RESL Deployment Kit

Once certified as a RESL, you may be called to support large events outside your AOR. A RESL Deployment Kit can ease the burden of deployment. See 9.2 RESL Deployment kit for example kit contents.

4. .Ready for Operational Tasking

4.1. Pre-Deployment Actions

4.1.1. Receive assignment

Assignments can come via message traffic, by phone call, through a supervisor, or by Direct Access (DA) orders.

4.1.2. Receive Travel Orders and order number

Ensure you have received your orders and order number for the incident.

- As per Federal Travel Regulations (FTR), a written order issued by a competent authority is required for reimbursement of travel expenses. Travel under verbal orders is only authorized under extreme circumstances and all travelers should attempt to obtain written travel orders before departure. Consult the FTR to ensure all conditions are met when traveling under verbal orders.
- The travel order number (TONO) and order number are different. The order number is assigned by the incident (usually Logistics) to both order and track each resource on the incident and is used at check-in to verify the position you will fill.
- Order number is generally in the following format: O374 where O is for Overhead and the unique three-digit number is assigned by Logistics.

4.1.3. Verify reporting information

Verify reporting location, date and time, order number, as well as contact information for the

Incident Command Post (ICP) in case you need assistance with travel or check-in.

4.1.4. Make travel arrangements

Obtain counseling on entitlements and responsibilities from a travel authorizing official and review the FTR as necessary.

- Request cash advances, if needed.
- Make travel arrangements using approved CG travel method.

4.1.5. Finalize personal readiness for assignment

Review the “ready for deployment checklist” to ensure readiness for assignment.

- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

4.1.6. Verify/update personal deployment kit.

See 9.1 Personal Deployment kit, which outlines personal items needed for the deployment.

4.1.7. Verify/update RESL deployment kit

- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.
- See 9.2 RESL Deployment kit for list of items.

4.1.8. Gain incident awareness

Learn as much as you can about the incident prior to arrival. This includes gaining local area knowledge,

reviewing plans, and reviewing the ICS 201 Incident Brief or Incident Action Plans (IAPs). These typically can be obtained from an already established IMT on the incident.

4.2. Check-In to the Incident

4.2.1. Check-in on ICS 211

Upon arrival at the incident, check-in at the ICP using the ICS 211.

- Have your Order Number available. This enables the Check-in Recorder (SCKN) to validate your assignment to the incident quickly. In some cases, the incident may be using the 16-digit government TONO assigned to you as the Order Number.
- Obtain credentials (badges), if the incident is using them.
- Provide your cell phone number, home base, lodging arrangements, travel method, as well as any additional qualifications you have.

4.2.2. Receive assignment/tasking

The Check-In Recorder (SCKN) can direct you to the ICP or the area where you will be working.

4.2.3. Check-in with Finance/Admin Section

Travel Orders: Provide a copy of orders or other travel documents with FSC. Take care of this soon so there are no delays when you are ready to leave.

4.2.4. Check-In with Logistics Section

- Berthing assignment: The incident will provide adequate berthing, unless you are locally based. If the incident is small, you may be allowed to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Regardless, Logistics typically tracks where personnel are lodging.
- Meal schedule: The size, complexity and location of an incident affects the availability of meals. On most Coast Guard responses, meals are not provided and are the responsibility of the individual. Provided meals are tracked and the individual is required to make the appropriate modifications to their travel claim.
- Consumables: Determine where to obtain necessary materials for the unit (e.g. copy paper, pens, markers, etc.).

4.2.5. Review and sign the ICS 208-CG Site Safety and Health Plan

- All incident personnel must review the incident specific ICS 208-CG Site Safety and Health Plan and sign the Worker Acknowledgement Form.
- A copy of the ICS 208-CG Site Safety and Health Plan may be found at Check-In, Staging Areas, and in the ICP in the Operations Section and Safety Officer's work area. On large incidents, the ICS 208-CG may also be posted in areas such as the meal area where large groups of people

congregate.

- Periodically review the ICS 208-CG to learn about any additions and updates to the Plan.

4.3. Obtain Situation Assessment

Perform the following tasks after checking in to the incident and prior to meeting with your supervisor.

4.3.1. Review the current ICS 201 and/or IAP

Acquire additional background on the incident prior to starting your assignment. Regardless of when you arrive at an incident there is usually very little time for someone to brief you.

- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident. The “how” and “why” for the incident will be determined by the investigation.

4.3.2. Determine the kind of incident

Determining the kind of incident (search and rescue, oil/hazmat, law enforcement, natural disaster, etc.) provides an idea of the resources that should be operating in theatre.

4.3.3. Determine the key players

Determining the key players (Federal, State, local, industry) gives insight into why Command is setting particular objectives as well as the boundaries of the incident Area of Responsibility (AOR).

- Consider the local community. Know their goals and expectations.

4.3.4. Determine when the incident took place
An incident changes character over time including survival rates, weathering of oil, potential contaminants, vessel stability, etc.

4.3.5. Determine where the incident took place
Determine the incident AOR. Spend time getting to know the area. This helps you understand relationships, geography, local plans, etc.

- Be aware of any community issues, sensitive areas, and endangered species within the incident AOR.

4.3.6. Determine the incident organization, size and complexity

- Determine incident organization (review the ICS 201 page 3 or ICS 207).
- Determine incident complexity, Type 1, 2, or 3.
- Identify for whom you work (i.e. PSC). You must also know who is in your direct chain of command as well as other key players such as the Incident Commander(s) (IC/UC), Operations Section Chief (OSC), Intelligence/Investigation Section Chief (ISC) - if staffed, Logistics Section Chief (LSC), Finance/Admin Section Chief (FSC), Liaison Officer (LOFR), and Safety Officer (SOFR).
- Determine if the incident is expanding or contracting.
- Determine if there are any political considerations.

4.3.7. Obtain a meeting and briefing schedule
Look for the ICS 230-CG daily meeting schedule. If not posted, the Situation Unit should have it available.

- Determine the next meeting or briefing you need to attend.

4.4. Receive Initial Brief

The initial briefing is your opportunity to receive additional details about your incident assignment. You may or may not get a chance to spend this time with the PSC and/or Deputy PSC before you start working. If you are NOT able to have this brief, meet with the current RESL or other Planning Section personnel.

4.4.1. Define your role

- Determine the role you are filling. Are you playing the role of RESL and another unit leader (multi-hatted)?
- Determine your experience level for the role you are filling. Do you have the experience for the position? If not, consider requesting an Assistant RESL with that experience.
- Determine your authority from the PSC to request resources.
- If you are relieving an already established Resources Unit, have a transition meeting with the off-going RESL. Review 9.34 Transition/Relief Checklist.

4.4.2. Obtain the expectations of the PSC

At a minimum, clarify the following expectations from the PSC:

- Does Command and/or PSC want a briefing from you on the process and procedures you typically use as RESL?
- How often does the PSC want to be updated?
- What are the Immediate Reporting Thresholds for the Resources Unit?

4.4.3. Identify any limitations and constraints

Staff size, wall space, and battle rhythm/reporting timeframes.

4.4.4. Determine the Resource Requesting Process

Identify the resource requesting process established by the LSC.

- RESL plays a key role in the requesting of operational resources.
- You must know the process limitations and constraints established for the incident.
- See 9.27 Example Resource Request Process.
- Consider the long-term view for resource utilization for the incident.
 - Clarify operational resource requirements with OSC beyond the next operational period.
 - Determine how much and/or how long a resource will be needed.

4.5. Activate Resources Unit

Activation of the Resources Unit begins with activation of the unit (staffing and organizing the Resources Unit workspace), and includes starting the resources management process.

4.5.1. Determine Staffing Requirements

Figure 1 (inside front cover) provides a typical Resources Unit Organization. Table 1 is taken from USCG IMH, Chapter 13 Organizational Guides. Keep in mind the recommendations are based on 12-hour work schedules and may need to be increased for 24-hour operations. Table 2 is a Resources Unit staffing Worksheet to help develop unit staffing needs based on the incident.

- The number of Resources Unit personnel needed may change based on the IMT resources tracking demand.
- Consider the addition of Assistant RESLs to manage span of control within the unit.

Table 1: Resources Unit Organizational Guide

	Size of incident (# of Divisions/Groups)				
Position	2	5	10	15	25
Asst. RESL			1	1	2
Status Recorders(SCKN)	1	2	3	3	4
Check-In Recorders (SCKN)	As needed:				
Technical Specialists	As Needed				

Table 2: Resources Unit Staffing Worksheet

Staff		Shift #1	Shift #2
RESL			N/A
Assistant RESL (ARES)			
SCKN – Status Recorder			
SCKN – ICP Check-in Recorder			
SCKN – Staging Check-in Recorder			
SCKN – Other			
Sub-Total			
TOTAL	Shift 1 & 2		

4.5.2. Request Staff

Determine optimal assignment for unit personnel and develop ICS 213RR-CG Resource Requests to fill gaps and projected unit needs. Submit an ICS 213RR-CG in accordance with the incident resource requesting process. Ensure your calculations consider work shifts and hours of operation.

4.5.3. Establish a work location(s)

The Resources Unit should be located within the Planning Section and in the vicinity of Situation Unit and Operations in the ICP.

- Ensure adequate workspace for number of personnel and equipment, including the possibility for expansion. The ICS 235 Facility Needs Assessment Worksheet is a tool to help determine space needs.

- Check-in Locations are discussed in 6.2 Manage Check-In Locations.
- The primary Resources Status display location should be located very close to the Operations Section staff, which is your primary audience. Ensure it can be easily seen and referenced by the Operations Section.
- Sufficient wall space is helpful so that T-card racks, and large posters can be hung and seen easily.

4.5.4. Acquire work materials

- Identify appropriate work materials based on Resources Unit and Resource Status Display locations.
- Submit an ICS 213RR-CG Resource Request in accordance with incident resource request process. See 9.25, Example ICS 213 RR-CG Resource Request Message.

4.5.5. Organize and brief subordinates

- Identify the immediate information demands and organize your personnel to meet those demands until additional personnel report.
- Conduct the initial unit meeting as outlined in 9.7 Unit Meeting Guidelines to establish guidelines, expectations, work schedule, meeting schedules, customer needs, and resources display content. This also includes information flow within the Unit. See 9.4 Unit Standard Operating Guide and 9.6 Example Resources Unit Information Flow

Process.

- Explain resource request process to subordinates.
- Develop a unit organization chart to identify roles and highlight span of control issues.
- Evaluate the span of control with the unit and request/assign additional personnel to maintain proper management ratios, if needed.
- Explain where the check-in locations are located throughout the incident AOR.
- Ensure the SCKNs know how to properly check-in resources (e.g. strike team).
- Outline how often you want information transmitted from Check-In to the Resources Unit.

4.5.6. Conduct initial field verification of resources

- Transfer resources listed on the ICS 201 to the ICS 211.
- Task SCKNs to gather resource information from the field and have them complete the ICS 211's for resources on-scene.
- Task SCKNs to also add additional resources found on scene that are not on the ICS 201 to the ICS 211's.
- This information can also be gathered from the Division/Group Supervisors (DIVS), Staging Area Managers (STAMs), and Situation Unit Field Observers (FOBS) and from personal observation in the field.

4.5.7. Establish Resources Management Process

The success of the Resources Unit is measured by IMT customer satisfaction with resources information flow, management, and availability. See Chapter 6, Manage Resources and 9.6 Example Resources Unit Information Flow Process for more detailed information.

- Assign status recorders to create the Resources Unit Status Display.
 - Resource Status Display (T-card rack)
 - Incident ICS 207 Organization Chart
 - ICS 209 Situation Status Summary, resources page (page 2) information to SITL
- Establish a system for receiving status updates and information from incident personnel (e.g. sourced ICS 213RRs from SPUL). This may be in the form of inboxes, envelopes or an easel chart.
- Validate current information posted on the resource status board.
- Verify with OSC that status reflects current tactical assignments (i.e. what is on-scene).
- Understand the interactions the RESL has with other IMT members. See 9.3 Functional Interactions for more information.
- Establish a timeline to ensure the Resources Unit is able to meet the reporting/briefing requirements.
- All information should be ready at least 15 minutes before the start of any meeting.

- Develop an information worksheet with reporting requirements. Table 3 is an example. This can be included in the information management plan, if created.

Table 3: Example Information Reporting Requirements for Resources Unit

Event	C&GS	Tactics	PIng
Event Time	0830	1200	1300
Input Due	209 resource report due NLT	T-Card rack & resources available next op period	209 resource report due NLT
Input Due to	SITL	OSC	SITL
Time Due	0800	1130	1230

4.5.8. Begin Support to the ICS Planning Process
See Chapter 7 Support the ICS Planning Process for more information.

4.5.9. Begin Unit Documentation
Start proper documentation for the Unit. This includes periodic resources unit documentation of the incident as it stands at a specific time. See 6.5 Maintain Unit Documentation for more information.

- Begin maintaining ICS 214 Activity Log. See 9.29 Example ICS 214 Activity Log.
- Begin maintaining ICS 209 Incident Status Summary, page 2 (resources page). See 9.26 ICS 209-CG Incident Status Summary page 2.

5. Manage Unit Personnel

After initial set up of the Resources Unit, the RESL must manage the unit and personnel.

5.1. Task and Employ Staff

Once your staff has been identified, and are either en-route or assigned to the incident, they will need direction and guidance. It will be beneficial to provide consistent and appropriate tasking with clear expectations.

While the responsibility for the Resources Unit functions is yours, you cannot do it all yourself. Identify and task key unit personnel to support your efforts.

- Develop a Unit Standard Operating Guide.
Handout/Post this guide for unit personnel to review. See 9.4 Unit Standard Operating Guide for more information.
- Schedule Unit Meetings
 - At least one per operational period.
 - If necessary, one per Resources Unit shift.
 - Brief subordinates on work assignments.
 - See 9.7 Unit Meeting Guidelines.
- Brief subordinates on work assignments and provide direction. Use the Unit Standard Operating Guide as the starting point. See 9.5 Example Check-In Recorder Procedures.

5.2. Support Personnel

The personnel working for you require support. You have already started this support by ensuring you have enough workspace/facilities and equipment (e.g. the ICS 235 Facilities Needs Assessment worksheet). Working on incidents is highly stressful and your personnel need your support to function well.

- Keep personnel informed and be honest with them.
- Obtain their feedback.
- Ensure they have basic needs met such as food and lodging.
- Establish a work schedule.
- Provide safe working conditions.
- Provide Unit staff appropriate On-the-Job Training (OJT) support as needed to gain skills and knowledge in the unit:
 - ICS position specific training.
 - Equipment training (vehicle, GPS, digital cameras, office equipment, etc.).
- Use a Unit Standard Operating Guide to set the direction, expectations, and guidelines for the unit.

5.3. Evaluate Staffing Level

Continually evaluate unit staffing level to ensure:

- Future personnel requirements
- Rotations – Identify need for replacements as soon as possible.
- Shift work –Expand and contract the number of

shifts depending on incident needs (e.g. multiple vs. daytime only, etc.).

- Work-life (e.g. stress reduction, time-off, morale events, etc.)
- Expanded use of Status/Check-In Recorders (SCKN).

5.4. Evaluate Personnel

Continuous evaluations of personnel should be performed to ensure the Unit is operating properly and effectively. Personnel need to know how they measure up.

- Evaluate personnel against established expectations.
- Provide guidance where needed.
- Document as required. Consider using the ICS 225-CG Incident Personnel Performance Rating. See 9.35 ICS 225-CG Incident Personnel Performance Rating.
- Submit unit/personnel for recognition, as required.
- Invite feedback on yourself.

5.5. Evaluate Unit

You should continually monitor overall unit performance and make adjustments as necessary. Use 9.32 Resources Unit Self-Evaluation Checklist to help evaluate how your unit is performing. This evaluation should be part of your Unit Standard Operating Guide. Ask the PSC and other IMT

members about the service your unit is providing.

Confirm that the Unit is:

- Functioning as a team.
- Producing the products required.
- Providing the correct information.

5.6. Complete After Action Review

Complete an After Action Review (AAR) at any time to help improve unit activities. This can be performed individually or as a group.

6. Manage Resources

6.1. Resources Management Process Overview

6.1.1. Establish Resources Management Process
Decide how information will flow within your unit.

- Information Flow in the Unit. The information (e.g. ICS 213 or ICS 211) should be routed through the unit via the predetermined information flow process. Using a routing grid can help ensure the information is properly processed through the unit. See 9.6 Example Resources Unit Information Flow Process. This process should be modified based on the incident, unit staffing, and level of resources information needs.
- Establish an INBOX/OUTBOX area near the main RESL display and post an information flow diagram within the unit.
 - The INBOX will be the place for personnel to provide incoming information.
 - The OUTBOX will be the location for outgoing information and historical data for the Documentation Unit.
- Log and track information. See 9.6 Example Resources Unit Information Flow Process.
 - ICS 213 General Message. Any incident data/information coming into the unit not on a form should be documented on an ICS 213 General Message form and then logged on the ICS 214a.

- ICS 214A-CG Chronology of Events Log. Used to log all data and determination of use.
- ICS 214 Activity Log – used to document unit the four A's: attendees, actions, accidents and agreements. The ICS 214 is NOT used for documenting incident data/information.
- Track open issues for Resources Unit on an ICS 233-CG Open Actions Tracker until action is complete. For example, waiting for one resource to check-in on ICS 211. Ensure the unit ICS 233 is clearly labeled for the unit.

6.2. Manage Check-In Locations

- Establish and manage Check-In Locations.
Add/remove check-in locations as required (e.g. assign a SCKN to manage check-in if a new staging area is established). The RESL will be informed by OSC for new operations facilities (e.g. staging areas) and by the LSC for support facilities (e.g. base or camps).
- Typically assign Check-In Recorders (SCKN) at each:
 - ICP
 - Staging Areas
 - Helibase
 - Base and/or camps
 - Security Check Points
 - Division or Group locations (for initial resources)
 - Others as required

- Ensure required check-in work materials are available. See 9.17 Example ICS 211 Incident Check-In List and 9.18 Example ICS 211A-CG Daily Sign-In.
- Set up check-in communications method and schedule. Determine best communications method from Communications Unit Leader (COML) to transmit ICS 211 information (e.g. fax, telephone, radio, and network). Ensure personnel understand how to communicate updates and changes for the incident.
- Brief Check-In Recorders and Status Recorders on their assigned location and procedures. See 9.5 Example Check-In Recorder Procedures for detailed instructions.
- Ensure Check-In locations have appropriate signage and are easy to find. Consider visibility of signs for day and night check-in.

6.3. Maintain a Resource Status Display

6.3.1. Establish system for tracking incident resources

- Determine resource-tracking method (i.e. T-cards, computers, etc.)
- Review resource request process (i.e. is RESL reviewing all ICS 213RRs or just tactical/overhead). If not established, work with PSC, LSC, and FSC to establish a process. See 9.27 Example Resource Request Process.

- Discuss with LSC the process for tracking and monitoring incident support resources (e.g. motor pools for vehicles). This ensures all incident resources are adequately/accurately tracked.
- See 9.26 Resource R, which shows the resource life cycle, and ICS forms used in the Resource R process.

6.3.2. Electronic vs. Paper systems

Determine the system of choice whether paper or electronic. Electronic systems are fast and efficient for moving information within an incident. However, there are many drawbacks including software familiarity, power, computer availability, etc. In a multiagency response, it is vital to ensure everyone has access to the system being used.

