



# Standard Guide for Resource Management in Emergency Management and Homeland Security<sup>1</sup>

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## INTRODUCTION

This guide offers a compilation of information intended to increase awareness and offer guidance in the area of resource management. While not binding on any sector, this guide presents ideas on and concepts for what should be included as part of a resource management program. It is a blend of best practices for resource management and is intended to complement existing plans, policies, and procedures; some terminology may differ to convey the meaning to a broad audience. This guide is a product of an interagency task group formed to address the need for consistency in resource management processes nationwide and to assist the U.S. emergency management and homeland security community in conforming to the basic concepts, principles, and policies of the National Incident Management System 2008 (NIMS).<sup>2</sup> This guide was established using the following foundational documents: the National Response Framework (NRF),<sup>3</sup> NFPA 1600<sup>4</sup> and NFPA 1561,<sup>5</sup> NIMS, and the EMAP (Emergency Management Standard by the Emergency Management Accreditation Program).<sup>6</sup>

### 1. Scope

1.1 This guide provides a standard frame of reference for managing resources in conjunction with an incident.

1.2 This guide addresses fundamental terms, references, definitions, and a process model for implementation of resource management plans, policies, and procedures in an incident.

1.3 This guide complements the concepts and principles of NIMS developed by the U.S. Department of Homeland Security (DHS).

1.4 This guide is intended to complement and support the resource sharing goals and objectives of the Emergency Management Assistance Compact (EMAC).<sup>7</sup>

1.5 This guide may be used in conjunction with the NFPA 1600 Standard on Disaster/Emergency Management and Busi-

ness Continuity Programs and NFPA 1561 Standard on Emergency Services Incident Management System.

1.6 This guide may be used by any and all entities having a role in the preparation for, response to, recovery from, and mitigation and prevention of an incident.

1.7 This guide is not intended to address all facets of resource management in the private sector, nor is it intended to provide comprehensive guidance for categorization and typing of all resources that might be used during an incident.

1.8 *This standard does not purport to address all of the safety concerns, if any, associated with its use. It is the responsibility of the user of this standard to establish appropriate safety and health practices and determine the applicability of regulatory limitations prior to use.*

### 2. Referenced Documents

2.1 *The following is a list of fundamental references to understand this guide:*

DHS, NIMS Document, December 22, 2008

DHS, NIMS Guide NG 0001 National Resource Typing Criteria, 2007<sup>8</sup>

<sup>1</sup> This guide is under the jurisdiction of ASTM Committee E54 on Homeland Security Applications and is the direct responsibility of Subcommittee E54.02 on Emergency Preparedness, Training, and Procedures.

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<sup>2</sup> For access to this document, go to [www.fema.gov/emergency/nims/](http://www.fema.gov/emergency/nims/).

<sup>3</sup> For access to this document, go to [www.fema.gov/emergency/nrf/](http://www.fema.gov/emergency/nrf/).

<sup>4</sup> For access to this document, go to [www.nfpa.org/assets/files/pdf/nfpa1600.pdf](http://www.nfpa.org/assets/files/pdf/nfpa1600.pdf).

<sup>5</sup> For access to this document, go to [www.nfpa.org/assets/files/PDF/CodesStandards/TIAErrataFI/TIA1561-02-1.pdf](http://www.nfpa.org/assets/files/PDF/CodesStandards/TIAErrataFI/TIA1561-02-1.pdf).

<sup>6</sup> For access to this document, go to [www.emaponline.org/](http://www.emaponline.org/).

<sup>7</sup> For information on EMAC, go to <http://www.emacweb.org/>.

<sup>8</sup> For access to this document, go to [http://www.fema.gov/pdf/emergency/nims/ng\\_0001.pdf](http://www.fema.gov/pdf/emergency/nims/ng_0001.pdf).

DHS, NIMS Guide NG 0002 National Credentialing Definition and Criteria, 2007<sup>9</sup>

DHS, Resource Typing Documents: FEMA 508-1–FEMA 508-8<sup>10</sup>

DHS, National Response Framework, January 2008

EMAP The Emergency Management Standard, September 2007

NFPA 1561 Standard on Emergency Services Incident Management System, 2008

NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2007

National Volunteer Organizations Active in Disaster (NVOAD), Managing Spontaneous Volunteers in Times of Disaster: The Synergy of Structure and Good Intentions, 2008<sup>11</sup>

in operational support or supervisory capacities at an incident.

**NIMS 2008**

*Discussion*—The following definitions are subsets to the term “resources”:

3.1.7.1 *matériel resources*—equipment, apparatus, animals, and supplies used by an entity that generally can be ordered from inventory or can be rapidly produced to meet the needs of the incident. Examples include building materials, household goods, consumables, and commodities needed for subsistence, such as water, food, clothing, ice, shelter, childcare products, medical and fire supplies, etc. (This term is often referred to by various entities within the resource management community as “material resources.”)

3.1.7.2 *personnel resources*—all of the people who are needed to support the incident, including the knowledge, skills, and abilities they possess. Personnel may be full- or part-time, in-house, or outsourced.

3.1.7.3 *services resources*—matériel and personnel resource functions that are assembled to support missions or operational needs. Services can be categorized or typed to facilitate meeting-specific requirements.

3.1.8 *resource management*—(n) an operational process model for identifying, categorizing, ordering, mobilizing, tracking, recovering, and demobilizing resources, as well as a process for reimbursement of resources, as appropriate; (v) application of the process. **NFPA 1600/NIMS 2008**

3.1.9 *resource tracking*—a process to record, account for, monitor, and report the status of resources.

3.1.10 *volunteer*—any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. Within this guide, the term “volunteer” when referenced solely will be inclusive of affiliated and unaffiliated volunteers and convergent groups. **NIMS 2008**

*Discussion*— The following definitions are subsets to the term “volunteer” as defined and endorsed by the National Volunteer Organizations Active in Disaster (NVOAD):

3.1.10.1 *affiliated volunteers*—volunteers who are attached to a recognized voluntary or nonprofit organization and are trained for specific disaster response activities. Their relationship with the organization precedes the immediate disaster, and they are invited by that organization to become involved in a particular aspect of emergency management. **NVOAD**

3.1.10.2 *unaffiliated volunteers*—also known as spontaneous, emergent, and/or convergent volunteers, individuals who offer to help or self-deploy to assist in emergency situations without fully coordinating their activities with emergency management at the local, State, territorial, tribal, or Federal levels. They are considered “unaffiliated” in that they are acting independently, as individuals, outside of the recognized coordination system of the impacted jurisdiction(s). **NVOAD**

3.1.10.3 *convergent groups*—group of individuals that may have a distinguishable identity, organizational structure, and a collective desire to assist. These groups do not have an

### 3. Terminology

#### 3.1 Definitions:

3.1.1 *categorizing resources*—the process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics to facilitate more efficient resource ordering among providers and users during an incident.<sup>12</sup> **NIMS 2008**

3.1.2 *entity*—a governmental agency or jurisdiction, private or public company, partnership, nonprofit organization, or other organization that has disaster/emergency management and continuity of operations responsibilities. **NFPA 1600**

3.1.3 *credentialing process*—the objective evaluation and documentation of an individual’s current certification, license, or degree; training and experience; and competence or proficiency to meet applicable standards, provide particular services and/or functions, or perform specific tasks under specific conditions during an incident. **NIMS 2008**

3.1.4 *inventory*—(v) a dynamic accounting of resources available to an entity in order to ensure timely delivery; (n) resources being accounted for in the process.

3.1.5 *mobilization*—processes and procedures used by all entities—Federal, State, tribal, territorial, non-governmental organizations (NGOs), private sector, and local—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident. **NFPA 1600/NIMS 2008**

3.1.6 *agreements*—advance written (preferred) and/or oral arrangements between and among entities that provide a mechanism to share resources and obtain assistance. **NFPA 1600/NIMS 2008**

3.1.7 *resources*—personnel, matériel, and services available or potentially available for assignment or allocation to incident operations or coordination, and for which status is maintained. Resources are categorized by kind and type, and may be used

<sup>9</sup> For access to this document, go to [http://www.fema.gov/pdf/emergency/nims/ng\\_0002.pdf](http://www.fema.gov/pdf/emergency/nims/ng_0002.pdf).

<sup>10</sup> For access to these documents, go to [www.fema.gov/emergency/nims/rm/rt](http://www.fema.gov/emergency/nims/rm/rt).

<sup>11</sup> For access to this document, go to [www.nvoad.org](http://www.nvoad.org).

<sup>12</sup> For access to the FEMA 508-1 through FEMA 508-8 resources category documents, go to <http://www.fema.gov/emergency/nims/ResourceMngmnt.shtm#item4>.

affiliation with emergency management at the local, State, territorial, tribal, or Federal levels. They are considered “convergent” in that they are self-deployed, acting independently, as a group, outside of the recognized coordination of the impacted jurisdiction(s).