6.3.3. Create resource status display

- Determine appropriate type of resource status display for incident.
 - Posters (e.g. ICS 207).
 - T-card racks.
 - Magnets.
 - Dry erase boards.
 - Computer-based program.

6.3.4. Prepare ICS 219 T-cards from ICS 211 Incident Check-In lists

- Prepare ICS 219 T-cards to replace the ICS 201, page 4 Resource List, if the incident is using T-

cards and will last longer than one operational period.

- Ensure initial response resources found on the ICS 201 page 4 are checked in on an ICS 211. You may have to complete this task within your unit as information becomes available. You may track initial resources on a Unit ICS 233 Open Actions Tracker until initial resource check-in is complete.
- The following sections have detailed information on how to create/manage T-Cards:
 - 9.19 ICS 219 Resource Status T-Card Tool.
 - 9.19.1 T-Card Color Coding.
 - 9.19.2 T-Card Instructions.
 - 9.19.3 Checking In a Strike Team.
 - 9.19.4 Example process for incident formed Strike Teams.
 - 9.19.5 Administration of Strike Teams
 - 9.19.6 Checking In a Task Force
 - 9.19.7 Example process for incident formed Task Forces
 - 9.19.8 Administration of Task Forces
 - 9.19.9 Tracking Multiple Crews and Crew Change-outs.
 - 9.19.10 Example Last Day Worked.
- Accurately organize the ICS 219 T-Cards to reflect the current incident organization as reflected on the ICS 207 Incident Organization Chart or the ICS 203 Organization Assignment List. See section 9.20

Resource Status Card Sorter (T-Card Rack) for more information and examples.

- Verify that resources checked-in were actually ordered for the incident. If not, consider the demobilization process or re-assignment of resources if needed.

6.3.5. Brief personnel on how to communicate resource status changes

- The OSC may communicate operations resource status changes in various ways. Ideally, communicate operations resources status updates via the ICS 210 Resource Status Change or the ICS 213 General Message form. Attach a copy of the ICS 210 or ICS 213 to the appropriate ICS 219 T-card. See 9.21 Example ICS 210 Status Change Card and 9.24 Example ICS 213 General Message.
- ICP personnel do not necessarily work a normal operational period. Gather ICP Overhead personnel status changes from the ICS 211A-CG Daily Sign-In Sheet. See 9.18 Example ICS 211A-CG Daily Sign-In Sheet.

6.3.6. Verify that the Resource Status Display and ICS 215 accurately reflects field operations Use Division/Group Supervisors, Field Observers, and Check-In Recorders as verifiers. This is especially critical during the initial 2-3 hours of the incident and when preparing for the Tactics Meeting.

6.3.7. Update the ICS 207 Incident Organization

Chart

The ICS 207 Incident Organization Chart must be updated at least at the start of each operational period and RESL should validate that it reflects the Resource Status Display. There are many options for how to display the organization. See 9.22 Example ICS 207 Incident Organization Chart for more information.

6.3.8. Manage schedule for collecting resource data

- Ensure the resource data collected in time to meet end user requirements (i.e. schedule of ICS 211 reporting requirements, updates from FOBS on resource status, etc.).
- Monitor initial schedule set up in activation phase of incident and adjust as necessary.

6.3.9. Establish system to provide and validate resource information on the ICS 209

- Clarify ICS 209 page 2 resources requirements from SITL.
- Establish schedule with SITL to provide resource information and identify Situation Unit POC.
- Assign the responsibility to a member of your unit.

6.3.10. Ensure resource order numbers are assigned for initial resources

- The Resources Unit is responsible for assigning Resource Order Numbers for the initial resources on the incident. Initial resources are usually found

on page 4 of the ICS 201 Incident Briefing form.

This is done until Logistics is stood up and ordering resources for the incident (e.g. using the ICS 213 RR-CG – Resource Request Message).

- See 9.28 Resource Order Number for more information and example Resource Request Tracking Matrix.

6.4. Coordinate with IMT Members

RESL will coordinate with various IMT members to both obtain and disseminate resource information. In addition, RESL will coordinate with the IMT members to obtain feedback on the products provided. See 9.3 Functional Interactions for more information.

6.5. Maintain Unit Documentation

Maintain proper documentation for the Unit. Some of the documentation includes:

- ICS 207 Organization Chart for each operational period
- ICS 211 Check-In List
- ICS 211A-CG Daily Sign-In Sheet for each operational period
- ICS 213 General Message
- ICS 213RR-CG Resource Request Message
- ICS 214 Activity Log
- ICS 214A-CG Chronology of Events Log, if used
- ICS 219 T-Cards

- ICS 225-CG Incident Personnel Performance Evaluation
 - ICS 233-CG Open Actions Tracker for the Unit
- This is not the complete list of documentation. The PSC and/or DOCL will dictate what is required for documentation.

7. Support the ICS Planning Process

The RESL must support the ICS Planning Process. See 9.36 Resources Unit Leader Activities in the ICS Planning Process for a visual of the resources activities using the planning process “P.”

7.1. Support the Tactics Meeting

The RESL attends the Tactics Meeting and provides resource status information so that an appropriate tactical plan can be developed.

- Ensure the T-card racks are up to date.
- Bring T-card racks to the meeting with the available resources for the upcoming op period.
- Act as the resources scribe for the meeting for any changes the OSC may make on the ICS 215 Operational Planning Worksheet.
- Using the ICS 215, with the OSC’s requested (REQ) resources filled in, and the T-card racks, determine the resources available on the incident to be assigned next operational period (HAVE) and what resources that need to be requested (NEED). This task can be done prior to the meeting but **MUST** be done before the meeting is completed. The NEED block shows what resources will have to be requested/ordered to support the next operational period.
- Confirm with LSC ability to get the additional resources (NEED) for next operational period.

- Request additional resources (NEED) for the next operational period using resource request process/ completing the ICS 213RR-CG Resource Request Message.
- Confirm with the LSC or SPUL availability of current resources (T-card rack) for next operational period. For example, does the small boat need a replacement crew requested or does the small boat need to be totally replaced? Are there union issues? How many hours can a resource be used before a mandated rest period?

7.2. Support the Planning Meeting

While the RESL does not typically attend the Planning Meeting, the RESL does support the meeting by making sure resource related items are ready.

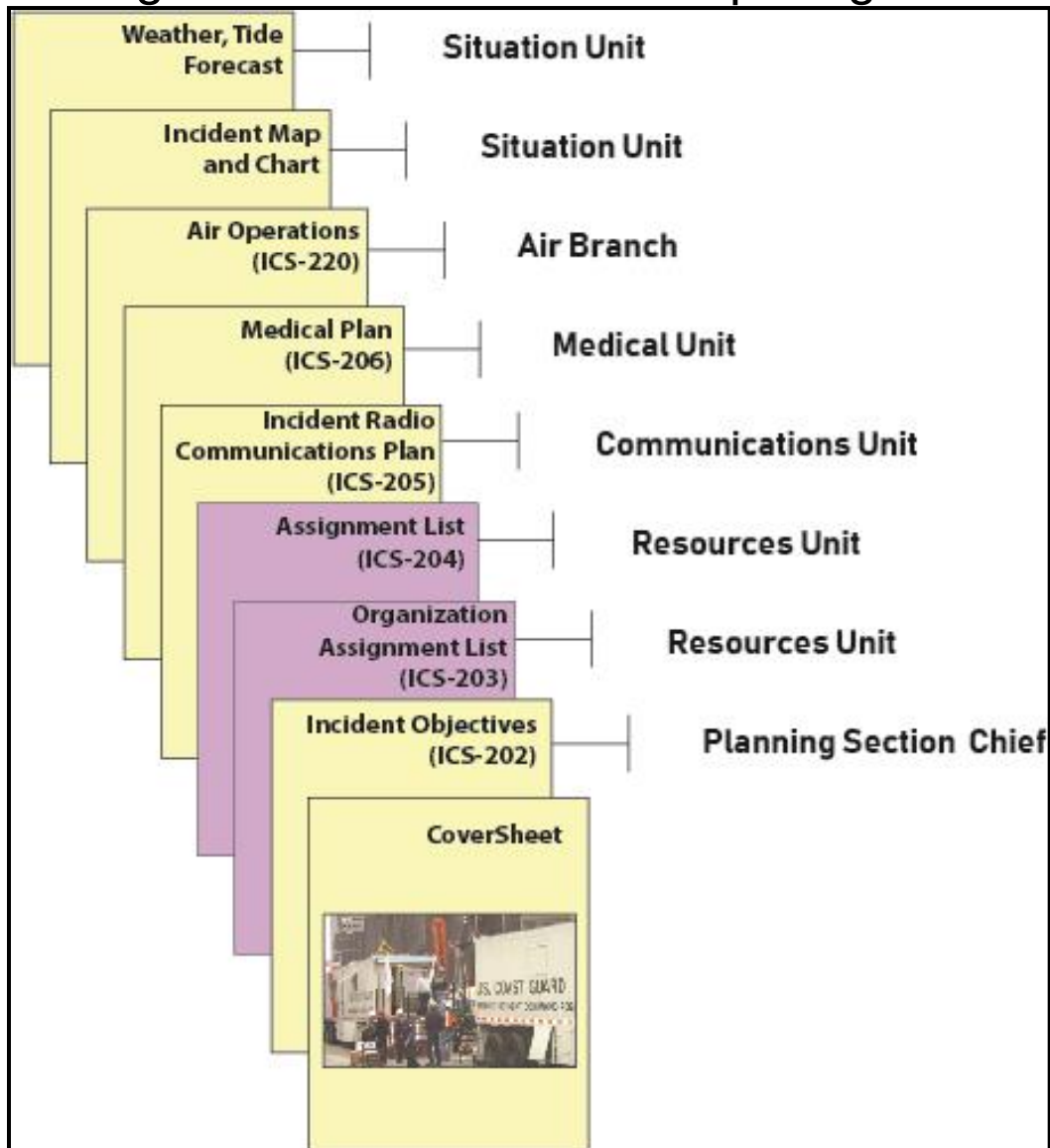
- Ensure the ICS 215 Operational Planning Worksheet is updated and made presentable for the Planning Meeting.
 - Poster sized ICS 215 Operational Planning Worksheet.
 - Letter or legal sized copies available for the Command and General Staff.
- Follow up with the LSC or SPUL on resource requests.

7.3. Support Incident Action Plan Development

The RESL is responsible for assembling the IAP.

This does not mean the RESL creates all the documents, but must pull together the various information to create the IAP.

Figure 3: RESL Role in Preparing the IAP



7.3.1. IAP Requirements

The RESL creates several IAP documents and obtains other documents from other C&GS members. The RESL should follow up with these personnel to

obtain these documents. See IMH chapters 3 and 24, 9.8 IAP Checklist and 9.9 IAP Assembly Checklist for more information.

7.3.2. Prepare the IAP Coversheet

If not already completed, the RESL will complete an IAP Coversheet. See 9.10 Example IAP Cover Sheet.

7.3.3. Prepare the ICS 203 Organization Assignment List

Use the T-Card racks and ICS 215 Operational Planning Worksheet for the upcoming operational period to prepare the ICS 203. See 9.11 Example ICS 203 Organization Assignment List.

7.3.4. Prepare the ICS 204 Assignment Lists

The backbone of the IAP are the ICS 204s. These provide vital guidance from the OSC to operations personnel. While this form is generally completed by the RESL with guidance from the OSC, it is the OSC's responsibility to verify and validate each block on the form to ensure the RESL has adequately captured the OSCs plan.

- The IAP will have an ICS 204 for every division, group and staging area the OSC lists on the ICS 215. The assignment information on the ICS 204 comes directly from the ICS 215 and the OSC may elaborate on the ICS 204.
- The RESL makes specific resource assignments on the ICS 204 to meet the requirements dictated by the OSC.

- Resources are selected from the T-card rack and possibly from sourced ICS 213-RRs (if not checked in yet). If the RESL is unsure what resource to assign on the ICS 204s, guidance should be sought from the OSC. An excellent tool for how to prepare the ICS 204s is found on 9.12 ICS 204 Preparation Checklist. See also 9.13 Example ICS 204-CG Assignment List, 9.14 Relationship between the ICS 215 and ICS 204, and 9.15 Example ICS 215 Operational Planning Worksheet for more information.

7.3.5. Prepare ICS 204A-CG Assignment List Attachment, if required

The ICS 204A documents additional information like Strike Team/Task Force composition or additional work assignment information that did not fit on block 7 of the ICS 204.

7.3.6. Assemble the Incident Action Plan (IAP)

- Gather the IAP components from IMT members.
- Acquire other plans and/or documents as required (e.g. salvage plan, transportation plan) from appropriate members of the IMT.
- Assemble the Incident Action Plan from the above elements using 9.8 IAP Checklist and 9.9 IAP Assembly Checklist.

7.3.7. Review IAP for completeness and accuracy

The 9.8 IAP Checklist provides details on how to review the IAP for completeness and accuracy.

7.3.8. Submit Draft IAP to PSC for review

The PSC will review/edit IAP and submit it for final review/signature by the IC/UC.

7.3.9. Develop the IAP Distribution List with the DOCL

Work with the DOCL to develop the IAP distribution list. Ensure the distribution list is approved by the PSC. In addition, there may be a requirement for “sanitized” IAPs, where the classified or sensitive information is removed. These are given to entities that are not authorized to see classified or sensitive information contained in the IAP. This is typically done by the DOCL but the RESL may be required to assist.

7.4. Support the Operations Briefing

The Resources Unit often create the ICS 204 Assignment Lists without all the resource information needed. As these resources check-in, the RESL must provide the DOCL and PSC the updates to the resource information on the ICS 204s. These will generally be given as pen and ink changes during the Operations Briefing.

- Example 1: The ICS 213RR-CG noted Workboat 19 was to arrive at 1700 for the next operational period at 1800, but Workboat 20 checked in using the resource order number for Workboat 19 and Workboat 19 didn't check in. In addition, the contact information is not listed on the ICS 213RR.

The RESL give the DOCL and PSC this correction for the ICS 204.

- Example 2: The ICS 213RR-CG noted John Smith would be the DIVS for Division A. James Smith checks in for Division A as the DIVS. The RESL give the DOCL and PSC this correction for the ICS 204.

8. Transition-Demobilization

8.1. Transition/Relief of Personnel or Team

8.1.1. Transition Process

Depending on the length of the response, individual personnel in the Unit or the all personnel in the IMT may transition/need to be relieved. In order to transition, the following must occur:

- **Request Relief.** The incident supervisor or outgoing member requests relief. This should be completed at least 2 weeks prior so a proper relief can be located, ordered in, and arrive in time for overlap and relief.
- **Incoming/Outgoing member Transition Briefing.** The incoming member obtains a briefing from the outgoing member. See 9.34 Transition/Relief Checklist for example information to discuss.
- **Incoming/Outgoing member operational period overlap.** Ideally, the incoming and outgoing members would have an overlap of three Operational Periods. For the first operational period, the incoming member observes. The second operational period is done together and the third operational period is observed by the outgoing member. This applies for any function, whether you are the OSC or PROC, the functions each position applies will be the same in each Operational Period.
- **Outgoing member supervisor debrief.** Outgoing member debriefs with their incident supervisor.

Topics include: lessons learned/recommendations, feedback on their leadership, feedback on subordinates, and note transition complete

- Outgoing member individual demobilization. Outgoing member conducts individual demobilization in accordance with the Demobilization Plan.

8.1.2. Timelines for Deployment

When requesting a replacement, consider timelines for deployment in when a replacement is to be requested for the incident. Consider timelines when requesting replacements during an incident.

- A standard 21-day deployment typically translates to no more than 16 days on the job.
 - One day of travel on each end (two days total).
 - One day of demobilization processing/medical clearance.
 - If in a leadership position, require minimum of one-day transition/overlap for relief on each end (minimum two days) but ideally three operational periods.
- Timelines for reserve personnel on a 60-day deployment typically translates into no more than 49 days on the job.
 - 5 days of leave earned.
 - One day of travel on each end (2 days total).
 - One to two days of Demobilization Processing/Medical clearance.
 - If in a leadership position, require minimum of

one day transition/overlap for relief on each end (minimum two days) but ideally three operational periods.

8.2. Provide input to the Demobilization Plan

Because the RESL has good knowledge of resource use, the RESL works closely with the DMOB in developing the Demobilization Plan.

- RESL should be knowledgeable as to which resources are properly utilized and which are not.
- RESL should provide DMOB with resource usage information and status to help DMOB develop the Demobilization Plan.

8.3. Review Approved Demobilization Plan

- Determine the command priorities for release of personnel from the Demobilization Plan and use to identify priorities and expectations regarding the demobilization of personnel and unit.

8.4. Support demobilization of resources

- Provide input to the PSC and OSC regarding resource release priorities.
- Place resources scheduled for demobilization under a T-card header labeled “DEMOB.”
- The tracking of resources does not end until the resource has arrived at its home unit or final destination.

- Once DMOB has advised RESL that a resource is released, the T-card is updated with the demobilization information and placed under a separate category (i.e. “Released”) or turned over to DMOB for tracking until it arrives at final destination.

8.5. Supervise demobilization of unit personnel

- Provide input to PSC for demobilization of Unit personnel.
- Identify Unit personnel for demobilization. Ensure you have requested replacements if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS 221, Demobilization Check-out Sheet.
- Evaluate and recognize personnel (e.g. ICS 225, and possible awards draft). See 9.35 ICS 225-CG Incident Personnel Performance Rating.

8.6. Supervise demobilization of unit

- Ensure final turnover/disposition of documentation to DOCL.
- Turn in equipment and supplies as appropriate.
- Provide SPUL with a list of supplies to be replenished.
 - Consumables.
 - Equipment (computers, radios, GPS, etc.).
 - Consider replacement in kind.

9. Appendices

9.1. Personal Deployment kit

	Uniforms appropriate for the response including appropriate footwear
	Verify any special PPE required or will be provided by the incident
	Update your family emergency plan (see www.ready.gov for details)
	Gather emergency contact information
	Determine dependent care plan (i.e. wills, powers of attorney, etc.)
	Create payment plan for bills
	Ensure sufficient medications and/or medical supplies for 30 days
	Determine pet care plan if applicable
	Gather power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)

9.2. RESL Deployment kit

Item Name	Qty	Unit	√
Area Contingency Plans	1	Ea	
Camera (can be part of smart phone)	1	Ea	
Computers with internet access	2	Ea	
Clips, Binder, Assorted Sizes	3	Pk	
Clips, Paper, 100 per Bag	2	Pk	
Flags, Post-it	2	Ea	
Folders, 6 Part	12	Ea	
Hooks (to hang T-Card racks)	12	Ea	
ICS-219 T-Cards (White, Rose, Green, Yellow, Tan, Blue, Orange and Gray (Header))	10	Pk	
In-boxes or large envelopes	3	Ea	
Laser pointer	1	Ea	
Paper, 8 ½" x 11" Notepads	9	Ea	
Paper, Post-it Notes 3 x 3	1	Pk	
Paper, Post-it Notes 3 x 5	1	Pk	
Paper, ICS Forms: 209, 213, 213RR, 214, 214A-CG	20	Ea	
Pencil, Mechanical	2	Dz	
Pencil Leads. Mechanical	5	Dz	
Pens, Fine Point, Dry Erase	3	Bx	
Pen, Red	1	Bx	
Pen, Blue	2	Dz	
Pen, Highlighters	18	Ea	
Pen, Black, Permanent Marker	2	DZ	
Pen, White-out Correction	3	Ea	

Item Name (continued)	Qty	Unit	√
Plotter	1	Ea	
Poster printer	1	Ea	
Power supply cords	1	Ea	
Printer	1	Ea	
Projectors	1	Ea	
Resources Display header kit	1	Ea	
Reference, Incident Management Handbook (IMH)	2	Ea	
Reference, Resources Unit Leader Job Aid	3	Ea	
Reference, ICS Forms Catalog	1	Ea	
Scissors	1	Ea	
Smart Phone with GPS	2	Ea	
Stapler	1	Ea	
Staples	2	Bx	
Surge protectors	1	Ea	
Tape, Blue Scotch 2" x 60'	10	Roll	
Tape Dispensers	4	Ea	
Tape, Clear, Packing, 2"x60'	5	Ea	
T-Card Racks (cloth or metal)	10	Ea	
Vest, Dark Blue with Resources Unit Position Labels	3	Ea	

9.3. Functional Interactions

Below is an input/output matrix to assist the RESL with obtaining information from other ICS positions and providing information to other ICS positions.