**NVOAD**

#### 4. Summary of Guide

4.1 Emergency management and homeland security practitioners should use this guide as a reference to develop and implement plans, policies, and procedures for the effective and efficient use of resources.

4.2 Documents developed from this guide should be reviewed and revised as necessary based on new mandates and/or guidance or, at a minimum, on the standard ASTM five-year review cycle. The review should consider new and updated requirements and guidance, technologies, and other information or equipment that might have a significant impact on the management of resources.

4.3 This guide describes minimum requirements associated with resource management for the purpose of emergency preparedness, response, and recovery. To provide clarity, this Guide has been divided into two distinct sections:

4.3.1 *Resource Management Preparedness*—Activities that occur prior to an incident. (Reference Section 6, Resource Management Preparedness.)

4.3.2 *Operational Process Model*—Sequential steps associated with resource management during and following an incident. (Reference Section 7, Operational Process Model.)

#### 5. Significance and Use

5.1 Coordination and provision of emergency resources to jurisdictions and people impacted by all types of incidents is a fundamental aspect of emergency management. The ability to identify resource needs, articulate those needs effectively to resource providers, and mobilize the necessary resources from the source to the point of distribution is the essence of disaster assistance. Standardization of terminology and processes will benefit all individuals and entities engaged in emergency-related resource management.

5.2 This guide provides emergency management and homeland security practitioners with a common, structured approach to resource management.

#### 6. Resource Management Preparedness

6.1 Resource management preparedness addresses resource management activities and processes that should be in place prior to an incident to facilitate effective response. There are seven essential elements to resource management preparedness: (1) planning and procedures; (2) resource needs assessment; (3) resources (materiel, personnel, and services); (4) agreements; (5) inventory process; (6) maintenance; and (7) information systems. Each one of the aforementioned elements will be discussed globally to set its context, in addition to suggesting minimum requirements associated with each. However, this Guide does not set a standard for such requirements.

6.1.1 *Planning and Procedures*—The planning process should include identifying resource needs based on the threats

to and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources. Entities should involve key private and public stakeholders in advising on strategic planning and operations for any resource management program. Further, entities should incorporate unique aspects from their resource management program (for example, managing of personnel and materiel resources and services) into comprehensive preparedness, response, and recovery plans and procedures.

6.1.2 *Resource Needs Assessment*—Entities should determine baseline resource requirements, compare those requirements with available resources, and identify additional resource needs or gaps. A resource needs assessment is based on hazards/threats identified through a comprehensive all-hazard identification and risk assessment (HIRA) process. An assessment of the functions that could be performed by the entities should be conducted and documented. Procedures to obtain such services during an incident should be established through contracts and agreements. To the extent possible, communicate potential resource needs to likely resource providers, including the private sector, to support appropriate planning on their part.

6.1.3 *Resources*—Resources may be conveniently grouped into three fundamental categories: (1) materiel, (2) personnel, and (3) services resources. Alternatively, other categories may be appropriate, such as more specific typing (for example, information resources) or by criticality of need (for example, critical services). Personnel resource management is markedly different from materiel resource management and deserves its own treatment. The following sections provide a standardized guide for materiel resources, personnel resources, and services utilized during an incident. Additionally, it should be recognized that materiel, personnel, and services resources are provided to or requested from four categories of sources: (1) government; (2) private-sector business; (3) NGOs; and (4) donations.

6.1.3.1 *Materiel Resources*—Materiel resources can be “typed” by Category, Kind, and Type—these three measures are known as performance capability levels. There are two tiers of resource typing definitions as defined in the DHS, NIMS Guide NG 0001. Tier One resources include the nationally defined FEMA 120 Resource Types. Tier Two resources are defined and inventoried by State, tribal, and local jurisdictions for use in specific intra-state or regional mutual aid assistance. Tier Two resources are those that would not be deployed nationally or are so common that national definitions are not needed. Resources can also be built into mission ready packages using both an entity’s Tier One and Tier Two resources.

6.1.3.2 *Personnel Resources*—Personnel who have a responsibility for preparedness, response, recovery, and/or coordination should be trained to a level that enables them to perform a task safely and effectively. The minimum level of training required for a person is determined by the entity in accordance with municipal, State, and Federal regulations where applicable. Processes should be developed for the certification and credentialing of personnel, including emergency responders and affiliated volunteers. Certification of emergency personnel is the process of ensuring that individuals meet recognized minimum requirements established for their

job title. This process should include verification of qualifications, including the examination of training certificates, if appropriate. Certification is typically done by the entity supplying the resource to an incident, not the receiving entity. The credentialing process should link the certification requirements with identity verification. Additionally, certifying and credentialing procedures should conform to all nationally developed protocols identified in the NIMS document. Refer to DHS, NIMS Guide NG 0002 for credentialing requirements.