MEET WITH	WHEN	RESL OBTAINS	RESL PROVIDES
IC/UC	All meetings involving Command	Incident objectives, priorities, limitations and constraints	Current resource status and estimated arrival time for ordered resources
PSC	Throughout	FOBS verification of incident resource location and status	Location of incident support facilities and input for ICS-209
OSC	Tactics meeting & prior to planning meeting	List of resources necessary to support incident objectives	Current resource status and estimated arrival time for ordered resources
SITL	Throughout	Resource Status changes	Resource Status Display
	Throughout	Resource information through FOBS reports ICS-209 requirements	Input for ICS-209
LSC	Throughout	Detailed description of resource requesting and ordering process	ICS-213-RRs for operational resources
SCKN	Throughout	Updated resource status	Schedule and method for providing updates

DOCL	Throughout	Documentation requirements	Original copies of all paperwork produced
DMOB	Throughout	Draft and final incident DMOB plan	Tentative list of surplus resources
SPUL	Throughout	Order numbers and updates to requested resources	ICS-213-RRs for operational resources
COML	Throughout	ICS 205 Comms Plan Comms information for each ICS 204	
SOFR	IAP Prep	Safety message Specific safety instructions for the ICS 204 Requirements for Assistant SOFR	Types and kinds of resources available to accomplish OSCs work assignments
LNO	Throughout	List of resources from various cooperating and assisting agencies	Feedback on resource utilization
PIO	Throughout		Number of types and kinds of resources and personnel assigned to the incident

9.4. Unit Standard Operating Guide (SOG)

Having established a Standard Operating Guide (SOG) for your personnel ensures clear communication of your expectations, expected codes of conduct, and procedures/processes. You cannot hold people accountable for information they did not receive. This is especially important when working with personnel from other agencies as not everyone has the same leadership concepts/protocols. Some items to include in the Unit SOG:

- “Command philosophy” or guidance
- Unit organizational structure and chain of command
- Duties of Unit personnel
- Work expectations
- CIRs and IRTs for you (“when to call me”)
- Code of Conduct (having, fair treatment, etc.)
- Available employee resources (if any)
- Ordering procedures
- Conflict resolution procedures
- Work schedule and rest periods
- Training, qualification and evaluation standards
- Injury reporting procedures
- Safety procedures

Modify the following example Resources Unit SOG to best meet your incident needs.

Resources Unit Standard Operating Guide (SOG)**1. Introduction:**

This document provides guidance for and expectations of all Resources Unit personnel during the _____ incident/event. In the absence of supervision, all resources personnel shall be guided by the procedures set forth by this document. All personnel are expected to exercise proper judgment, common sense and training in all situations.

2. General Instructions to all Resources Unit Personnel:

(This section should address work/duty policies and topics)

- All personnel shall ensure they are rested and physically and mentally ready to assume assigned duties
- All personnel shall adhere to the watch/duty schedule
- Change of shifts/watch shall occur _____
- All personnel shall read and sign the Incident Site Safety and Health Plan
- Resource Request procedures. See 9.27 Example Resource Request Process.
- Notify the RESL immediately for the following conditions/situations:

- Injuries or illness involving resources personnel
- Equipment casualties
- Major operational changes or incident developments
- Personnel conflicts that cannot be resolved at immediate supervisor level
- Complaints concerning resources service

3. Organization:

This section describes and outlines the structure of the Unit to show chain of command. See Figure 1 inside the front cover for an example.

4. Expectations:

This section should describe the expectations that you, the Resources Unit Leader (RESL), have for each function within the Unit, including but not limited to:

- Reporting requirements, participation in meetings, communications duties, assistance within Unit and to other members of the IMT, etc. (do NOT retype the IMH. You can make it incident specific).
- Assistant RESL (ARES): (put in information as to how you expect the ARES to perform). Act in the place of the RESL when the RESL is not in the ICP or is at a meeting.

- SCKN Check-In Recorders: See 9.5 Example Check-In Recorder Procedures.
- SCKN Status Recorders: Obtain ICS 211s from the Check-In Recorders every 60 minutes. Complete T-Cards in accordance with procedures noted in the Resources Unit Leader Job Aid and in particular T-Card color coding. This color code should be posted.

5. Personnel Policies:

- All personnel shall be in professional attire, such as appropriate uniform of the day or own-agency dress code.
- Professional conduct is expected from all personnel, both on and off duty. Sexual harassment, hazing, bullying, discrimination, and other such unprofessional conduct will not be tolerated.
- Conflict resolution procedures.
- Critical Incident Stress Management (CISM).
- Time off requests.
- Injuries & claims.
- Training.
- Social Media.
- Evaluations.
- Safety procedures.

6. Documentation:

All resources unit personnel shall maintain required documentation according to positional duties. Do not throw ANYTHING away. All documentation shall be filed by ICS form number and then grouped by Operational Period.

- ICS 214 Activity Logs shall be routed to the ARESL for review.
- Duplication of documents shall be performed by the DOCL.

9.5. Example Check-In Recorder Procedures

Modify the following example Check-In Recorder (SCKN) procedures to best meet your incident needs. These instructions may be added to the Unit SOG.

Note: If this is a new check-in location, give the SCKN additional details as to how to set up the check-in location/where to establish the check-in at the site (e.g. where personnel first come in).

Introduction:

You have been assigned as a Check-in Recorder at Terminal Avenue Staging Area on the Pride of Hiatusport Incident. You will report to me, A. Worth, Resources Unit Leader. I can be contacted at (xxx) 555-xxxx. Give me a call if you have any questions.

Work Period:

You have been assigned to work the day shift, operational period 0600 to 1800, until further notice. You should plan to arrive at the work site 15 minutes prior to shift change to allow for proper transition with the night shift Check-in Recorder.

Check-in Location:

The check-in table and tent are located at the road entrance to Terminal Avenue Staging Area. Terminal Avenue Staging is located directly across from the Incident Command Post on the other side of Terminal Avenue. Ensure Check-In location has appropriate signage and is easy to find. Consider visibility of signs for day and night check-in.

ICS 211 Incident Check-in List:

The ICS 211 Incident Check-in List will be used for resource check-in on the Pride of Hiatusport Incident. All information fields on the ICS 211 form will be collected from each resource checking in on the incident. Any copies of crew rosters or manifests will also be collected and transmitted to the Resources Unit along with the rest of the check-in information.

Equipment Condition Upon Check-In

In addition to checking in resources on the ICS 211, please take pictures of all resources as they Check-In to document equipment condition. The Ground Support Unit Leader (GSUL) or Vessel Support Unit Leader (VSUL) may ask you to use an equipment condition form to document equipment condition upon check-in. Please transmit these pictures upon completion of your shift or as requested.

Information Transmission to the Resources Unit:

Information collected from resources checking in on the incident will be transmitted verbally to the Resources Unit every 60 minutes. A runner will deliver hard copy of the information every 4 hours.

Documentation:

The original Incident Check-in Lists and other check-in related documents will be filed with the Documentation Unit at the end of the incident.

Logistical Support:

Check-in Recorders should arrive at the work area with a lunch and bottled water. Coordinate with the Terminal Avenue Staging Area Manager or Facilities Unit Leader for additional support needs.

9.6. Example Resources Unit Information Flow Process

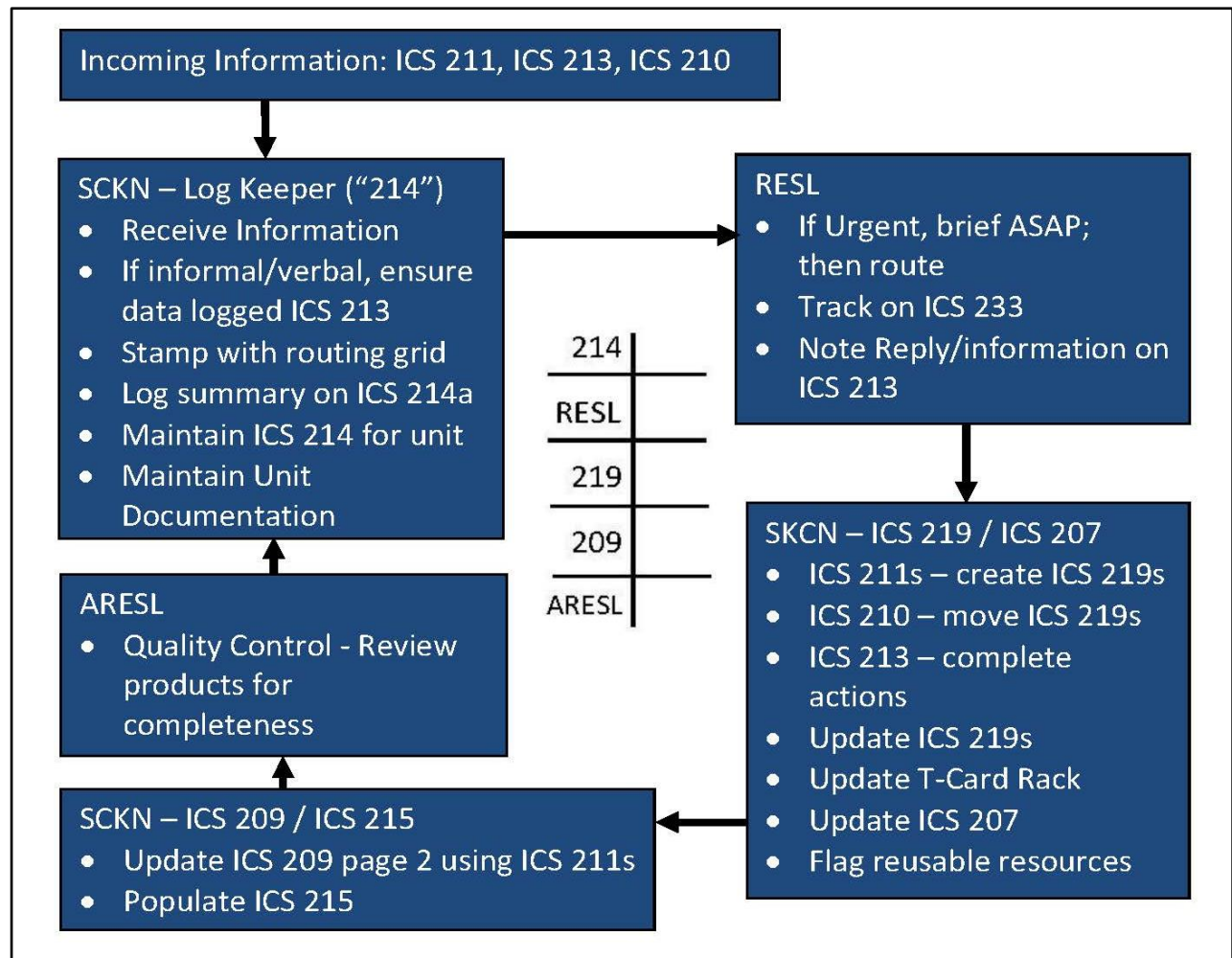


Figure 4: Resources Unit Information Flow Process

Use a routing grid on each document (ICS 211, ICS 213, etc.) to help manage information flow. Initial routing grid accordingly.

This is a suggested unit organization/flow process and can be added to the SOG to help clarify unit processes. Modify this process based on the incident, unit staffing, and level of resources information needs.

9.7. Unit Meeting Guidelines

The purpose of the Unit meeting is to keep your subordinates informed about Command's direction and how the role they play ties in to achieving that direction. This is good leadership. It is imperative that you conduct this meeting at least once a day.

- If possible, set a standard time and place for this meeting. A good time to hold this meeting is following the Section meeting when you have just received your direction from the PSC.
- Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and they will take care of you.
- Give your team a situation update. – While some may not need or even want details, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.
- Brief current activities. Identify the work expected of your staff during this operational period and the next operational period.
- Compliment staff actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
- Remind your staff to provide input to the Unit ICS 214 daily.

9.8. IAP Checklist

Use the following checklist to assist in preparing and gathering the IAP.

IAP Checklist	
	Determine if clarification needed from IC/UC or PSC
	IAP cover page. □ Ensure it looks professional and appropriate. □ Ensure signature blocks are available for all members of the Unified Command, including their printed names and titles spelled correctly.
	Order of Forms Verify all proper forms are included in the IAP. The cover page usually contains a list of what is in the IAP or use the IMH list.
	Incident Title Correct for the cover page and subsequent forms.
	Operational Period Correct for the cover page and subsequent forms.
	Signatures Ensure appropriate personnel sign all forms.
	ICS 202 Incident Objectives Ensure the objectives are listed.
	ICS 202A-CG Command Direction (Included if IC/UC require it) Ensure form is complete.
	ICS 202B-CG Critical Information Requirements (Included if IC/UC require it) Ensure form is complete.

IAP Checklist (continued)

	ICS 203 Organization List ☐ Accurately reflects the intended organization for the next operational period. ☐ Ensure proper use of ICS titles.
	ICS 204-CG Work Assignment ☐ Form completely filled out. ☐ Order of ICS 204s follows the ICS 203 with staging areas first. ☐ Block 3 Title of branch matches ICS 203 otherwise note "N/A" for no branch used. ☐ Block 4 Title of division and/or group matches ICS 203. ☐ Block 5 names and contact information are correct for the operational period and Deputy OSC listed. ☐ Block 6 lists correct resources assigned per the ICS 215 with leader name and contact information. ☐ Block 7 contains complete work assignment information verified by the OSC. ☐ Block 8 includes a safety message and any special instructions (e.g. evidence handling protocols, wildlife handling safe practices, sampling procedures, etc.) ☐ Block 9 lists one level up and down (e.g. DIV has Division, staging and OSC communications information) and emergency communications information. ☐ See 9.12 ICS 204 Preparation Checklist for more information.
	ICS 204A-CG Work Assignment Attachment (if Included and box checked on ICS 204) ☐ Ensure form is complete. ☐ Ensure box checked on ICS 204

IAP Checklist (continued)

	ICS 205 Communications Plan ☐ Contains appropriate information for all operations functions ☐ Contains additional support functions, if required
	ICS 205A-CG Communications List (if included) ☐ Ensure form is complete.
	ICS 206 Medical Plan ☐ Ensure form complete and includes appropriate medical information verified by MEDL.
	ICS 208-CG Site Safety and Health Plan (if included) ☐ Included or referenced, as appropriate. ☐ Addresses hazards as determined by the SOFR.
	Additional Plans ☐ Determine any additional plans or forms to be included in the IAP or referenced (e.g. Decontamination Plan, Disposal plan, Security Plan, Salvage Plan, Information Management Plan, etc.) ☐ List on Cover sheet
	IAP Form checklist (below) used to properly prepare and assemble the IAP – Place forms in number order
	Number all pages at bottom - e.g. page 1 through 30
	Note level of classification at the bottom of on all pages – e.g. “For Official Use Only (FOUO)”
	Submit the IAP to the PSC for final review/edit. PSC will present the IAP to the IC/UC for signature.
	Once signed IAP is returned, verify all UC signatures are on it. If not, obtain all UC signatures.
	Work with DOCL to determine IAP distribution list
	Route signed original IAP to the DOCL
	DOCL will distribute the IAP

9.9. IAP Assembly Checklist

Form #	Prepared By	Draft	Final
IAP Coversheet	RESL	☐	☐
ICS 202 Incident Objectives	PSC	☐	☐
ICS 203 Organization Assignment List	RESL	☐	☐
ICS 204 Assignment List	RESL, OSC, PSC, SOFR	☐	☐
ICS 204a-CG Assignment List Attachment (as needed)	OSC	☐	☐
ICS 205 Incident Radio Communications Plan	COML	☐	☐
ICS 206 Medical Plan	MEDL	☐	☐
Incident Maps/Charts		☐	☐
Weather Predictions		☐	☐

May be included in IAP (in order of form number):

Form #	Prepared By	Draft	Final
ICS 202A-CG Command Direction	PSC	☐	☐
ICS 202B-CG Critical Information Requirements	PSC	☐	☐
ICS 205A-CG Communications List	COML	☐	☐
ICS 208-CG Site Safety and Health Plan	SOFR	☐	☐
ICS 220 Air Operations Summary	OSC	☐	☐
ICS 230-CG Daily Meeting Schedule	SITL	☐	☐
Modeling/Projections	SITL/ENVL	☐	☐
Other Plans (List):		☐	☐

9.10. Example IAP Cover Sheet

1. Incident Name T/S Lagos Express & P/V Seasprite Collision	2. Operational Period to be covered by IAP (Date/Time) From: 0600 Op1 To: 1800 Op1	CG IAP COVER SHEET
3. Approved by Incident Commander(s): <u>ORG</u> USCG State M/V P/V <u>NAME</u> S. Allison L. Shepard C. Constantine A. Thiele		
INCIDENT ACTION PLAN The items checked below are included in this Incident Action Plan: ☐ ICS 202-CG (Response Objectives) _____ ☐ ICS 203-CG (Organization List) – OR – ICS 207-CG (Organization Chart) _____ ☒ ICS 204-CGs (Assignment Lists) One Copy each of any ICS 204-CG attachments: _____ ☒ ICS 205-CG (Communications Plan) _____ ☒ ICS 206-CG (Medical Plan) _____ ☐ ICS 208-CG (Site Safety Plan) or Note SSP Location _____ ☒ Map/Chart ☐ Weather forecast / Tides/Currents <u>Other Attachments</u> ☐ _____ ☐ _____ ☐ _____ ☐ _____ ☐ _____ ☐ _____ ☐ _____ ☐ _____ ☐ _____ ☐ _____ ☐ _____		
4. Prepared by: C. Shoemaker Date/Time XX/XX/XXXX 0500		

9.11. Example ICS 203 Organization Assignment List

This example is using the FEMA version of the form. The CG version can also be used.