6.1.3.3 *Services Resources*—Because there are specific skill sets provided by other entities that are essential to the continuity of vital services, it is important to incorporate these services into preparedness activities to ensure the resources will be both available and accessible during an incident.

6.1.4 *Agreements*—As a preferred best practice, agreements should be in writing and the terms of agreement should be established in advance. Agreements should consider inclusion of the following elements or provisions: roles and responsibilities of individual parties; procedures for requesting resources and providing assistance; procedures, authorities, and rules for payment, reimbursement, and allocation of costs; notification procedures; relationship with other agreements among jurisdictions; workers' compensation; treatment of tort and liability and immunity; recognition of licensure and certifications; maintenance and revision processes; and a termination clause. Commitments (which may be firm or conditional) should be solicited in advance for donations, lending, and pro bono services from the private and public sectors. Additionally, advance contingency contracts may be appropriate under certain circumstances from vendor supply chains.

6.1.5 *Inventory Process*—In the case of emergency management and homeland security needs, resources may be acquired in advance and stockpiled or obtained “just in time” through appropriate agreements. In order to ensure “just in time” delivery of identified items entities should develop procedures for when and where to update agreements and contact lists of vendors/suppliers used to provide resources to ensure timely delivery (see section 7.1.2, *Ordering and Acquiring Resources*). For stockpiled items, entities should develop dynamic inventory policies, procedures, and explanatory instructions. These policies should be distributed and explained to each person participating in the inventory process. The instructions should include, but are not limited to, when to count items held in stock; what information to record; and what to do when questions arise. Further, inventory instructions should include what procedures to follow when items are located but not listed, or listed but not located, and how to find and record unused items that exist in an unusable condition or are in excess quantity. Information should be provided for disposition and future ordering of assets. Individuals counting the assets should attest to the accuracy of the counts and information. The inventory process should include a reconciliation of the updated vendor/supplier lists and current items held in stock with prior inventory records, with a disposition filed for all discrepancies. These procedures should be followed for all internal and external resources. Inventory of emergency response assets should be conducted at least annually to ensure accurate reflection of response capability.

6.1.6 *Maintenance*—Maintenance and care procedures should be developed for all resources.

6.1.6.1 *Materiel resource maintenance* procedures should document the minimum maintenance schedule, the type of maintenance required, and the expected useful lifespan of the resource.

6.1.6.2 *Care requirements for personnel resources*, as well as animals who are provided through services resources, should document maximum daily and weekly work schedules, break schedules, minimum food/refreshment requirements, personal protective equipment requirements, and any other considerations necessary to ensure the health and safety of incident responders.

6.1.6.3 *Procedures for maintaining continuity of critical services* should document the terms and conditions of contracts and agreements currently in place, and the lifespan of the services and how they are to be renewed.

6.1.7 *Information Systems*—Entities should make selections on information systems (if applicable) based on their information and coordination needs for resource management. Information systems should provide decision support to the entity by collecting, updating, and processing real-time data. Entities should consider the use of information systems for resource tracking, transportation tracking, inventory management, and/or reporting. Further, the entity should identify redundant systems or develop back-up plans to continue the management of resources in the event the primary information system is disrupted or unavailable.

## 7. Operational Process Model

7.1 This section addresses an *Operational Process Model* for resource management during an incident. It is intended to define a common way of managing the process in any incident, regardless of the hazard. This portion of the guide describes the minimum requirements associated with the following eight elements: (1) identifying resource requirements; (2) ordering and acquiring resources; (3) mobilization and coordination of resources; (4) clarifying command and control; (5) receipt, tracking, and reporting; (6) logistics support planning; (7) recovering resources/demobilization; and (8) financial and reimbursement concerns.

7.1.1 *Identifying Resource Requirements*—The entity should establish procedures for identifying the immediate and future resource needs and priorities of the incident, including identifying what and how much is needed, where and when it is needed, and who will be receiving or using it based on incident response experience and specific damage assessments. Organizational resources should be categorized as materiel, personnel, or services resources. Resource requirements can be provided from a variety of sources depending on the nature of the emergency and the public and private entities and NGOs operating in the affected areas. Potential resource needs requirements should be communicated in advance of any incident to prospective resource providers to support appropriate planning. The resource needs requirements may be general in nature, indicating nature of resource and potential range in quantity/volume required. Procedures should also include

methods of outreach to and communication with the pre-identified resource provider for assistance with damage assessments.