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name: Meridian Flood		2. Operational Period: Date From: 5 JUL 2020 Time From: 0600		Date To: 5 JUL 2020 Time To: 0600	
3. Incident Commander(s) and Command Staff:			7. Operations Section:		
IC/UCs	D. Vihonski (USCG)		Chief	L. Hewitt	
DE St Police	E. Roberts		Deputy	M. Hall	
HFD	M. Bender				
Deputy	M. Garcia (CG), J. Daum (DE), W. White (HF)		Staging Area	Stolls	J. Gordon
Safety Officer	E. Bock		Branch		
Public Info. Officer	D. Deptula		Branch Director		
Liaison Officer	F. Bizzell		Deputy		
4. Agency/Organization Representatives:			Division/Group	Safety/Security	B. Long
Agency/Organization	Name		Division/Group	SAR	J. Jager
CMS	L. Sink		Division/Group	Salvage	M. Letz
USN	T. Spencer		Division/Group	A	J. DeSantis
			Division/Group		
			Branch		
			Branch Director		
			Deputy		
5. Planning Section:			Division/Group		
Chief	K. Plourde		Division/Group		
Deputy	L. Bowling		Division/Group		
Resources Unit	G. Foss		Division/Group		
Situation Unit	M. Murchison		Division/Group		
Documentation Unit	M. Creelman		Branch		
Demobilization Unit	J. Argudo		Branch Director		
Technical Specialists			Deputy		
			Division/Group		
			Division/Group		
			Division/Group		
6. Logistics Section:			Division/Group		
Chief	W. Whitson		Division/Group		
Deputy			Air Operations Branch		
Support Branch			Air Ops Branch Dir.		
Director					
Supply Unit					
Facilities Unit	K. Gray		8. Finance/Administration Section:		
Ground Support Unit			Chief	G. Jones	
Service Branch			Deputy		
Director			Time Unit		
Communications Unit	K. Angel		Procurement Unit		
Medical Unit			Comp/Claims Unit		
Food Unit			Cost Unit	E. Douglass	
9. Prepared by: Name: <u>G. Foss</u> Position/Title: <u>RESL</u> Signature: _____					
ICS 203		IAP Page _____		Date/Time: <u>4JUL2020,2330</u>	

9.12. ICS 204 Preparation Checklist

The ICS 204 Assignment List is the core of the Incident Action Plan (IAP). It is critical to ensure each of these ICS 204 forms clearly conveys all of the detail necessary for the work assignment to be completed effectively and efficiently. It is highly recommended that any additional and/or supporting information needed to assist in communicating the work assignment be attached to the ICS 204. (i.e. sampling plans, specific instructions for a particular process, maps/charts/drawings, etc.). The ICS 204A-CG can also be used as an attachment to the ICS 204 itself to provide more detail to the personnel who are executing the work assignment including strike team/task force composition or additional details. ICS 204s will also be completed for Branches and will contain the divisions/groups assigned to the branch.

The FEMA or CG version of the form can be used and are almost identical.

The RESL will prepare the forms. However, the OSC must review and sign the form and is responsible to ensure it adequately conveys the work assignment. Technical Specialists (THSP's) may also be helpful in completing these forms, particularly, when highly specialized work activities are occurring such as hazardous materials response, diving operations, salvage operations, etc.

Some general things to consider when preparing the ICS 204s are:

- ☐ Is the information detailed enough for the field supervisors to clearly understand what work they are required to perform?

- ☐ Is the work area clearly delineated?
- ☐ Are specialized tasks conveyed with sufficient depth to assure understanding? Does it convey specific work methodology if needed?
- ☐ Are assigned personnel properly trained and/or equipped for the task(s)?
- ☐ Are the attachments to the form helpful and will they reproduce clear enough for use?
- ☐ If the forms cover multiple work shifts, is it clear who works when and where?
- ☐ Are any support processes (refueling, food, consumable gear replacement, etc.) clear to field supervisors?
- ☐ Does the verbiage make sense and is it readable?
- ☐ Are THSP's roles on scene clearly conveyed?

ICS 204-CG Blocks 1 to 9 information to consider:

- ☐ Block 1 – The Incident Name should be the same as on the ICS 202.
- ☐ Block 2 – List correct Operational Period and should be the same as on the ICS 202.
- ☐ Block 3 – List appropriate branch, if applicable otherwise mark with dash or N/A.
- ☐ Block 4 – List properly named Operations Section sub-element (i.e. Staging Area, Division A, B, etc., or Functional Group Name).
- ☐ Block 5 - Name key personnel including rank or title. List agency affiliation and the primary contact number (while assigned to the response). Ensure Deputy OSC is also listed.
- ☐ Block 6 – List the specific resource information:

- The first column - list the resources assigned to the sub-element. Only list the resources that have corresponding “T-cards” tracked by the Resources Unit. Do not list consumables, or other minor items of gear (i.e. cameras, handheld GPS units, etc.).
 - The second column - list the leader of the resource. If there are multiple work shifts, list the leaders for each shift.
 - The third column - list the primary contact number for the leader of the resource.
 - The fourth column - list the total number of people assigned to the resource (including the leader). This information is vital to the Logistics Section for supporting the response effort (i.e. how many box lunches, how much personal protective gear, etc.).
 - The fifth column - list any additional information specifically applicable to that resource (i.e. on scene endurance, specialized support requirements, specific reporting requirements, etc.).
 - The sixth (last) column - place an “X” in this column if there are any attachments that specifically apply to that particular resource including any ICS 204a-CG attachments. The attachments are where you might list consumable supplies (PPE, spare batteries, etc.) or specialized gear (digital cameras, handheld GPS units, etc.) or Strike Team/Task Force makeup.
- Block 7 – list the fully refined work assignment based on the ICS 215. Often, the block is not sufficient in size to accommodate all of the necessary information. If this is the case, simply write “See attached” in the block and attach whatever information is needed to completely convey the work assignment or use the ICS 204A-CG

and check the box in block 6. Whether it is simply text, or other information (i.e. maps/charts/diagrams, detailed instructions, photos, etc.) do not hesitate to attach whatever is needed.

- Block 8 - list special instructions that support the work assignment (i.e. special notification processes, media guidance, safety information, specialized support information for the entire sub-element, heavy weather procedures, etc.). If necessary, additional information may be attached or attach the ICS 204A-CG form.
- Block 9 - Communications
 - The first column - list the specific person such as Safety Officer, or the functional network such as Command or Tactical.
 - The second column - list the specific radio frequency, system (i.e. VHF, UHF, etc.), and channel for contacting the person/function.
 - The third column - list a cellular phone number for contacting the person/function.
 - Emergency Communications - List radio or phone information for contacting medical support, evacuation of an injured person, or any other emergency contact information needed by the sub-element. Ensure the COML, SOFR, and MEDL (if assigned) have contributed to this block.
- Block 10 - list name and sign for who prepared the form.

The FEMA version can also be used.

ICS 204-CG (Rev 04/04)

9.14. Relationship between the ICS 215 and ICS 204

9.14.1.Example ICS 215 information

OPERATIONAL PLANNING WORKSHEET 1. INCIDENT NAME M. YALE		4. DIVISION/ GROUP/OTHER LOCATION	5. WORK ASSIGNMENTS Continue air monitoring operations throughout the incident area. Take initial steps in preparing to secure the source. When conditions allow initiate actions to secure the source of the chlorine release.	6. RESOURCES Ambulance (ALS) Work Boats (20 to 25 ft) Vacuum Truck Air Monitoring Team Chlorine Response Team Hazmat Response Team Boom 18" w/anchor kits Decon Unit (3 Pers) Clean-up Crew (10 Pers) Desmi-250 skimmer Fast Tank (1,000 gals) Dumpster (lined)	7. OVERHEAD 15 M/	2. DATE & TIME	DIVS ASO	STAM	
Hazmat Group	Continue air monitoring operations throughout the incident area. Take initial steps in preparing to secure the source. When conditions allow initiate actions to secure the source of the chlorine release.	REQ	1						
		HAVE							
		NEED							
Marine Staging	Maintain all assigned resources in a constant state of readiness (5 minute response time).	REQ	1	1	1				
		HAVE							
		NEED							

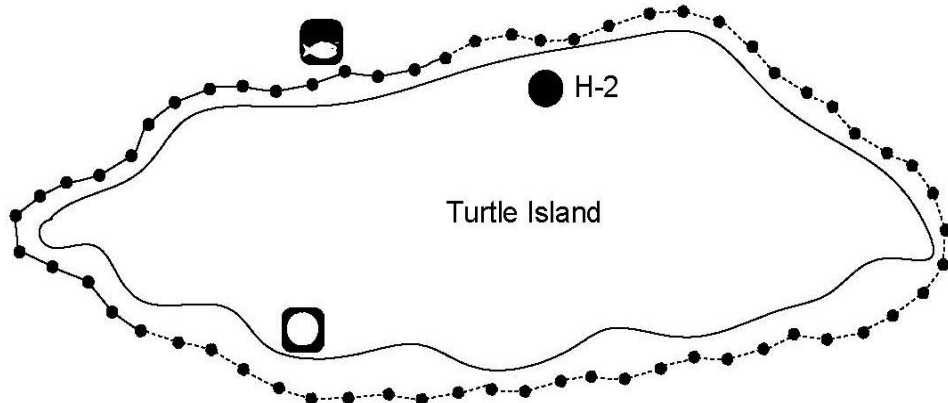
9.14.2.Example ICS 204 information from the ICS 215

1. Incident Name M. YALE		2. Operational Period (Date/Time) From: 15 MAY 1800 To: 16 MAY 0600		Assignment List ICS 204-CG
3. Branch		4. Division/Group/Staging Hazmat Group		
5. Operations Personnel		Contact # (s)		
Deputy Operations Section Chief: K. Roberts		Affiliation LFD		
Branch Director:				
Division/Group Supervisor/STAM: R. Campbell		Affiliation LFD		
6. Resources Assigned				
Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks
LFD Air Monitoring Team 1	N. deJesse	555-4560	2	Marine Street Staging - 1700
EPA Air Monitoring Team	R. Hubbard	555-6570	2	
LFD Air Monitoring Team 2	K. Flattery	555-3450	2	
SRS Chlorine Crew	R. Homes	555-3214	5	
LFD Hazmat Response Team	G. Williams	555-8890	5	
LFD Boat 211	P. Crouse	555-4188	2	Louisville Boat Harbor -1700
ASO S. Danielczyk		555-6578	1	Marine Street Staging - 1700
7. Work Assignments				
Continue air monitoring operations throughout the incident area. Take initial steps in preparing to secure the source. When conditions allow, initiate actions to secure the source of the chlorine release, but notify the Deputy Operations Section Chief prior to commencing any mitigating activities. Provide the Deputy Operations Section Chief with an update on current operations and results of air monitoring by 2230. Immediately report any changing conditions with regard to the chlorine concentrations that are above acceptable levels.				

This example is using the CG version of the form.
The FEMA version can also be used.

OPERATIONAL PLANNING WORKSHEET			6. RESOURCES													7. DATE & TIME PREPARED													8. OPERATIONAL PERIOD (DATE & TIME)					
INCIDENT NAME			4. DIVISION/ GROUP/OTHER LOCATION													5. WORK ASSIGNMENTS													9. REPORTING LOCATION		10. REQUESTED ARRIVAL TIME			
M. YALE			5. WORK ASSIGNMENTS													7. OVER-HEAD													8. SPECIAL EQUIPMENT & SUPPLIES		9. REPORTING LOCATION		10. REQUESTED ARRIVAL TIME	
			5. WORK ASSIGNMENTS Continue air monitoring operations throughout the incident area. Take initial steps in preparing to secure the source. When conditions allow initiate actions to secure the source of the chlorine release. Maintain all assigned resources in a constant state of readiness (5 minute response time).													7. OVER-HEAD DIVS ASO													8. SPECIAL EQUIPMENT & SUPPLIES Comms & PPE		9. REPORTING LOCATION Marine St. Staging		10. REQUESTED ARRIVAL TIME 1700	
																7. OVER-HEAD STAM													8. SPECIAL EQUIPMENT & SUPPLIES 10 bales of Sorbant pads		9. REPORTING LOCATION Marine St. Staging		10. REQUESTED ARRIVAL TIME 1700	
																7. OVER-HEAD All vessel to report to Louisville Boat Harbor by 1700.													8. SPECIAL EQUIPMENT & SUPPLIES		9. REPORTING LOCATION		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Ambulance (ALS)		9. REPORTING LOCATION Dumpster (lined)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Work Boats (20 to 25 ft)		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Vacuum Truck		9. REPORTING LOCATION Desntl-250 skimmer		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Air Monitoring Team		9. REPORTING LOCATION Hazmat Response Team		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Chlorine Response Team		9. REPORTING LOCATION Boom 18" w/anchor kits		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Hazmat Response Team		9. REPORTING LOCATION Decou Unit (3 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Clean-up Crew (10 Pers)		9. REPORTING LOCATION Clean-up Crew (10 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Desntl-250 skimmer		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Dumpster (lined)		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Air Monitoring Team		9. REPORTING LOCATION Hazmat Response Team		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Chlorine Response Team		9. REPORTING LOCATION Boom 18" w/anchor kits		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Hazmat Response Team		9. REPORTING LOCATION Decou Unit (3 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Clean-up Crew (10 Pers)		9. REPORTING LOCATION Clean-up Crew (10 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Desntl-250 skimmer		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Dumpster (lined)		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Air Monitoring Team		9. REPORTING LOCATION Hazmat Response Team		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Chlorine Response Team		9. REPORTING LOCATION Boom 18" w/anchor kits		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Hazmat Response Team		9. REPORTING LOCATION Decou Unit (3 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Clean-up Crew (10 Pers)		9. REPORTING LOCATION Clean-up Crew (10 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Desntl-250 skimmer		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Dumpster (lined)		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Air Monitoring Team		9. REPORTING LOCATION Hazmat Response Team		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Chlorine Response Team		9. REPORTING LOCATION Boom 18" w/anchor kits		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Hazmat Response Team		9. REPORTING LOCATION Decou Unit (3 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Clean-up Crew (10 Pers)		9. REPORTING LOCATION Clean-up Crew (10 Pers)		10. REQUESTED ARRIVAL TIME	
																7. OVER-HEAD 1													8. SPECIAL EQUIPMENT & SUPPLIES Desntl-250 skimmer		9. REPORTING LOCATION Fast Tank (1,000 gals)		10. REQUESTED ARRIVAL	

9.16. Example ICS 204a-CG

1. Incident Name Yaz Northern		2. Operational Period (Date/Time) From: 30 AUG 1800 To: 31 AUG 0600		ASSIGNMENT LIST ATTACHMENT	
		ICS 204a-CG			
3. Branch Oil Recovery			4. Division/Group Division B		
5. Strike Team/Task Force/Resource Identifier		6. Leader		7. Assignment Location	
8. Work Assignment Special Instructions, Special Equipment Needed for Assignment, Special Environmental Considerations, Special Site Specific Safety Considerations					
The best boat access to the island is on the southwest side. A helispot has been established on the north side of the island.   Helispot  Sturgeon Breeding Ground  Snowy Plover Nesting Site  Proposed Boom Line  Completed Boom Line 200 FEET					
Approved Site Safety Plan Located at: Incident Command Post					
9. Other Attachments (as needed)					
10. Prepared by (Date/Time) M. Conners, DPRO 30 Aug 1530		11. Reviewed by (PSC) Date/Time J. Gafkjen 30 Aug 1600		12. Reviewed by (OSC) Date/Time P. Montoro 30 Aug 1620	

9.17. Example ICS 211 Incident Check-In List

This example is using the CG version of the form.
The FEMA version can also be used.

INCIDENT CHECK-IN LIST (ICS 211-CG)

1. INCIDENT NAME: SunCruz		2. INCIDENT NUMBER:		3. CHECK-IN LOCATION: ☐ BASE ☐ STAGING AREA ☒ ICP ☐ OTHER		4. START DATE/TIME: 10 MAY XX/0730		
CHECK-IN INFORMATION (use reverse of form for remarks or comments)								
5.	LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME - OR LIST RESOURCES BY THE FOLLOWING FORMAT:		6.	7.	8.	9.	10.	
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME IDENTIFIER	ST/ TF	INCIDENT CONTACT INFORMATION	
	USCG	SAR	VL		CGC SAPELO		302-382-0677	
	USCG	SAR	VL		CG 21212		302-382-1215	
DE	HP PORT AUTH	TB	VL		TUG BOAT #2		302-399-1714	
DE	HP CO HOSP		C		TRIAGE CREW #1		302-399-1955	
	USCG	SERT	C		SERT TEAM #1		202-555-3475	
	USCG		O		K. BELL		302-382-1683	
	USCG		O		P. GILL		302-382-1072	
	SunCruz		O		H. HOLDRIDGE		302-718-1943	
DE	DEP		O		D. ALISTER		302-144-2011	
	USCG		O		R. DOTLOW		302-382-1066	
	USCG		O		M. SHEEN		302-399-1903	
	USCG		O		C. CLINK		540-555-2783	
DE	HP PORT AUTH		O		B. LEE		302-399-1863	
	USCG		O		T. CONRAD		302-382-1395	
	USCG		O		W. BALDWIN		302-382-1865	
17. PREPARED BY:			Name: <u>A. Worth</u>		Position/Title: <u>RESL</u>		Signature: <u>A. Worth</u>	
ICS 211-CG			PAGE 1 of 1		Date/Time: <u>10 May XX/1000</u>		ICS 211-CG (Rev 02/15)	

9.18. Example ICS 211A-CG Daily Sign-In Sheet

ICS-211a-CG DAILY SIGN-IN SHEET		1. INCIDENT NAME: SunCruz				2. DATE: 10 May XX		
3. SIGN-IN LOCATION: ☒ ICP ☐ JIC ☐ BASE ☐ CAMP ☐ DIVS ☐ STAGING ☐ OTHER								
4. AGENCY/ ORG	5. NAME	6. PAY GRADE	7. A R C	8. ORDER # or EMPLID (if known)	9. INCIDENT ASSIGNMENT	10. DATE/ TIME SIGN-IN	11. DATE / TIME SIGN OUT	12. HOURS WORKED (completed by TIME)
USCG	Sally Schenk	E-5	A	O-022	DIVS/SAR GRP	5/10/XX/0530	5/10/XX/1800	
HFD	Jamie Hall			O-023	DIVS/MED GRP	5/10/XX/0515	5/10/XX/1800	
DEP	Ray Smithers			O-024	THSP	5/10/XX/0730	5/10/XX/1800	
USCG	Kevin Bell	E-7	A	O-001	DIVS/FF GRP	5/10/XX/0800	5/10/XX/1800	
SunCruz	Pat Gill			O-002	LSC	5/10/XX/0800	5/10/XX/1800	
SunCruz	Howard Holdridge			O-003	IC	5/10/XX/0745	5/10/XX/1800	
DEP	Doug Alister			O-004	IC	5/10/XX/0745	5/10/XX/1800	
USCG	George Dotlow	O-4	A	O-005	PSC	5/10/XX/0745	5/10/XX/1800	
USCG	Mike Sheen	GS-12	CIV	O-006	LOFR	5/10/XX/0830	5/10/XX/1800	
USCG	Clay Clink	E-7	A	O-007	FSC	5/10/XX/0900	5/10/XX/1800	
HP Port	Bill Lee			O-008	STAM	5/10/XX/0700	5/10/XX/1800	
USCG	Todd Conrad	E-6	A	O-009	DOSC	5/10/XX/0815	5/10/XX/1800	
USCG	Walter Baldwin	O-3	A	O-010	SOFR	5/10/XX/0815	5/10/XX/1800	
USCG	Brad Nelson	O-4	A	O-011	IC	5/10/XX/0700	5/10/XX/1800	
USCG	Paul Montoro	O-3	A	O-012	OSC	5/10/XX/0700	5/10/XX/1800	
USCG	Steve Watkins	GS-11	CIV	O-013	PIO	5/10/XX/0700	5/10/XX/1800	
USCG	Amy Worth	E-5	A	O-014	RESL	5/10/XX/0700	5/10/XX/1800	
USCG	Kevin Martin	E-5	A	O-015	SITL	5/10/XX/0700	5/10/XX/1800	
13. PAGE 1 of 2		14. PREPARED BY (Name and Position) USE BACK FOR REMARKS OR COMMENTS Mary Smith/SCKN				15. DATE/TIME TO RESTAT 5/10/XX/0910		

9.19. ICS 219 Resource Status T-Card Tool

History: T-cards were designed to support resource management on wildland fire incident management teams. Wilderness conditions hindered the ability to obtain clean electricity to power computers so an easy to fill out system that visually represented each resource was created. This T-card Tool captures the basic use of T-cards.