**7.1.2 *Ordering and Acquiring Resources***—The entity should develop written ordering procedures or follow established procurement processes for acquiring needed incident resources. These procedures should be distributed and explained to persons with the authority to request emergency resources. The instructions should include requested quantity; estimated duration of need; location of staging area for delivery of resource(s); recovery data for non-expendable resource(s); the resource provider; and a process for validating resource(s) that were requested. In addition to the public agencies and NGOs, evaluate the full range of modes by which the private sector may provide resources, including donation of goods, pro bono supply of services, lending, contract provision of goods and services, and blended versions of the preceding. Further, facilitate the development of relationships in advance of a crisis by vetting the resource supplier by the program and the program by the supplier with pre-certification programs for suppliers considered; sharing emergency contact information and knowledge of basic capabilities of resource suppliers; and understanding the core competencies of a business that may extend beyond the specific goods and/or services offered to the marketplace and include capabilities (for example, logistics and communications).

**7.1.3 *Mobilization and Coordination of Resources***—Mobilization procedures should be developed to activate and dispatch resources to incidents. The entity should establish procedures to ensure that a resource assigned to an incident is available in a timely manner and has the capability to do its intended function. Plans should include the transportation method and anticipated route (primary and alternate), tracking process, and procedures for ensuring a requested resource reaches the intended destination. Mobilization and coordination procedures should also include planned methods and staffing for managing resources offered that were not requested (for example, unsolicited donations and self-deployments of unaffiliated volunteers and convergent groups), and methods of addressing resources that do not make it to their original dispatched location but are still used in the incident response (for example, commandeered resources). Mobilization and coordination procedures may also include equipping, training, or inoculating personnel (or a combination thereof), designating areas for logistical support, and obtaining transportation to deliver resources.

**7.1.4 *Clarifying Command and Control***—The entity should develop procedures to document the command and control authority(ies) of all emergency response organizations with respect to pooled or shared resources used during an incident. The objective of this element is to attain and maintain situational awareness of command and control of all resources required to respond to or recover from an incident. This guide does not prescribe the use of a specific command and control structures, but does identify the use of a recognized Incident Management System (IMS) as a best practice.

**7.1.5 *Receipt, Tracking, and Reporting Procedures***—The entity should develop procedures that include instructions for all personnel charged with the receipt of resources and explain how resources are to be tracked continuously from mobilization through demobilization. All personnel engaged in resource management should be trained in these procedures.

**7.1.6 *Logistics Support Planning***—Planning for logistical support for the movement of resources is an integral part of resource management. Logistics functions include facilities management, materials management, property management, transportation management, and customer coordination.

**7.1.6.1 *Facilities Management***—The entity should ensure that facilities are effective and equipped for the mobilization, handling, storage, movement, or distribution of resources. The details of the locations, accessibility, capacity, strengths, and weaknesses of these facilities should be documented and kept current.

**7.1.6.2 *Materiel Management Procedures***—The entity should create a process that maintains visibility/awareness over assets/resources acquired for response operations from acquisition through delivery, transfer, disposal, or return to system.

**7.1.6.3 *Property Management Procedures***—The entity should establish a process for accountability, inventory, and disposition of physical property. *Accountability* is concerned with maintenance of formal records on particular items, such as identification data, value, quantities, balances, and property transactions. *Inventory* addresses the records that show the location, condition, and quantity of items on hand. *Disposal* deals with the proper transfer of property when it is no longer needed.

**7.1.6.4 *Transportation Management Procedures***—The entity should develop a process for securing “request-to-delivery” transportation of resources from source to distribution, transfer, and final disposition.

**7.1.6.5 *Customer Coordination Procedures***—Plans and procedures should be established for coordinating interface with customers on the status of resources from request to delivery.

**7.1.7 *Recovering Resources/Demobilization***—The planning and preparation for the demobilization process should begin during this phase of initial resource mobilization. The entity should develop procedures for recovering both non-expendable and expendable resources. Recovery procedures should include accounting information sufficient to meet the demands of reimbursing agencies. Elements of these procedures may include replenishment and resupply, maintenance and repair, and other actions to either return the resources to full-mission capability or dispose of them.

**7.1.7.1 *Non-expendable Resources***, such as personnel and durable equipment, should be fully accounted for from source, through mobilization and employment at the incident site, and again when they are demobilized and returned to the entity that issued them. Procedures developed for the demobilization of non-expendable resources should include the method of transportation for the resource and the procedure for ensuring that the requested resource reaches its intended destination. In addition, accommodations to restore resources to fully functional capability should be addressed through a resupply

process. For personnel resources, adequate rest and recuperation time at appropriate facilities should be provided, as well as addressing occupational health and mental health issues.

7.1.7.2 *Expendable Resources* are defined as those resources that are consumable or the cost of recovery exceeds the value of the item considered for recovery, such as water, ice, food, fuel, and other one-time-use supplies. Expendable resources should be accounted for by the issuing and requesting entity. Restocking of resources is also the responsibility of the issuing entity and should take place following any distribution or issuance of the resource. Disposal of expendable resources is the responsibility of the requesting entity and may require a disposal plan to address any special handling and disposition in accordance with established regulations and policies.

7.1.8 *Finance and Reimbursement*—To ensure timely reimbursement, entities should develop financial and administrative procedures to support involvement before, during, and after an incident. Procedures should include mechanisms for collecting bills, validating cost, and managing funding from external sources.

## 8. Keywords

8.1 credentialing; emergency management; emergency response resources; homeland security; resource management; resource typing

## APPENDIX

### (Nonmandatory Information)

#### X1. CROSSWALKS APPENDIX

National Incident Management System	Table X1.1
National Response Framework	Table X1.2
NIMS Guide 0001L Resource Typing and NIMS Guide 0002: Credentialing	Table X1.3
Homeland Security Presidential Directive – 5: Management of Domestic Incidents	Table X1.4
Homeland Security Presidential Directive – 8: National Preparedness	Table X1.5
NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity	Table X1.6
NFPA 1561: Standard on Emergency Services and Incident Management	Table X1.7
EMAP Emergency Management Standards	Table X1.8
Managing Spontaneous Volunteers in Times of Disaster: The Synergy of Structure and Good Intentions	Table X1.9

**TABLE X1.1 Relationship of the Standard Guide for Resource Management in Emergency Management and Homeland Security (RMSG) to the National Incident Management System (NIMS)**