General information: The Resources Unit tracks **tactical resources**. Since these definitions may differ from agency to agency, the RESL must work with the FSC or Procurement Unit Leader (PROC) to ensure appropriate accounting. The ICS 219-9 Accountable Property T-card, is used by the Logistics Section to track accountable property that is not tactical (e.g. radios, computers, etc.).

After a resource checks in on the ICS 211 Incident Check-In List, the RESL or SCKN transfers the general information to the appropriate ICS 219 (T-Card). On the following pages, the blocks highlighted in color on the ICS 211 have the same titles as those on the ICS 219 and transfer directly. The T-cards are listed in T-Card Color Coding by number, color, and usage.

After the general information about the resource has been entered, the RESL begins tracking the resource

on the back of the card in the group of blocks titled “Incident Location, Time, Status, and Note.”

Note: Not all information on the ICS 219 can be obtained from the ICS 211 Incident Check-In List.

Last Day Worked (LDW): This block is at the top of the T-card to show the last available day the resource is allowed to work on the incident. LDW is not on the ICS 211-CG, so you may not know this date when they check-in. The agency responsible for the resource or the Operation Section Chief (OSC) will make that determination during the incident.

Order Numbers (ICS 211 Block 6): An order number is assigned to each specific resource to track that resource and is typically assigned by Logistics. The only **exception** is order numbers assigned to initial response resources. See 9.28 Resource Order Number for more information.

Resource Status Changes: When a resource’s status changes, a diagonal line is drawn and the new Incident Location, Status and any Notes are entered on the next available blank. Examples include anytime a resource moves between Assigned, Available and Out-of-Service, or if a resource is reassigned by their supervisor (e.g. from Staging to a Division/Group or from one Division/Group to another). With this method, a resource may be continuously tracked from the time it reports to the

incident until it demobilizes. As additional T-cards become necessary, staple a new T-card to the front of the existing T-card.

Operations resources will typically shift status at the end of a shift or operational period unless they have been identified to continue to work the next shift/operational period. Overhead personnel in the ICP do not necessarily work standard operational period hours. It is easier to track ICP Overhead personnel using the ICS 211A-CG Daily Sign-In Sheet.

Changes in Status and ICS 210 Status Change

Card: The OSC, Operations Branch Direction (OPBD), or Division/Group Supervisor (DIVS) may make changes in resource status, depending on delegation of authority. Information about a status change that will last more than a few minutes must be communicated to Resources Unit so they can update resource status (T-Card rack). The ICS 210 form (see 9.21 Example ICS 210 Status Change Card) is used by the OSC (or designee) to document status changes for operational resources during the Operational Period. For example, CG 27210 reassigned from SAR Group to Boom Group. After noting the change, the white copy of the ICS 210 is attached to the T-card.

9.19.1. T-Card Color Coding

*National Interagency Fire Center (NIFC) T-Card Title is **BOLD***

GRAY - Header Cards, ICS 219-1

GREEN – Crew/Team, ICS 219-2

Hand Crew [C]

HAZMAT Team [HAZ-C]

SCAT - Shoreline Cleanup Assessment Team
[SCAT-C]

SERT - Salvage Engineering Response Team
[SERT-C]

ROSE – Engine, ICS 219-3

Engine [E]

BLUE - Helicopter, ICS 219-4

Helicopter [H]

WHITE – Personnel, ICS 219-5

Overhead Personnel [O]

ORANGE – Fixed Wing, ICS 219-6**(Equipment)**

Boom [B-EQ]
Firefighting Equipment [FF-EQ]
Non-Vessel Skimmers [SK-EQ]
Portable Storage [PS-EQ]

YELLOW – Equipment, ICS 219-7**(Wheeled Vehicles)**

Ambulance [AM-VH]
All-Terrain Vehicle [ATV-VH]
Patrol Car/LE Vehicle [LE-VH]
Vacuum Truck [VT-VH]

TAN – Misc Equipment/Task Force, ICS 219-8**(Vessels)**

Crew Boat [CB-VL]
Deck Barge [DB-VL]
Law Enforcement Vessel [LE-VL]
Oil Work Boat [OWB- VL]
SAR Vessel [SAR-VL]
Tank Barge/Vessel [TV-VL]
Tug Boat [TB-VL]

This is an example T-card color scheme. Your incident resources may dictate using a different color scheme.

9.19.2. T-Card Instructions

ICS-219 Top of Card Instructions

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:							6.	7.	8.
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF	ORDER REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME
DE	ENV	SERT	C	II	SERT #1		C-004	10 May XX 1715	J. Dirk

ST/Unit: Enter block #5, State or the agencies (3-5 letter) unit identifier.

LDW (Last Day Worked): Indicate the last available workday that the resource is allowed to work (e.g. 10/22/15).

ST/Unit: DE		LDW MM/DD/YY	
ENV Agency	SERT	E Cat/Kind/T	

Agency: Enter block #5 agency name or designator (e.g., DEP, ORC, ARL, NYPD).

CAT/Kind/Type: Enter block #5 category/kind/type.

ICS-219 Top of Card Instructions

CHECK-IN INFORMATION (Cont.)							
9. TOTAL NO. PERSONNEL	10. INCIDENT CONTACT INFORMATION	11. HOME (BASE) UNIT OR AGENCY	12. DEPARTURE POINT, DATE/TIME	13. METHOD OF TRAVEL	14. INCIDENT ASSIGNMENT (LOCATION)	15. OTHER QUALIFICATIONS	16. DATA SENT TO RESOURCES UNIT
4	817-555-1212		HP	AOV	Salvage Group		

Pers: Enter block #9 total number personnel in the crew or attached to resource, to include leaders. *(Mark in pencil).*

Order #: Enter block #6 order number. Initial number is from RESL (001-099). Then LSC will assign numbers (100 and up) to the ICS-213 RR resources ordered to the incident.

# Pers:	Order #:
4	C-004
Type	Name/ID #
II	SERT # 1

Name/ID #: Enter block #5 resource name or unique identifier (e.g., CRI #13, HPFD 2722).

ICS-219 Back of Card Instructions

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:							6.	7.	8.
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF	ORDER REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME
DE	ENV	SERT	C		SERT #1		C-004	10 May XX 1715	J. Dirk

BACK OF ALL T-CARDS ARE THE SAME**Incident Location: (Assignment)**

Enter block # 14, generally either a physical location such as ICP, Staging Area, Division, or a Group assignment.

Note: IMT personnel (e.g. IC, SOFR, RESL, FOBS, etc.) are assigned to the ICP.

Status: Enter the crew/team's current status:

- Assigned – Assigned to the incident
- O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft
- O/S Pers – Out-of-service for personnel reasons
- Available – Available to be assigned to the incident
- O/S Mech – Out-of-service for mechanical reasons
- ETR – Estimated time of return

Prepared By: Enter Name and Title of the person preparing the form. Enter Date and Time (MM/DD/YY) prepared. **Note: Sign front and back when making the card.**

ST/Unit:	LDW
Agency	Cat/Kin
Incident Location:	
DIV A	
Status:	
☒ Assigned	☐
☐ Available	☐
Notes:	
Incident Location:	
Marriot	
Status:	
☐ Assigned	☒
☐ Available	☐
Notes:	
Incident Location:	
DIV C	
Status:	
☒ Assigned	☐
☐ Available	☐
Notes:	
Reassigned from	
Incident Location:	
Status:	
☐ Assigned	☐
☐ Available	☐
Notes:	
Prepared by:	
Date/Time:	
ICS 219-2 CREW/TEAM (1/14)	

ICS-219 Back of Card Instructions

CHECK-IN INFORMATION (Cont.)							
9. TOTAL NO. PERSONNEL	10. INCIDENT CONTACT INFORMATION	11. HOME (BASE) UNIT OR AGENCY	12. DEPARTURE POINT, DATE/TIME	13. METHOD OF TRAVEL	14. INCIDENT ASSIGNMENT (LOCATION)	15. OTHER QUALIFICATIONS	16. DATA SENT TO RESOURCES UNIT
4	817-555-1212		HP	AOV	DIV A		

W	# Pers:	Order #:
/Kind/Type	Name/ID #	
A	Time: 5/10/15 1715	
O/S Rest ☐	O/S Pers. ☐	
O/S Mech ☐	ETR ☐	
ott	Time: 5/11/15 0600	
O/S Rest ☐	O/S Pers. ☐	
O/S Mech ☐	ETR ☐	
	Time: 5/11/15 1800	
O/S Rest ☐	O/S Pers. ☐	
O/S Mech ☐	ETR ☐	
om to DIV C		
	Time:	
O/S Rest ☐	O/S Pers. ☐	
O/S Mech ☐	ETR ☐	
14) (back)		

TIME: is when the resource is assigned to start working. It may be the same as the check-in time (especially for initial response resources). **Date must be included.**

NOTES: Enter any other additional information pertaining to the resource's current location or status.

Resource Status Changes: When a resource's status changes a **diagonal line** is drawn as indicated and the new Incident Location, Status and any Notes are entered on the next available blank.

Example:

- Assigned to Out-of-Service,
- Available to Assigned,
- Resource is Reassigned by their Supervisor (e.g. from Staging to a Division/Group or from one Division/Group to another),
- Out of Service to Assigned.

ICS-219-2 Crew/Team Card

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:							6. ORDER REQUEST NUMBER	7. DATE/TIME CHECK-IN	8. LEADER'S NAME
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF			
	USCG	SERT	C		SERT #1		C-004	10 May XX 1715	J. Dirk

Primary Contact Information:

Enter the cell phone number, radio, etc. for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).

Crew/Team ID #(s) or Name(s):

Provide the identifier number(s) or name(s) for this crew/team. (e.g., SERT #1, Entry Team 3).

Method of Travel: check the box for the appropriate method used to bring the individual or team to the incident.

- AOV – Agency Owned Vehicle
- POV – Privately Owned Vehicle

Home Base (Unit): Where the resource or individual is normally assigned.

Departure Point: is the location from which the resource departed for this incident. This may be different from home base.

Date/Time Ordered: Enter the date/time the crew/team was ordered to the incident.

Prepared By: Enter the name and title of the person preparing the form. Enter Date and Time (MM/DD/YY) prepared *Note: Sign front and back when making the card.*

ST/Unit:		LDW
		5/30/ 10
USCG Agency	SERT	C Cat/Kind
Date/Time Checked In:		
Leader Name: J. Dirk		
Primary Contact Information:		
Crew/Team ID #(s) or Name(s):		
F. Cox		
J. Francis		
C. Wright		
Manifest		
☒ Yes ☐ No		
Method of Travel to Incident		
☐ AOV ☐ POV		
☐ Air ☐ Other		
Home Base: Fort Dix,		
Departure Point: Miami		
ETD:		
Transportation Needs at Incident		
☐ Vehicle ☐ Bus		
Date/Time Ordered:		
Remarks:		
Prepared by:		
Date/Time:		
ICS 219-2 CREW/TEAM (1/14) (f)		

ICS-219-3 Engine Card

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:							6. ORDER REQUEST NUMBER	7. DATE/TIME CHECK-IN	8. LEADER'S NAME
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF			
DE	HFD		E		E-76		E-004	10 May XX 1715	J. Dirk

Primary Contact Information:

Enter the cell phone number, radio, etc. for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).

Crew/Team ID #(s) or Name(s):

Provide the identifier number(s) or name(s) for persons assigned to the resource.

Home Base (Unit): Where the resource is normally assigned.

Departure Point: is the location from which the resource departed for this incident. This may be different from home base.

Remarks: Enter additional/miscellaneous information such as lodging, demobilization information, etc. pertaining to the resource.

ST/Unit:	DE	LDW	5/30/ XX
HFD	Agency	E	Cat/Kind/ID
Date/Time Checked In:			
Leader Name:		J. Dirk	
Primary Contact Information:			
Resource ID #(s) or Name(s):			
J. Francis			
T. Combs			
M. Connely			
Home Base: Hiatusport			
Departure Point:			
ETD:			
Date/Time Ordered:			
Remarks:			
Prepared by:			
Date/Time:			
ICS 219-3 ENGINE (1/14) (front)			

ICS-219-3 Engine Card

CHECK-IN INFORMATION (Cont.)							
9. TOTAL NO. PERSONNEL	10. INCIDENT CONTACT INFORMATION	11. HOME (BASE) UNIT OR AGENCY	12. DEPARTURE POINT, DATE/TIME	13. METHOD OF TRAVEL	14. INCIDENT (LOCATION) ASSIGNMENT	15. OTHER QUALIFICATIONS	16. DATA SENT TO RESOURCES UNIT
4	817-555-1212	Hiatusport, DE		AOV	Division C		

# Pers:	Order #:
4	E-004
Type	Name/ID #
	E-76
10 May XX/1715	
817-555-1212	
rt Fire Dept	
ETA:	

ETD: Enter the resources estimated date/time of departure from their home base.

ETA: Enter from the ICS 213-RR resources estimated date/time of arrival at the incident.

Date/Time Ordered: Enter the date/time the resource was ordered to the incident.

Prepared By: Enter the name and title of the person preparing the form. Enter Date and Time (MM/DD/YY) prepared

Note: Sign front and back when making the card.

ICS-219-4 Helicopter Card

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:							6.	7.	8.
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF	ORDER REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME
	USCG		H		6089		H-004	10 May XX 1715	J. Dirk

Home Base (Unit): Where the resource is normally assigned.

Departure Point: is the location from which the resource departed for this incident. This may be different from home base.

Destination Point: Enter the location at the incident where the resource has been requested to report (e.g. Foley Airport, where the helicopter can land).

Remarks: Enter additional/miscellaneous information such as lodging, demobilization information, etc. pertaining to the resource.

Primary Contact Information: from block #10 enter the cell phone number, radio, etc. for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).

Crew Name(s):
Provide the identifier number(s) or name(s) for the resources crew.

ST/Unit:	LDW 5/12/15
USCG Agency	H Cat/Kind/
Date/Time Checked In:	10
Pilot Name:	J. Dirk
Home Base:	AIRSTA
Departure Point:	
ETD:	
Destination Point:	
Date/Time Ordered:	
Remarks:	817-555-1212
Prepared by:	
Date/Time:	

ICS-219-4 Helicopter Card

CHECK-IN INFORMATION (Cont.)							
9. TOTAL NO. PERSONNEL	10. INCIDENT CONTACT INFORMATION	11. HOME (BASE) UNIT OR AGENCY	12. DEPARTURE POINT, DATE/TIME	13. METHOD OF TRAVEL	14. INCIDENT (LOCATION) ASSIGNMENT	15. OTHER QUALIFICATIONS	16. DATA SENT TO RESOURCES UNIT
4	817-555-1212	Air Station Atlantic City, NJ			Air Group		

# Pers:	4	Order #:	H-004
d/Type		Name/ID #	6089
10 May XX/1715			
A Atlantic City			
ETA:			
2			

ETD: Enter the resources estimated date/time of departure from their home base.

ETA: Enter from ICS 213-RR the resources estimated date/time of arrival at the incident.

Date/Time Ordered: Enter the date/time the resource was ordered to the incident.

Prepared By: Enter the name and title of the person preparing the form. Enter Date and Time (MM/DD/YY) prepared.

Note: Sign front and back when making the card.

ICS-219-5 Personnel Card

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:							6.	7.	8.
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF	ORDER REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME
	USCG		O		W. Best		O-004	10 May XX 1715	N/A

The "O" in the KIND block of the ICS-211 is the indicator that this is an overhead (personnel) resource.

ST/Unit: Enter block #5, State or the agencies (3-5 letter) unit identifier.

Method of Travel: check the box for the appropriate method used to bring the individual or team to the incident.

- AOV – Agency Owned Vehicle
- POV – Privately Owned Vehicle

ETD: Enter the resources estimated date/time of departure from their home base.

ETA: Enter from the ICS 213-RR the resources estimated date/time of arrival at the incident.

Date/Time Ordered: Enter the date/time the resource was ordered to the incident.

Remarks: block is used for miscellaneous information such as, lodging, demobilization information, etc. pertaining to the resource.

Add other pertinent information:

- Last Day of Work

Other Qualifications:

enter additional duties (ICS positions) pertinent to the incident that the resource or individual is qualified to perform.

ST/Unit:	Name:
USCG	W. Best
Date/Time Checked In: 10 May XX 1715	
Name: W. Best	
Primary Contact Information:	
Manifest	
☐ Yes	☐ No
Method of Travel to Incident:	
☐ AOV	☒ POV
☐ Air	☐ Other
Home Base: Sector Hi	
Departure Point:	
ETD:	
Transportation Needs at Incident	
☐ Vehicle	☐ Bus
Date/Time Ordered:	
Remarks:	
LDW: 05/27/15	
Other Qualification	
Prepared by:	
Date/Time:	
ICS 219-5 PERSONNEL (1/14) (fro	

ICS-219-5 Personnel Card

CHECK-IN INFORMATION (Cont.)							
9. TOTAL NO. PERSONNEL	10. INCIDENT CONTACT INFORMATION	11. HOME (BASE) UNIT OR AGENCY	12. DEPARTURE POINT, DATE/TIME	13. METHOD OF TRAVEL	14. INCIDENT (LOCATION) ASSIGNMENT	15. OTHER QUALIFICATIONS	16. DATA SENT TO RESOURCES UNIT
1	817-555-1212	Sector Hiatusport		POV	IC	OSC	

Position/Title: IC		O-004	
0 May XX /1715			
817-555-1212			
Total Weight			
☐ Bus			
Hiatusport			
ETA:			
☐ Air ☐ Other			
n: OSC			
ont)			

Position/Title: Enter block #14 incident assignment individuals ICS position/title.

Order Number: Place order number here to make it visible for tracking purposes.

Manifest: may be checked "yes" if the resource arrived via aircraft or with a group of resources, indicate the manifest number.

Total Weight: Enter total weight for the crew/team. This is required if the resource is traveling by charter air.

Home Base (Unit): Where the resource is normally assigned.

Departure Point: is the location from which the resource departed for this incident. This may be different from home base.

Transportation needs at the Incident: check the box for the appropriate method individual will need to work at the incident.

Prepared By: Enter the name and title of the person preparing the form. Enter Date and Time (MM/DD/YY) prepared.

Note: Sign front and back when making the card.