NIMS Component	Corresponding RMSG Section	Comparison Notes
Component I: Preparedness	Introduction 6: Resource Management Preparedness	Fully addressed: The general concepts and spirit of the preparedness component of NIMS are fully met in the RMSG, particularly with the importance of building preparedness capabilities, working with both public and private entities, developing procedures, and ensuring that the RMSG complements and can work in conjunction with NIMS, Emergency Management Assistance Compact (EMAC), Emergency Management Accreditation Program (EMAP), and National Fire Protection Association (NFPA).
Component II: Communications and Information Management	Introduction 6: Resource Management Preparedness 7: Operational Process Model	Partially addressed: The RMSG does not contain great detail about communications and communication systems as one finds in NIMS. It does, however, stress the importance of close coordination with all partners, clarifying command and control, using a recognized incident management system, and selecting information systems for collecting, updating, and processing real-time data—all of which contribute to effective communications and information management.
Component III: Resource Management		
A. Concepts and Principles	6: Resource Management Preparedness 7: Operational Process Model	See below.
1. Concepts	6: Resource Management Preparedness 7: Operational Process Model	Fully addressed: While not the exact language, the concepts, are covered in the following sections:
a. The underlying concepts of resource management include:		
- Consistency		- Consistency (Introduction)
- Standardization		- Standardization (Sec. 6.1.3.1)
- Coordination		- Coordination (Secs. 7 and 7.1.3)
- Use		- Use (Secs. 6.1.1 and 7.1.1)
- Information Management		- Information Management (Sec. 6.1.7)
- Credentialing		- Credentialing (Sec. 6.1.3.2)
2. Principles:		
a. Planning	6.1.1: Planning and Procedures 6.1.4: Agreements	Fully addressed: Both documents discuss the importance of coordinated planning efforts among all parties:
b. Use of agreements	6.1.3.1: Materiel Resources	a. Planning: The RMSG does not specifically mention standardized training and exercises, but they are implied in the last sentence where it states that all entities “should incorporate unique aspects from their resource management program . . . into comprehensive preparedness, response, and recovery plans and procedures.”
c. Categorizing resources	7: Operational Process Model	b. Use of agreements: The RMSG covers this area in detail, including all of the elements that agreements should cover.
d. Resource identification and ordering	7.1.1: Identifying Resource Requirements	c. Categorizing resources: Similar to NIMS, RMSG covers “typing” of resources by category, kind, and type.
e. Effective management of resources	7.1.2: Ordering and acquiring resources	d. Resource identification and ordering: This area is covered extensively in the RMSG. Though it does not mention the role of the Incident Commander specifically, the RMSG does say that the ordering procedures “should be distributed and explained to persons with the authority to request emergency resources.”
		e. E. Effective management of resources: The areas discussed in this section of NIMS are covered extensively in the RMSG.
B. Managing Resources	6: Resource Management Preparedness 7: Operational Process Model	Fully addressed: NIMS states that the “resource management process can be separated into two parts: resource management as an element of preparedness and resource management during an incident.” The RMSG is separated into the same two parts, as seen in Sections 6 and 7.
1. Identify Requirements	7.1.1: Identifying Resource Requirements	Fully addressed: Like NIMS, the RMSG covers the importance of communication and coordination when identifying resources.
2. Order and Acquire	7.1.2: Ordering and Acquiring Resources	Fully addressed: The RMSG goes into greater detail about what ordering procedures should include, as well as the importance of developing relationships with suppliers before a crisis occurs.
3. Mobilize	7.1.3: Mobilization and Coordination of Resources	Fully addressed: In addition to including the basic concepts covered in NIMS, the RMSG also addresses unrequested and commandeered resources.
4. Track and Report	7.1.5: Receipt, Tracking, and Reporting Procedures	Fully addressed: While the language is general, the RMSG covers tracking and includes a statement about ensuring all resource management personnel are trained in the proper procedures.
5. Recover and Demobilize	7.1.7: Recovering Resources/Demobilization	Fully addressed: The RMSG covers this area in as much depth as NIMS.
6. Reimburse	7.1.8: Finance and Reimbursement	Fully addressed: The major concepts of finance and reimbursement are covered in general terms in both the NIMS and RMSG.
7. Inventory	6.1.5: Inventory	Fully addressed: While NIMS goes into greater detail, the RMSG does state that all procedures should conform to NIMS. Inventory, however, is covered as a part of Resource Management Preparedness in the RMSG, while NIMS includes it with its version of the operational process model
a. Credentialing	6.1.3.2: Personnel Resources	Fully addressed: The RMSG does not go into the same level of detail about ICS as NIMS. However, the RMSG does recommend the use of “a recognized Incident Management System (IMS) as a best practice.” It also recognizes the importance of resource management “conforming to the basic concepts, principles, and policies of the National Incident Management System 2008 (NIMS).”
b. Identifying and typing resources		
Component IV: Command and Management	Introduction 7: Operational Process Model	

**TABLE X1.1** *Continued*

NIMS Component	Corresponding RMSG Section	Comparison Notes
Component V: Ongoing Management and Maintenance	Introduction 4: Summary of Practice	Partially addressed: While the RMSG does not go into the same level of detail about ongoing management and maintenance as NIMS, the RMSG does recognize the importance of resource management “conforming to the basic concepts, principles, and policies of the National Incident Management System 2008 (NIMS).” Finally, the RMSG does state that any documents developed from the RMSG “should be reviewed and revised as necessary based on new mandates and/or guidance or at a minimum on the standard ASTM five-year review cycle. The review should consider new and updated requirements and guidance, technologies, and other information or equipment that might have a significant impact on the management of resources.”