ICS-219-6 Fixed Wing Card

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:							6.	7.	8.
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF	ORDER REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME
	Clean Rivers	SK	EQ		Skimmer # 1		EQ-001	10 May XX 1715	S. Bart

General Information

The ICS-219-6 is usually reserved for Equipment on a USCG incident.

Leader Name: Provide name of the leader that is operating the equipment.

Date/Time Ordered: Enter the date/time the resource was ordered to the incident.

Remarks: Enter additional/miscellaneous information such as lodging, demobilization information, etc. pertaining to the resource.

Primary Contact Information: from block #10 enter the cell phone number, radio, etc. for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).

Crew Name(s):
Provide the crew name(s).

ST/Unit:	LDW
Clean Rivers	SK EQ
Date/Time Checked In:	
Pilot Name: S. Bart	
Home Base:	
Departure Point:	
ETD:	
Destination Point:	
Date/Time Ordered:	
Manufacturer:	
Remarks:	
817-555-1212	
Prepared by:	
Date/Time:	
ICS 219-6 FIXED-WING (1/14) (from	

ICS-219-6 Fixed Wing

CHECK-IN INFORMATION (Cont.)							
9. TOTAL NO. PERSONNEL	10. INCIDENT CONTACT INFORMATION	11. HOME (BASE) UNIT OR AGENCY	12. DEPARTURE POINT, DATE/TIME	13. METHOD OF TRAVEL	14. INCIDENT (LOCATION) ASSIGNMENT	15. OTHER QUALIFICATIONS	16. DATA SENT TO RESOURCES UNIT
3	817-555-1212	HP			Thumb PT Staging		

[illegible]

Info specific to Fixed Wing card:

Home Base (Unit): Where the resource is normally assigned.

Departure Point: is the location from which the resource departed for this incident. This may be different from home base.

ETD: Enter the resources estimated date/time of departure from their home base.

ETA: Enter the resources estimated date/time of arrival at the incident.

Destination Point: Enter the location at the incident where the resource has been requested to report (where the aircraft can land **E.g. Foley Airport**).

Manufacturer: Enter the aircraft manufacturer.

Prepared By: Enter the name and title of the person preparing the form. Enter Date and Time (MM/DD/YY) prepared.

Note: Sign front and back when making the card.

ICS-219-7 Equipment Card

CHECK-IN INFORMATION									
5. LIST SINGLE RESOURCE PERSONNEL (OVERHEAD) BY AGENCY AND NAME – OR LIST RESOURCES BY THE FOLLOWING FORMAT:						6.	7.	8.	
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME ID	ST/TF	ORDER REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME
	Clean Rivers	VT	VH		CRI #24		VT-001	10 May XX 1715	J. Sams

General Information

The ICS-219-7 is usually reserved for Vehicles on a USCG incident.

Primary Contact Information:

Enter the cell phone number, radio, etc. for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).

Crew Name(s):

Provide the identifier number(s) or name(s) of this crew.

Home Base (Unit): Where the resource is normally assigned.

Departure Point: is the location from which the resource departed for this incident. This may be different from home base.

Remarks: Enter additional/miscellaneous information such as lodging, demobilization information, etc. pertaining to the resource.

ST/Unit:	LDW
Clean Rivers	VT
Agency	Cat/Kind/Type
Date/Time Checked In: 10 May XX 1715	
Leader Name: J. Sams	
Primary Contact Information:	
Resource ID #(s) or Name(s):	
T. Martinelli	
Home Base: Hiatusport	
Departure Point:	
ETD:	E
Date/Time Ordered:	
Remarks:	
Prepared by:	
Date/Time:	

ICS-219-7 Equipment Card

CHECK-IN INFORMATION (Cont.)							
9. TOTAL NO. PERSONNEL	10. INCIDENT CONTACT INFORMATION	11. HOME (BASE) UNIT OR AGENCY	12. DEPARTURE POINT, DATE/TIME	13. METHOD OF TRAVEL	14. INCIDENT (LOCATION) ASSIGNMENT	15. OTHER QUALIFICATIONS	16. DATA SENT TO RESOURCES UNIT
2	817-555-1212	Hiatusport			Oil Recovery Group		

[illegible]

ETD: Enter the resources estimated date/time of departure from their home base.
ETA: Enter from the ICS 213-RR the resources estimated date/time of arrival at the incident.

Date/Time Ordered: Enter the date/time the resource was ordered to the incident.

Prepared By: Enter the name and title of the person preparing the form. Enter Date and Time (MM/DD/YY) prepared.
Note: *Sign front and back when making the card.*

ICS-219-9 Accountable Property Assignment Card

The ICS-219-9 is usually filled out by the Logistics section to track the assignment of accountable property (e.g.; radios, meters, computers, etc.).

Kind of Property:

Common Name of Item

Cache/Unit Name:

Agency that owns equipment; if purchased with incident funds, place name of incident here.

Order number from block 4g of ICS-213 RR and/or block 5 on the ICS-211.

Size/Capacity:

Description of Item

Date/Time: property assigned.

Name and home unit/agency of person to whom item assigned.

Incident Assignment:

Location person and/or equipment assigned on incident; e.g., ICP, Division, Group

Date/time returned to Logistics or **transferred** to another person

1. Kind of Property Gas Alert Micro	2. Cache/Unit Name Sector Hiatusport	3. I.D. No. E 125
4. Size/Capacity Handheld multi-gas detector		
ASSIGNMENT RECORD		
5. Date/Time 4/7/07-1400	6. Operational Period 0600-1800	
7. Name George Schwartz		
8. Home Base CGC SEA OTTER		
9. Incident Assignment HAZMAT GROUP		
10. Returned Date/Time	or 11. Transferred 4/7/07 - 2200 ↓	
5. Date/Time 4/7/07 - 2200	6. Operational Period 1800-0600	
7. Name Don Jacobs		
8. Home Base CGC SEA OTTER		
9. Incident Assignment HAZMAT GROUP		
10. Returned Date/Time	or 11. Transferred ↓	
5. Date/Time	6. Operational Period	
7. Name		
8. Home Base		
9. Incident Assignment		
10. Returned Date/Time	or 11. Transferred ↓	
ACCOUNTABLE PROPERTY ASSIGNMENT CARD NFES 2098		
ADD CARD		

Incident Maintenance Record	
12. Special Maintenance Requirements - Parts Requires two AA batteries Runs 16 hrs on batteries, change at end of each op period.	Special Maintenance Requirements: Maintenance and servicing instructions.
13. Maintenance Performed and Date:	
14. Note: Detects: H₂S, CO, O₂, SO₂ & combustibles.	Note: Additional information about item.

9.19.3. Checking In a Strike Team

When a Strike Team is sent to an incident, the Status Check-in Recorder (SCKN) will record on the ICS 211 Check-In List the unique ID number that the Strike Team was given when dispatched by the sending agency (e.g. *HFD-9601 in the example below*). The Status Check-in Recorder will also record the standard information for a resource on the first line of the ICS 211 as shown below. On the next lines of the ICS 211, they will record information for each individual resource that makes up the Strike Team including Resource ID number (e.g., HFD-120, HFD-117, etc.), each resource leader's name, along with the number of personnel assigned to each resource.

CHECK-IN LIST (ICS-211)					1. INCIDENT NAME Meridian Flood		2. CHECK-IN LOCATION 4th Street Staging				3. DATE/TIME 07-15 0815				
CHECK-IN INFORMATION															
4. LIST OF PERSONNEL (OVERHEAD) BY AGENCY NAME- OR LIST OF EQUIPMENT BY THE FOLLOWING (see note below)*: S=Supplies H=Helicopter O=Overhead C=Crew E=Equipment D=Dozer A=Aircraft VL=Vessel * If the resource does not fit one of the above categories, make sure that whatever abbreviation is used is documented and used consistently throughout the response (e.g., VL=Vessel)					5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.
					ORDER/ NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME	TOTAL NO. PERSONNEL	INCIDENT CONTACT INFORMATION	INCIDENT LODGING INFO/CONTACT INFORMATION	HOME UNIT	METHOD OF TRAVEL	INCIDENT ASSIGNMENT	OTHER QUALIFICATION	TIME SENT TO RESTAT
AGENCY	SINGLE STIFF	KIND	TYPE	RESOURCE IDENTIFIER											
HFD	ST	E	II	HFD-9601	E-105	07/15 0815	G. LINDAMAN	21	660-9213		ANIMAS	GOV	DIV A		0830
		E	II	HFD-120			S. SMITH	4							
		E	II	HFD-110			J. JONES	4							
		E	II	HFD-111			R. RICKS	4							
		E	II	HFD-117			F.FRANKS	4							
		E	II	HFD-118			H. HARRIS	4							

ICS 211 for Pre-Formed Strike Team

Once the ICS 211 Check-In List information on Strike

Team HFD-9601 is communicated back to the Incident Command Post, the information is placed on the appropriate color T-card for the Strike Team. The T-card below shows how the ICS 211 information is recorded on the T-card. Note the black mark on the upper RIGHT tab of the T-card to show that it represents a Strike Team.

ST/Unit: DE	LDW	# Pers: 21	Order #: E-105
HFD Agency	E Cat/Kind/Type	I	HFD-9601 Name/ID #
Date/Time Checked In: 6/15/10 0845			
Leader Name: G. Lindaman			
Primary Contact Information: 660-218-5631			
Resource ID #s or Name(s):			
HFD-120 S. Smith + 3			
HFD-110 J. Jones + 3			
HFD-111 R. Ricks + 3			
HFD-117 F. Franks + 3			
HFD-118 H. Harris + 3			
Home Base: Hiatusport			
Departure Point:			
ETD:		ETA:	
Date/Time Ordered:			
Remarks:			
Prepared by: J. Ross, ARESL			
Date/Time: 6/15/10 0830			
ICS 219-3 ENGINE (1/14) (front)			

Example T-card for an Engine Strike Team that checked into the incident.

9.19.4. Example process for incident formed Strike Teams

Once the Operations Section Chief (OSC) has decided to form a Strike Team (ST) using incident resources, follow the process below:

- Clarify the number of resources in the Strike Team (e.g., 2, 4, 5).
- Select the appropriate kind and type of resources (e.g., Type II Engines) the OSC requested and pull the T-cards from the resource status display.
- Place the resources together and add a white card for the Strike Team Leader.
- On top of the Strike Team Leader T-card place the appropriate color T-card (for engines this would be a rose color T-card) *see T-cards below*

For each Strike Team formed on the incident, assign a sequential number unique to the incident (e.g., ST-1, ST-2)

- The sequential number assigned to a Strike Team may not be used again on the incident even if the Strike Team is disassembled.
- **Blacken the RIGHT tab** of the top T-card to show that it represents a Strike Team.
- List the individual resources that comprise the Strike Team on the top T-card. If the resources are from different agencies, include the agency designators (e.g., HFD, USCG).

- Ensure the individual T-card for each resource is on the Strike Team is updated to show that it is now working on a Strike Team.

ST/Unit: DE	LDW:	# Pers: 4	Order #: E-123
HFD Agency	E Cat/Kind/Type	I Cat/Kind/Type	HFD-118 Name/ID #

ST/Unit: DE	LDW:	# Pers: 4	Order #: E-110
HFD Agency	E Cat/Kind/Type	I Cat/Kind/Type	HFD-117 Name/ID #

ST/Unit: DE	LDW:	# Pers: 4	Order #: E-109
HFD Agency	E Cat/Kind/Type	I Cat/Kind/Type	HCFD-11 Name/ID #

ST/Unit: DE	LDW:	# Pers: 4	Order #: E-105
HFD Agency	E Cat/Kind/Type	I Cat/Kind/Type	HFD-110 Name/ID #

ST/Unit: DE	LDW:	# Pers: 4	Order #: E-106
HFD Agency	E Cat/Kind/Type	I Cat/Kind/Type	HFD-120 Name/ID #

ST/Unit: DE	Name: D. Tingen	Position/Title: STL
HFD		

ST/Unit: DE	LDW:	# Pers: 21	Order #: ST-1
HFD Agency	E Cat/Kind/Type	I Cat/Kind/Type	ST-1 Name/ID #
Date/Time Checked In:			
Leader Name:			
Primary Contact Information:			
Resource ID #(s) or Name(s):			
HFD-120			
HFD-110			
HCFD-11			
HFD-117			
HFD-118			
Home Base:			
Departure Point:			
ETD:		ETA:	
Date/Time Ordered:			
Remarks:			
Prepared by: J. Ross, ARESL			
Date/Time: 6/15/10 0830			
ICS 219-3 ENGINE (1/14) (front)			

Example T-cards for Strike Team formed on incident.

9.19.5. Administration of Strike Teams

- Maintain a list of all Strike Teams created during the response. The list should include:
 - Strike Team number (e.g., ST-1)
 - The unique ID number or name for each individual resource that comprises the Strike Team (e.g., HFD-120, HCFD-11)
 - The date and time the Strike Team was created
 - The date and time the Strike Team was disassembled
- Once a Strike Team is disassembled:
 - File the top T-card (with the black mark on the RIGHT side) with the Documentation Unit
 - Note on each individual resource T-card that it was reassigned and continue to track each resource separately

9.19.6. Checking In a Task Force

When a pre-formed Task Force is sent to an incident, the Check-in Recorder (SCKN) will record information on the ICS 211 Check-In List as shown below. The SCKN will record the standard information for the task force on the first line of the ICS 211. This includes the unique ID number that the task force was given when dispatched by the sending agency (e.g. *HFD-TF1*). On the following lines of the ICS 211, the SCKN will record information for each individual resource that makes up the Task Force including Resource ID number (e.g., CRI-C1, HFD-110, etc.), each resource leader's name, along with the number of personnel assigned to each resource.

1. INCIDENT NAME: Meridian Flood		2. INCIDENT NUMBER: N/A		3. CHECK-IN LOCATION: ☐ BASE ☒ STAGING AREA <u>4th St Staging</u> ☐ ICP ☐ OTHER ____				4. START DATE/TIME:									
CHECK-IN INFORMATION (use reverse of form for remarks or comments)																	
5. LIST PERSONNEL (OVERHEAD) BY AGENCY NAME – OR LIST EQUIPMENT BY THE FOLLOWING FORMAT:							6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.
SUP=Supplies H=Helicopter O=Overhead VL=Vessels EO=Equipment C=Crew/Team E=Engines VH=Vehicle							ORDER REQUEST NUMBER	DATE/TIME CHECK-IN	LEADER'S NAME	TOTAL NO. PERSONNEL	INCIDENT CONTACT INFORMATION	HOME (BASE) UNIT OR AGENCY	DEPARTURE POINT, DATE/TIME	METHOD OF TRAVEL	INCIDENT ASSIGNMENT (LOCATION)	OTHER QUALIFICATIONS	DATA SENT TO RESOURCES UNIT
STATE	AGENCY	CAT	KIND	TYPE	RESOURCE OR NAME IDENTIFIER	ST/ TF											
DE	HFD				HFD-TF-1	TF	TF-001	07/15 0815	G. Lindaman	15	757-660-9213	Hiatusport		GOV	Div A	0830	
			E	II	HFD-120				S. Smith	4							
			E	II	HFD-110				J. Jones	4							
		AMB	VH	II	HFD-AMB-1				R. Ricks	2							
		FM	VH	II	HFD-20				F. Franks	4							

ICS 211 for Pre-Formed Task Force

Once the ICS 211 Check-In List information on Strike Team HFD-9601 is communicated back to the Incident Command Post, the information is placed on

the ICS 219-8 Miscellaneous Equipment T-card (tan color T-card) in the same way it was done for a strike team except the card is the ICS 219-8 Miscellaneous Equipment T-card. **Blacken the LEFT tab of the top T-card to show it represents a Task Force.**

9.19.7. Example process for incident formed Task Forces

Once the Operations Section Chief (OSC) has decided to form a Task Force, follow the process below:

- Clarify the different kinds of resources in the Task Force and the number of each kind of resource (e.g., one vacuum truck, two hand crews and one fire engine).
- Select the appropriate resources and pull the T-cards from the resource status display.
- Place the resources together and add a white card for the Task Force Leader.
- On top of the Task Force Leader T-card, place the ICS 219-8 Miscellaneous Equipment T-card (tan color T-card). *See Example T-cards below.*

For each Task Force formed on the incident, assign a sequential number (e.g., TF-1, TF-2)

- The sequential number assigned to a Task Force may not be used again on the incident even if the Task Force is disassembled.
- **Blacken the LEFT tab of the top T-card to show it represents a Task Force**, as shown below.

- List the individual resources that comprise the Task Force on the T-card. If the resources are from different agencies, include the agency designators (e.g., HFD, USCG).
- Ensure the individual T-card for each resource on the Task Force Team is updated to show is now working on a Task Force.

ST/Unit:	LDW	# Pers:	Order #:
HFD	E	4	E-103
Agency	Cat/Kind/Type		Name/ID #
CRI	VT	2	VH-107
Agency	Cat/Kind/Type		Name/ID #
ST/Unit:	LDW	# Pers:	Order #:
CRI	C	10	C-113
Agency	Cat/Kind/Type		Name/ID #
ST/Unit:	LDW	# Pers:	Order #:
CRI	C	10	C-112
Agency	Cat/Kind/Type		Name/ID #
ST/Unit:	Name:	Position/Title:	
CRI	M. Taylor	TFL	
ST/Unit:	LDW	# Pers:	Order #:
Agency	Cat/Kind/Type	27	TF-1
Name/ID #			
Date/Time Checked In:			
Leader Name:			
Primary Contact Information:			
Resource ID #(s) or Name(s):			
CRI-C1			
CRI-C2			
CRI-VT12			
HFD-118			
Home Base:			
Departure Point:			
ETD:		ETA:	
Date/Time Ordered:			
Remarks:			
Prepared by: J. Ross, ARESL			
Date/Time: 6/15/10 0830			
ICS 219-B MISCELLANEOUS EQUIPMENT /TASK FORCE (front)			

Example T-card for an Incident Formed Task Force.

9.19.8. Administration of Task Forces

- Maintain a list of all Task Forces created during the response. The list should include:
 - Task Force number (e.g., TF-1)
 - The unique ID number or name for each individual resource that comprises the Task Force (e.g., CRI-C2, VT-12)
 - The date and time the Task Force was created
 - The date and time the Task Force was disassembled
- Once a Task Force is disassembled:
 - File the Miscellaneous/Equipment T-card that was used as the top card with the Documentation Unit
 - Note on each individual resource T-card that it was reassigned and continue to track each resource separately

9.19.9. Tracking Multiple Crews and Crew Change-outs

One of the challenges faced in tracking crews is receiving current information when an individual crewmember is rotated off the incident or leaves the crew for other reasons. The best way to manage the problem is by developing and maintaining good communications with Operations Section personnel. One key part of tracking crews is to determine how long a crew can work during a 24-hour period.

Shift Method – Using Crew Cards:

One of the options for tracking the change out of crews when one crew is relieving another on a piece of tactical equipment such as a vessel, helicopter, or ambulance is to have one resource T-card and use multiple crew cards. One crew card will be used for the each shift.

To make this system of tracking work, ensure you have the leader's name and crewmembers names attached to the Crew T-card. There are a couple ways to do this:

- Write the leader's name and the names of the crew directly on the T-card as shown below or
- Staple a crew list to the back of the T-card.

In addition to the crew names, ensure each of the T-cards has the operational period or shift the crew is working.

Using multiple cards to track crew change out

9.19.10. Example Last Day Worked

Use of Last Day Worked and colored stickers:

Color-coded dot stickers (green, yellow, and red) can be used to gain a quick overview of resource availability. They can help identify resources close to demobilizing (either because they are no longer required or nearing an agency or incident time limit).

- A green dot could be placed on top of a T-Card to indicate the resource has 3 shifts or operational periods left prior to demobilizing
- A yellow dot could be placed over the green dot to indicate the resource has 2 shifts or operational periods left prior to demobilizing
- A red dot could be placed over the green dot to indicate the resource has 1 shift or operational periods left prior to demobilizing
- Place an “X” over the dot when the resource has arrived back home or checked into the next assignment.

9.20. Resource Status Card Sorter (T-Card Rack)

The Resource Status Card Sorter or T-Card Rack is a valuable tool to help visually display the tactical resources and overhead personnel on the incident. Since the Operations Section is Resources Unit's main customer, the T-Card rack should be posted very near the Operations Section.

- Each Resource Status Card Sorter (T-card rack) has 12 columns. Each column has nine slots— one for the header card, one for the leader (e.g. division or group supervisor), and seven resources assigned to that leader. This can help to visually show span of control.
- Set up the T-Card Rack with ICS 219-1 (Grey) Header Cards for Command, Command Staff, Planning Section, Logistics Section, Finance Section and finally Operations Section.
 - The ICP overhead personnel (white) cards are listed first to the left, followed by Operations to the right.
 - For the Operations Section, the OSC and Deputy OSCs are listed first, followed by Staging Areas, then the Divisions and Groups.
- For a small incident, this organization may be achieved on one T-card rack as shown in Example Small Incident T-Card Rack Set Up with One T-Card Rack.

- For larger incidents or as the number of resources in operations gets larger, use additional T-Card racks for Operations Section resources. This means using separate T-card racks for each operational period and/or day/night shifts as shown in Example Small Incident T-Card Rack Set Up with One T-Card Rack.
- Each operations branch will use separate T-card racks as shown in Example of Larger Incident T-Card Rack Set Up with Six T-card Racks.
- For extremely large incidents, there can be large numbers of T-card Racks including separate T-Card racks for ICP personnel for day and night shifts. As personnel in the ICP do not necessarily work operational period hours, track their status using the ICS 211A-CG Daily Sign-In Sheet.
- You can create additional areas with header cards on the T-Card rack to separate resources. For example in support of the demobilization process, you can separate “excess”, “tentative release” and “demobilized” resources in separate portions of the T-Card Rack.

ICP Day Shift							ICP Night Shift				
Command	Command Staff	Planning		Logistics	Finance Admin	Operations		Command	Planning	Logistics	Operations
T. Lane IC (HPD)	M. Karr PIO (HFD)	J. Gafkjen PSC (HFD)	T. Maynard THSP (NOAA)	C. Knight LSC (HCFD)	S. Palustra FSC (USCG)	P. Montoro OSC (HFD)		M. Phillips DPIC (DNR)	J. Valdivia DPSC (USCG)	K. Carlino DLSC (USCG)	R. Kapperman DOSC (USCG)
B. Nelson IC (HFD)	N. De Jesse SOFR (OSHA)	L. Martin SITL (HCFD)	J. Reisling FOBS (HFD)	J. Martinez SPUL (HFD)	H. McCafferty COST (USCG)	D. Pugh DO SC (USCG)		P. Stitzinber DPIC (USCG)	L. Johnson ARESL (USCG)	Y. Cervants ASPUL (USCG)	
J. Wright IC (YRR)	K. Ward LOFR (USCG)	M. Conners DPRO (USCG)	K. Janssen SCKN (USCG)	N. Marconi COML (HCFD)				K. Nadler DPIC (HPD)	V. Vaughan ASITL (DNR)		
R. Laferriere IC (USCG)		C. Cross FOBS (USCG)	R. Jackson SCKN (USCG)	S. Perini MEDL (HFD)				E. Bruno DPIC (YRR)	S. McQueen DRPO (YRR)		
K. Stewart IC (DNR)		A. Worth RESL (USCG)						T. Burris DPIC (HFD)	C. Holiday SCKN (USCG)		
		M. De Bettencourt SCKN (USCG)							G. Merrick SCKN (USCG)		
		R. Sanders ENVL (EPA)							J. Thompson FOBS (JES)		
		K. Bannan THSP (YRR)							M. Garcia FOBS (JES))		

[illegible]

Out of Service & En-Route - Current Op Period

Example of a Larger Incident T-Card Rack Set Up with Six T-card Racks (Continued)

Current Op-Period: 30 Aug 20/ 1800 - 31 Aug 20/ 0600										
Safety Zone Group		Suppression & Rescue Branch	Terminal Ave Staging	Security Zone Group		Firefighting Group		Hazmat Group		Search Group
M. Taylor DIVS (USCG)		W. Younger OPBD (HFD)	M. Wilson STAM (HFD)	K. Longtree DIVS (DSP)		D. Guard DIVS (HFD)		T. Wardwell DIVS (USCG)		P. Robert DIVS (HPD)
(3) DGIF-48 (DGIF)			(3) Engine 90 (HCFD)	(2) Public Works 1 (HPWD)		(16) ST-01		J. Dunn ASOF (HCFD)		H. Bar ASOF (USCG)
(3) HPD-3455 (HPD)			(3) Engine 193 (LFD)	(2) Public Works 2 (HPWD)		(16) LFD-ST-3 (LFD)		(10) SRS-1 (SRS)		(3) Ambulance 47 Type I (HCH)
(3) DNR Boat 1 (DNR)			(10) Decon Team 1 (JES)	(2) Public Works 3 (HPWD)				(10) SRS-2 (SRS)		(5) Hazmat Team 11 (HFD)
(3) 25347 (USCG)			(2) Ambulance 22 Type II (HCEMS)	(2) Public Works 4 (HPWD)				(5) Hazmat Team 4 (HCFD)		(10) AST Hazmat (USCG)
(9) WYTL 65278 (USCG)				(7) HPD S/T 01 (HPD)				(2) Air Team 2 (EPA)		Casade Air Sytem (BAS)
				(7) HCSD S/T 02 (HCSD)				(2) Air Team 3 (EPA)		
				(2) HPD-1410 (HPD)				(2) Air Team 4 (EPA)		

Operations Section Branch 1 - Current Op Period

Current Op-Period: 30 Aug 20/ 1800 - 31 Aug 20/ 0600										
Oil Recovery Branch	DIV A		DIV B		DIV C	Baker TK 66 (CRI)	DIV D		Wildlife Recovery Group	Stoll's Staging Area
M. Gregory OPBD (USCG)	A. Daniela DIVS (USCG)		S. Mallet DIVS (CRI)		J. Converse DIVS (USCG)	(13) Task Force 1 (OIL)	L. Sinkus DIVS (USCG)	(13) Task Force 2 (OIL)	B. Anderson DIVS (DGIF)	S. Tate STAM (USCG)
	R. Wain ASOF (CSERT)		S. Daniel ASOF (HFD)		B. Blaisdell ASOF (HFD)	N. Heath TF 1 Leader (JES)	Boom 3000 ft (CRI)	T. Warwick TF 2 Leader (JES)	(11) Bird Recovery 1 (TBR)	Boom 1000 ft (CRI)
	C. Stern THSP BIO (USFW)		L. Marcus THSP BIO (USFW)		Boom 3000 ft (CRI)	(7) Shoreline Cleanup 7 (JES)	SCAT 3 (DGIF)	(7) Shoreline Cleanup 8 (JES)	(5) Wildlife Recovery (DGIF)	(2) Work Boat (CRI)
	(4) SCAT 2 (DMF)		(4) SCAT 4 (TBR)		(4) SCAT 1 (USCG)	(2) Work Boat (JES)	(2) Work Boat (CRI)	(2) Work Boat (CRI)	(10) Wildlife Cleaning (TBR)	(2) Work Boat (CRI)
	ATV 4x4 (2) (JES)		ATV 4x4 (2) (JES)		(2) Work Boat (CRI)	(2) Work Boat (JES)	(2) Work Boat (CRI)	(2) Work Boat (CRI)	ATV 4x4 (4) (JES)	(1) Vac Trk 21 (JES)
	CRI 2511		CRI 2501		(2) Work Boat (CRI)	Drum Skimmer 1 (JES)	ATV 4x4 (4) (JES)	Drum Skimmer 2 (JES)		(2) Ambulance 18 Type II (HCEMS)
	(2) Night Crew		(2) Night Crew							
	CRI 2517		CRI 2506		ATV 4x4 (4) (JES)	Boom 1000 ft (CRI)	Vac Trk 9	Boom 1000 ft (CRI)		(10) Decon Team 2 (JES)
	(2) Night Crew		(2) Night Crew				(1) Night Crew (JES)			
	Boom 4,000 ft (CRI)		Boom 6,500 ft (CRI)		Vac Trk 7	Vac Trk 11	Baker TK 67 (CRI)	(1) Vac Trk 13 (JES)		
					(1) Night Crew (JES)	(1) Night Crew (JES)				

Operations Section Branch 2 - Current Op Period

Example of a Larger Incident T-Card Rack Set Up with Six T-card Racks (Continued)

Suppression Branch - Next Op Period/Out of Service											
Suppression & Rescue Branch	Terminal Ave Staging		LE Group		FF Group		Hazmat Group		Medical Group		Search Group
T. Lee OPBD (HFD)			S. Schenk DIVS (HPD)		J. Volker DIVS (HFD)		J. Kimball DIVS (HFD)		P. Gill DIVS (HFD)		T. Jones DIVS (HFD)
			(1) HPD-2344		(3) Engine 14 (HCFD)		I. Gonzales ASOF (HFD)		(2) Ambulance 1 (HCH)		(5) Search Team #1 (HFD)
			(1) HCSD- 1567		(3) Engine 17 (HCFD)		(5) Hazmat Team 2 (HFD)		(2) Ambulance 4 (HCH)		(5) Search Team #2 (HCFD)
			(1) HPD-1A12		(4) Engine 107 (HFD)		(5) Hazmat Team 3 (HFD)		(3) Air Rescue (HCH)		
			(1) HCSD- 1569		(4) Engine 123 (HFD)		(2) Air Team 1 (EPA)		(7) Triage Crew 1 (HCH)		
			(1) HPD-1A13		(4) Engine 118 (HFD)						
					(20) Lewes Crew 2 (HCFD)						

Operations Section Branch 1 - Next Op Period (Out of Service)

Oil Recovery Branch - Next Op Period / Out of Service									
Safety Zone Group		Oil Recovery Branch	Stoll's Staging Area	DIV A		DIV B		DIV C	DIV D
S. Reyes DIVS		M. Jolly OPBD (USCG)	W. Thompson STAM (USCG)	H. Allen DIVS (USCG)		G. Garcia DIVS (USCG)		T. Jefferson DIVS (USCG)	R. Randall DIVS (USCG)
(3) DGIF-100				(2) CRI 2501 Day Crew		(2) CRI-2506 Day Crew		(1) Vac Trk 11 (JES) Day Crew	(1) Vac Trk 9 (JES) Day Crew
(3) DGIF-101				(2) CRI-2511 Day Crew		(2) CRI-2517 Day Crew		(1) Vac Trk 7 (JES) Day Crew	
(3) DSP-23200									
(2) USCG- 25474									

Operations Section Branch 1 - Next Op Period (Out of Service)

9.21. Example ICS 210 Status Change Card

Changes in resource status may be made by the OSC, OPBD, or DIVS (depending on delegation of authority). Information about a status change that will last more than a few minutes must be communicated to the Resources Unit so they can update resource status (T-Card rack). This communication may be done verbally or in writing. The Status Change Card, ICS 210 form, is specifically designed to document and transmit resource status change information to the Resources Unit. After noting the change, the white copy of the ICS 210 is attached to the T-card. This example is using the original wildfire version of the form. The FEMA version can also be used.

The ICS 213 General Message can also be used to document and transmit status change.

DESIGNATOR NAME/ID. NO. <u>Engine 107</u>			
<u>L. Slein +3</u>			
STATUS			
☒ ASSIGNED		☐ AVAILABLE ☐ O/S REST	
☐ O/S MECHANICAL		☐ O/S PERSONNEL	
<u> </u> ETR (O/S = Out of Service)			
FROM	LOCATION	TO	
	DIVISION /GROUP	Fire Group	
Terminal	STAGING AREA		
	BASE/ICP		
	CAMP		
	ENROUTE	ETA	
	HOME AGENCY		
<u>MESSAGE</u>			
Engine 107 will be assigned to the Fire Group for an estimated 6 to 7 hours.			
TIME <u>30 Aug 1115</u>		RESTAT PROCESS ☒	
ICS-210		STATUS CHANGE CARD	
		P. Montoro, OSC	
		Previous editions of this form may be used.	

9.22. Example ICS 207 Incident Organization Chart

The ICS 207 Incident Organization Chart is an excellent tool to display the overall Incident organization. The ICS 207 does not list personnel and resources below the Division/Group, Staging Area or Unit Leader level. The ICS 207 is typically one large organizational chart for the incident and since the number of divisions, groups and branches vary, the format will vary but has operations on the left side and the rest of the ICP on the right as shown in the first example. The ICS 207 must be updated for each operational period. The Title, Incident Name and operational period are noted. This example is using the FEMA version of the form. The CG version can also be used.

On larger incidents, you may have one ICS 207 for the ICP personnel and a separate ICS 207 for the operations section. The ICS 207 for the Operations Section is also different than the operations organization chart the OSC provides for Tactics and Planning meetings because the ICS 207 contains the names of personnel assigned to each position.

Example ICS 207 Incident Organization Chart

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name: Meridian Flood		2. Operational Period: Date From: 31AUG 2020 Time From: 0600 Date To: 31 AUG 2020 Time To: 1800	
3. Organization Chart			
Incident Commander(s) Cpt Hanson, HFD CAPT Doucette, USCG Mr. R. Smith, DE DFG Operations Section Chief B Crandell, DOSC: T. Smit Oil Recovery Br C. Mustard Safety & Security Group - M. Thomas Staging Area Manager Suppression Br P. Gill Liaison Officer J. Stevens Safety Officer W. Walton Public Information Officer A. Taylor Planning Section Chief Q. Grant Resources Unit Ldr. B. Hicks Situation Unit Ldr. T. Mack Documentation Unit Ldr. G. Foss Demobilization Unit Ldr. F. Foss Logistics Section Chief T. Worthy Support Branch Dir. Supply Unit Ldr. J. Downey Facilities Unit Ldr. P. Porter Ground Spt. Unit Ldr. Service Branch Dir. Finance/Admin Section Chief B. Green Time Unit Ldr. Z. Zimball Procurement Unit Ldr. J. Steele Comp./Claims Unit Ldr. Cost Unit Ldr. Comms Unit Ldr. K. Kelly Medical Unit Ldr. Food Unit Ldr. Terminal Ave Staging Q. Grant Firefighting Group A. Worth Hazmat Group F. Boy Search Group P. Porter Medical Group P. Kelly Stolls Staging G. Cooper Division A V. Valdez Division B J. Jeffries Division C T. Harding Division D D. Dell			
ICS 207	IAP Page	4. Prepared by: Name: B. Hicks Position/Title: RESL Signature: _____ Date/Time: _____	

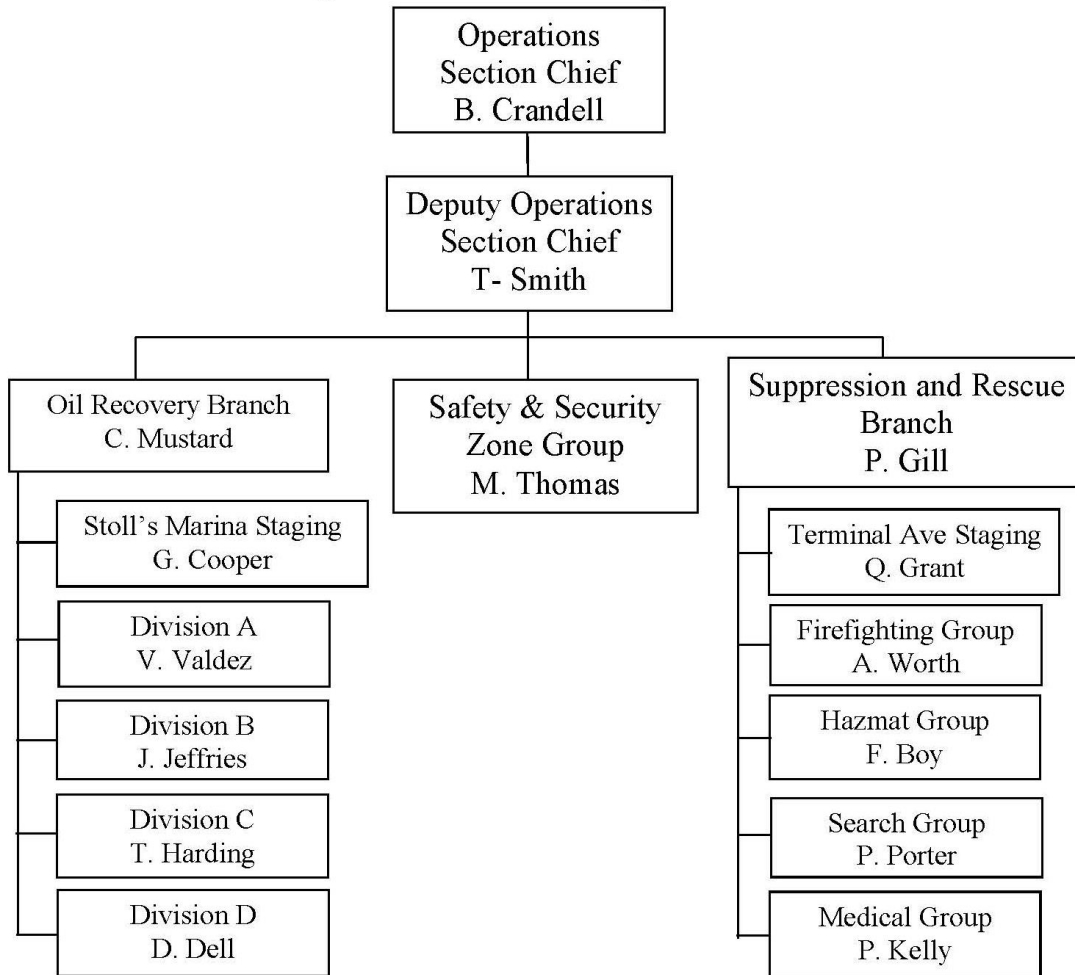
Example ICS 207 Incident Organization Chart for Operations Section only

ICS 207 Incident Organization Chart

Operations Section

Meridian Flood Incident

30 Aug 2020/1800 to 31 Aug 2020/0600



9.23. Example ICS 209-CG Incident Status Summary, Page 2 Summary of Resources

This is the CG Version of this form. The FEMA version is not recommended.

(Rev 07/28/13)

9. Equipment Resources					
Kind	Notes	# Ordered	# Available	# Assigned	# Out of Service
<u>USCG Assets</u>					
Aircraft – Helo				1	
Aircraft – Fixed Wing					
Vessels – USCG Cutter					
Vessels – Boat			1	2	
Vehicles – Car					
Vehicles – Truck				3	
Pollution Equip – VOSS/SORS					
Pollution Equip – Portable Storage				1	
Pollution Equip – Boom			2K	3K	
<u>Non-CG/Other Assets</u>					
Aircraft – Helo					
Aircraft – Fixed Wing					
Vessels – SAR/LE Boat					
Vessels – Work/Crew Boat					
Vessels – Tug/Tow Boat					
Vessels – Pilot Boat					
Vessels – Deck Barge					
Vessels –					
Vehicles – Car					
Vehicles – Ambulance					
Vehicles – Truck					
Vehicles – Fire/Rescue/HAZMAT					
Vehicles – Vac/Tank Truck					
Vehicles –					
Pollution Equip – Skimmers					
Pollution Equip – Tank Vsl/ Barge					
Pollution Equip – Portable Storage					
Pollution Equip – OSRV					
Pollution Equip – Boom					
Pollution Equip –					
10. Personnel Resources					
Agency		Total # of People			
USCG		15			
DHS (other than USCG)					
NOAA					
FBI					
DOD (USN Supsalv, CST, etc.)					
DOI (US Fish & Wildlife, Nat Parks, BLM, etc.)					
RP		20			
State		21			
Local		8			
USFS		50			
Total Personnel Resources Used From all Organizations:		114			
11. Prepared by:		Date/Time Prepared:			
J. Strickland, SITL		16 JUL 2100			

Method for counting resources on the ICS 209

Use the ICS 211s and manually count the resources and agencies they come from and note on the ICS-209. Use hash marks on the line for the particular resource. Add up the hash marks when time to consolidate and submit the ICS 209-CG page 2 to SITL.

9.24. Example ICS 213 General Message

This example is using the CG version of the form.
The FEMA version can also be used.

1. Incident Name YAZ NORTHERN	2. Date and Time of Message 30 AUG 2006 1040	GENERAL MESSAGE ICS-213-CG
3. TO: L. Martin	ICS Position SITL	
4. FROM: J. Reisling	ICS Position FOBS	
5. SUBJECT: Field Report		
6. MESSAGE		
The Fire Group has six engines and one Type II crew. Attached is a map of the		
current fire situation. Fire suppression activities are hindered east of the Yaz Railroad		
right-of-way due to the continuing chlorine release.		
7. Reply		
8. Signature/Position (person replying):		Date/Time of reply
GENERAL MESSAGE		ICS-213-CG (Rev 04/04)

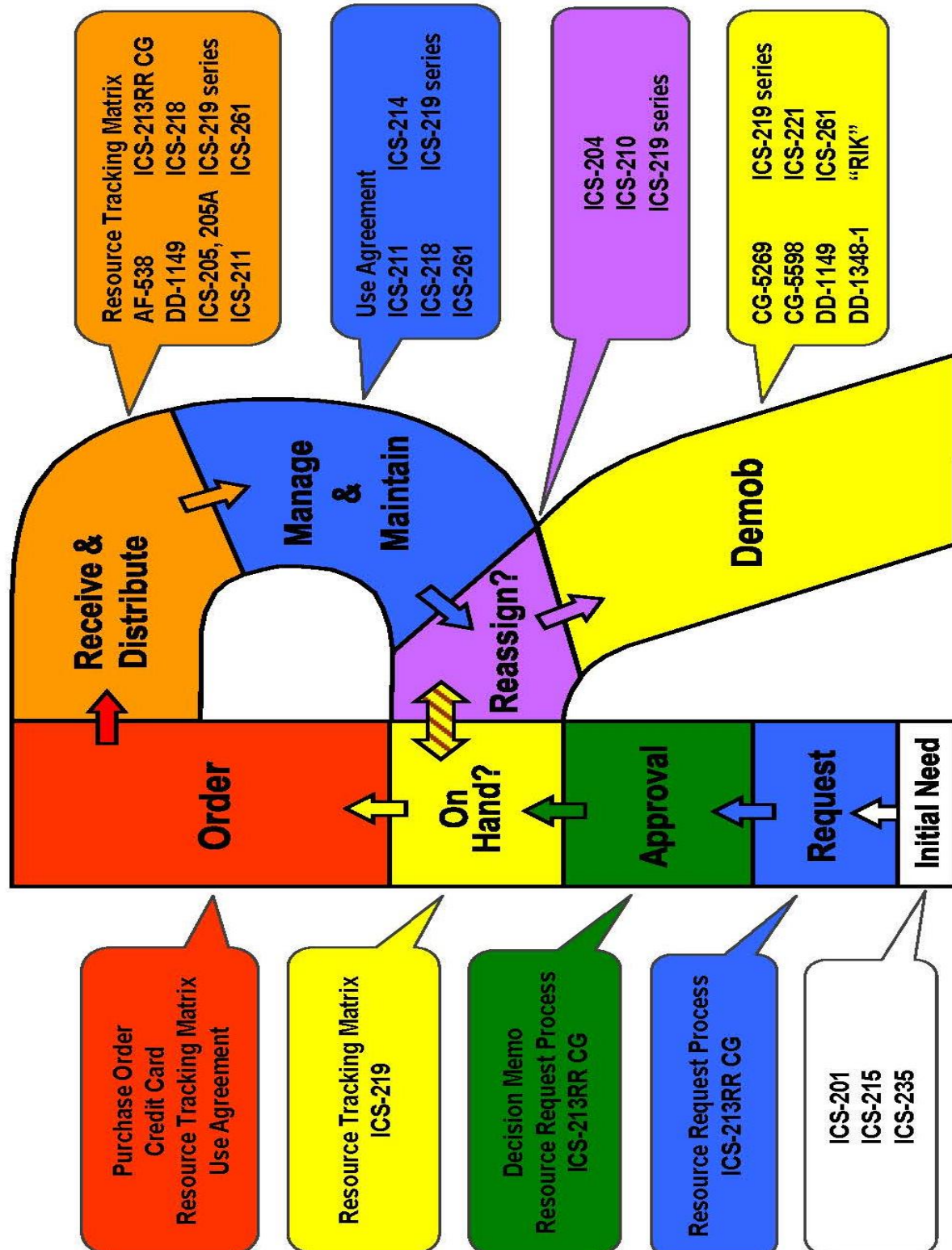
9.25. Example ICS 213 RR-CG Resource Request Message

Resource Request Message										ICS-213 RR CG (12/06)	
1. Incident Name: Mills Point			2. Date/Time: 02 Apr 2007 1330			3. Resource Request Number: B01009					
4. ORDER Note: Use additional forms when requesting different resource sources of supply											
d. Priority U or R											
e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.											
a. Qty	b. Kind	c. Type	f. Requested Reporting Location: Helibase								
1	R		g. Order # E090								
			h. ETA (LSC) 4 Apr 0800								
			i. Cost \$2356.00								
5. Suggested source(s) of supply - POC phone number if known and suitable substitutes:											
Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliquest International											
8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.											
a. ☒ b. ☐ Resources available as noted in block 12											
c. ☒ Resources not available											
10. Requisition/Purchase Order #: 24-06-276HXXQ016											
11. Supplier Name/Phone/Fax/Email: Heliquest International, Randy Simon 550-555-4041											
12. Notes: Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.											
13. Logistics Section Signature: David Jones 02 Apr 06 2040											
14. Order placed by (check box): ☐ SPUL ☒ PROC ☐ OTHER											
15. Reply/Comments from Finance: Contract #: FS-02HB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523											
16. Finance Section Signature: Sam Chase 02 Apr 06 2100											

Full instructions on back page. Requestor fills in blocks 1-5, except # 3 & # 4.g (shaded area), signs block 6 (do not forget position), gets appropriate Section Chief or Command Staff approval in block 7, and keeps yellow copy (bottom). If applicable, RESL reviews if resource available, signs block 9 and keeps blue copy. Logistics fills in block 4.g and h, and blocks 10-13, and keeps orange copy. Orderer (LSC or FSC) fills in block 4.i. Finance fills in blocks 15-16 and keeps green copy. Tan copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

9.26. Resource R

The resource R shows the overall lifecycle of a resource on an incident.



9.27. Example Resource Request Process

The following is an example Resource Request Process should be modified for incident use.

All resource requests **MUST** be filled out on the ICS 213RR-CG Resource Request form, utilizing the following procedures:

1. Originator completes lines 1-9 and gets the respective Section Chief approval while insuring significant detail on tactical resource(s) or qualifications/skills of personnel needed is provided. The request should focus on capability rather than naming the brand or specific item (e.g. helicopter capable of carrying four personnel from location A to B rather than requesting a Coast Guard H-65 Helicopter). This gives the Logistics Section the ability to find the best resource to meet the need. If you have a source of supply or pre-standing agreement, please provide the specifics in your detailed description under number 4. Originator retains the green copy.

2. a. Tactical Resources and Personnel

Originator passes ICS 213RR-CG form to the Resources Unit Leader (RESL) for review. RESL checks block 8.a. noting the resource is personnel or tactical resource. If the resource is available, RESL checks block 8.b., signs block 9, and the resource is reassigned. If the resource is not available, RESL

checks box 8.c., signs block 9 and the form is passed onto the Logistics Section..

2. b. Non-Tactical Resources (e.g. supplies, non-tactical equipment, etc.)

Originator passes the form directly to the Logistics Section. It does not need to go to RESL because it does not deal with tactical resources and personnel (which RESL would track).

3. Logistics Section reviews resource request. If approved, Logistics completes lines 10-14. ICS 213RR-CG form is then forwarded to Finance/Admin Section, minus the pink copy, for cost analysis/documentation. If request is denied, form is returned to the originator with an applicable explanation.

4. Finance/Admin Section completes lines 15-16 on the ICS 213RR-CG form and completes the order process. The yellow copy is retained and the form is forwarded to the RESL. At the end of the next operational period, the yellow copy is forwarded to the Documentation Unit Leader for archival reference.

5. Finance Section gives a status spreadsheet to the Command and General Staff of all orders at the end of each operational period. Refer to the example ICS 213RR-CG and the detailed instructions included.

9.28. Resource Order Number

An order number is assigned to each specific resource to track that resource and is typically assigned by Logistics. The only **exception** is order numbers assigned to initial response resources. Resource Order Numbers are assigned by the RESL for up to 99 resources in each category (see tables below). Once the ordering process is established, the Logistics Section will assign order numbers starting at 100. The Resources Unit will use a resource request form (NO form number) to assign order numbers for the initial resources. Use a different page for each kind of resource. This a log, and only complete the sections where you have information.

Example Resources Unit Order Numbers:

O	001 thru 099	VH	001 thru 099
E	001 thru 099	VL	001 thru 099
H	001 thru 099	EQ	001 thru 099

Example Logistics Order Numbers:

O	100 thru ?	VH	100 thru ?
E	100 thru ?	VL	100 thru ?
H	100 thru ?	EQ	100 thru ?

Examples: **VH-001**: Wheeled Vehicle (VH), first wheeled vehicle assigned order number (001).
O-001 – Overhead (O), first overhead person (probably initial IC) assigned order number (001).

This example is using the FEMA version of the form.
The CG version can also be used.

1. Incident Name:		2. Operational Period:		Date From: 31 AUG 20	Date To: 0600
Animas				Time From: 31AUG 20	Time To: 1800
3. Name:		4. ICS Position:		5. Home Agency (and Unit):	
G. Foss		SITL		USCG Sector Hiatusport	
6. Resources Assigned:					
Name		ICS Position		Home Agency (and Unit)	
C. Murchison		FOBS		USCG Sector Hiatusport	
M. Monk		DPRO		USCG Sector Hiatusport	
T. Jones		DPRO		HFD	
M. Thomas		ASITL		HFD	
7. Activity Log:					
Date/Time		Notable Activities			
31AUG/0700		SITL gave status briefing at IC/UC Meeting			
31AUG/0800		SITL gave status briefing at C&GS Meeting			
31AUG/0900		PSC held Section meeting. Provided status of Unit. Noted issues with information flow from OSC.			
31AUG/0940		Conducted Unit Meeting. Passed key issues from PSC. updated unit ICS 233 with assigned tasks to staff.			
31AUG/1000		During routine safety inspection, SOFR identified potential electrical hazards with power cords. Corrected on the spot.			
31AUG/1100		SITL gave status briefing at Tactics Meeting. Provided projections for next op period.			
31AUG/1130		T. Jones became ill. Send to MEDL. Was sent home to recover. Requested replacement.			
31AUG/1145		Provided training to M. Monk on ERMA.			
8. Prepared by: Name: G. Foss Position/Title: SITL Signature: _____					
ICS 214, Page 1			Date/Time: _____		

9.30. Example ICS 214A-CG Chronology of Events Log

1. Incident Name Fort Lewis College		2. Period (Date/Time) From: 01DEC2011 To: 01DEC2011	Chronology of Events Log ICS 214A-CG
3. Activity Log			
TIME	Briefing Display 209/ SITREP	EVENTS	
0730	☒ ☒ ☒ U/R: UC, C&GS	Level A Team reports that they found two bodies near the entrance to the lab.	
0740	☒ ☒ ☒ U/R	The Coast Guard established a Safety Zone from the Ben Franklin Bridge to the Commodore Barry Bridge.	
0820	☒ ☐ ☐ U/R: UC	OSC has reported that the protective booming strategy for Pea Patch Island is only partially complete and running behind schedule due to a storm front passing through the area. Briefed UC	
0900	☒ ☐ ☐ U/R:	Safety Zone expanded 5 miles west.	
0930	☒ ☐ ☐ U/R: OSC, PSC	Received report from local POC noting saw heavy oil sheen near Ben Franklin Bridge. Dispatched FOBS to confirm.	
1000	☒ ☒ ☐ U/R: UC, OSC, PSC	FOBS confirms heavy oil sheen near Ben Franklin Bridge.	
1005	☐ ☒ ☐ U/R	OSC reports Pea Patch Island Booming Strategy Complete.	
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
	☐ ☐ ☐ U/R		
4. Prepared by: K. Jones, DPRO		Date/Time 1200, 01DEC2011	

9.31. Example Unit ICS 233-CG Open Action Tracker

The RESL uses the Unit ICS 233-CG to manage unit tasks. There is only a CG version of this form.

1. Incident Name:		RESL ACTIVITIES ONLY				INCIDENT OPEN ACTION TRACKER		
Meridian Flood						ICS-233 (Rev 07-12)		
2. No.	3. Item	4. For/POC	5. Briefed POC (X)	6. Start Date	7. Status	8. Target Date	9. Actual Date	
1	Complete Check-In of Resources On-Scene	SCKN - Staging	X	9/24 0900	Missing 3 resources - K. Ward, Engine 117 and Air Monitoring Team	9/24 1100		
2	SOFR A. Peters reported by OSC as on-scene, not checked in	SCKN - Staging	X	9/24 0910	Find SOFR and Check in	9/24 1100		
3	SITL requires ICS 209 page 2 for resources by 1800	SCKN - 209	X	9/24 0910	complete data call by 1730	9/24 1745		
4	IC/PIO require ICS 209 Page 2 for press brief at 1100	SCKN - 209	X	9/24 0920	Complete data call by 1030, also give data to SITL	9/24 1045		
5								

9.32. Resources Unit Self-Evaluation Checklist

The Self-Evaluation Checklist can help RESL properly evaluate how the unit is performing and make changes as appropriate.

	Staffing and organization of Unit appropriate for incident ☐ Personnel assigned receiving proper in brief and expectations from RESL ☐ Personnel issues properly dealt with ☐ Performance feedback/evaluations conducted ☐ Work/rest timeframes appropriate
	Workspace and equipment appropriate for incident and utilizing appropriate technology
	Resources Management Process suitable ☐ Resources information flow process in unit appropriate for IMT ☐ Resources Display (T-Cards) accurate ☐ ICS 207 updated properly for operational period ☐ ICS 209 page 2 given to SITL in timeframes ☐ Unit ICS 233 utilized well ☐ Information flow process in unit working well ☐ IMT Coordination working well
	ICS Process Meeting Support suitable ☐ Tactics Meeting Support appropriate ☐ Planning Meeting Support appropriate ☐ IAP Support appropriate
	Unit Documentation (ICS 214, etc.) appropriately completed and filed with DOCL
	Obtaining Feedback from IMT members on products

9.33. Personnel Evaluation Criteria

	Unit morale? High Med Low
	Are assignments completed on time?
	Are injuries exceeding normal operating environment?
	Is team effectively interacting?
	Are there a number of unresolved problems/issues?
	Is there any aggression or frustration by team members?
	Possible solutions to problems/issues?

9.34. Transition/Relief Checklist

The Transition/Relief Checklist can help the incoming and outgoing RESL conduct a proper relief process.

	Organization of Unit
	Workspace and equipment status
	Personnel status ☐ Number of personnel assigned ☐ Expected lengths of assignment ☐ Personnel issues ☐ Performance evaluations ☐ Incoming personnel
	Status of the resources management ☐ Information flow process in unit ☐ Status of Resources Display (T-Cards) ☐ Status of ICS 207 ☐ Status of ICS 209, page 2 ☐ Status of Unit ICS 233 ☐ Feedback on products ☐ Status of Unit Documentation (ICS 214, etc.)
	Reports Status (ICS 209 and/or other) ☐ Timelines for updates
	ICS Process Meeting Support Status ☐ Tactics Meeting Support ☐ Planning Meeting Support ☐ IAP Support
	Outstanding problems/issues?

9.35. ICS 225-CG Incident Personnel Performance Rating

This example is using the CG version of the form.
The FEMA version can also be used.

INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG		<i>INSTRUCTIONS:</i> The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information.			
THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT					
1. Name: Rank Last, First		2. Incident Name: Enter Incident Name			
3. Home Unit and Phone Number: Enter Unit or Home Office here		4. Location of Incident: City, State			
5. Position Assigned: ICS Position	6. Date of Assignment: From: dd/mm/yyyy To: dd/mm/yyyy		7. Date Incident Started: dd/mm/yyyy	8. Incident Type: Type I, II, III	9. Incident Kind: (Oil/Hazmat Spill/SAR/Fire/Etc)
10. Evaluation					
Rating Factors	N/A	1 - Unacceptable	2	3 - Met Standards	4
A. Knowledge of the job/ Professional Competence & Using ICS:	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. ☐	☐	Competent and credible authority on specialty or operational issues. ☐	☐
B. Planning/Preparedness & ability to obtain performance/results:	☐	Got caught by the unexpected, appeared to be controlled by events; routine tasks accomplished with difficulty. ☐	☐	Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates. ☐	☐
C. Adaptability/Attitude:	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. ☐	☐	Receptive to change, new information, and technology. ☐	☐
D. Communication Skills:	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. ☐	☐	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. ☐	☐
E. Directing Others:	☐	Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. ☐	☐
F. Ability to work on/ Consideration for team:	☐	Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs. ☐	☐
G. Judgment/Decisions under stress:	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. ☐	☐
H. Initiative	☐	Postponed needed action. Implemented or supported improvements only when directed. ☐	☐	Championed improvement through new ideas, methods, and practices; self-starter. ☐	☐
I. Adherence to safety:	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐
11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).					
12. Rated Person (signature) This rating has been discussed with me. Rank Last, First					13 Date: mm/dd/yyyy
14. Rated By (signature/print name): Rank Last, First		15. Supervisor Home Unit (address/phone): Rank Last, First		16. Supervisor Position: ICS Position	17. Date: mm/dd/yyyy

9.36. Resources Unit Leader Activities in the ICS Planning Process