**TABLE X1.2 Relationship of the RMSG to the National Response Framework (NRF)**

NRF Element/Section	Corresponding RMSG Section	Comparison Notes
The RMSG is applicable to the entire emergency management community and does not differentiate between local, state, Federal, non-governmental organization (NGO), or private sector responsibilities regarding the management of resources.		
Chapter I Roles and Responsibilities Roles and Responsibilities of Local, State and Federal Personnel.	N/A	The RMSG focuses on ensuring processes are in place to provide appropriate personnel with preparing for, responding to, and recovering from an incident. It does not provide details on specific roles and responsibilities.
Chapter II Response Actions Prepare Plan	6.1.1 Planning and Procedures	Fully addressed: In line with the NRF, the RMSG provides standardized resource management concepts. In addition, the RMSG promotes the importance of planning and the need to incorporate resource needs or other aspects of its resource management program into its comprehensive preparedness, response, and recovery plans and procedures.
Organize	6.1.2 Resource Needs Assessment 6.1.3 Resources 6.1.5 Inventory Process 6.1.4 Agreements	Fully addressed: The RMSG promotes the development of procedures to identify resources by category, kind, and type; assess resource needs; and inventory resources held in stock. Further, the RMSG discusses the importance to developing/establishing agreements, commitments, and contingency contracts in advance of an incident.
Train, Exercise, Evaluate & Improve	6.1.3.2 Personnel Resources	Partially addressed: The RMSG states that all responders should be trained to an appropriate level for their job function and processes be developed to ensure all responders are trained and qualified. The RMSG does not specifically discuss the use of exercises to train and evaluate personnel proficiency levels.
Equip	6.1.4 Agreements 6.1.6 Maintenance 7.1.2 Ordering and Acquiring Resources 7.1.3 Mobilization and Coordination of Resources 7.1.5 Receipt, Tracking, and Reporting Procedures 7.1.6 Logistics Support Planning 7.1.7 Recovering Resources/ Demobilization	Fully addressed: The RMSG establishes the need to develop written agreements and ordering procedures for the rapid procurement of resources. The RMSG also promotes the development of mobilization and demobilization, receipt, tracking, reporting, and maintenance procedures for all resources during an incident.
Respond Gain and Maintain Situational Awareness	7.1.4 Clarifying Command and Control	Partially addressed: The RMSG, while speaking to the management of resources, reaffirms the need to attain and maintain situational awareness. This is accomplished through the development of procedures to document the command and control authorities with respect shared resources and use of a recognized Incident Management System (IMS).
Activate and Deploy Resources and Capabilities	7. Operation Process Model	Fully addressed: The RMSG addresses the establishment of procedures for identifying the immediate and future resources needs and priorities of an incident. The Guide also recommends written resource ordering and procurement procedures (i.e., calling on agreement or purchasing items), as well as detailed procedures on the mobilization through demobilization of resources once activated.
Coordinate Response Actions	6. Resource Management Preparedness 7. Operations Process Model	Partially addressed: The RMSG has been designed to ensure that "Resources and capabilities must be deployed, received, staged, and efficiently integrated into ongoing operations." The RMSG focuses on establishing processes and procedure to ensure additional support and resource capabilities can be called upon and managed from cradle to grave.
Demobilize	7.1.7 Recovering Resources/ Demobilization	Fully addressed: The RMSG promotes the importance of developing processes and procedures for demobilizing and recovering both expendable and non-expendable resources.
Recover Short and Long-Term Recovery	6. Resource Management Preparedness 7. Operations Process Model	Partially Addressed: While the RMSG does not specifically address recovery processes, the development of the entire resource management program as described in the RMSG is applicable throughout the recovery period as resources are still called upon.
Chapter III Response Organization Key Concepts	6. Resource Management Preparedness 7. Operations Process Model	Partially addressed: The RMSG aligns with the areas of: identification and management of resources; mutual aid and assistance; situational awareness; training; qualifications, and certifications; and the collection, tracking, and reporting of incident information (as it relates to resource management). Furthermore, the RMSG language does not specify ICS, however, it does recommend that procedures should be developed to document the command and control authorities with respect to shared resources and that a recognized IMS is used.
Chapter IV Planning: A Critical Element of Effective Response The National, Federal, State, Tribal, and Local Planning Structure	6.1.1 Planning and Procedures 6.1.2 Resource Needs Assessment	Partially addressed: The RMSG focuses solely on the development of a resource management program and recommends that the unique aspects of programs be integrated into all preparedness, response, and recovery plans for all jurisdictions at all levels. The RMSG also suggests the use of a hazard identification and risk assessment to identify resource planning needs.
Glossary and Acronyms		

**TABLE X1.2** *Continued*

NRF Element/Section	Corresponding RMSG Section	Comparison Notes
Resources Resource Management Volunteer	3.7 Resources 3.8 Resource Management 3.10 Volunteer	Fully addressed: The RMSG provides definitions consistent with those identified in the NRF.
Volunteer and Donations Management Support Annex Unaffiliated Volunteers and Unsolicited Goods	7.1.3 Mobilization and Coordination of Resources	Partially addressed: The RMSG does not provide as much detail as is described in the NRF Volunteer and Donations Management Support Annex. However, the RMSG does acknowledge the need to develop procedures to address unaffiliated volunteers, organizations, and unsolicited donated good.
Financial Management Support Annex Financial Management	7.1.8 Finance and Reimbursement	Partially addressed: The RMSG does not provide as much detail as is described in the NRF Financial Management Support Annex. However, the RMSG emphasizes the importance of developing administrative procedures to ensure timely reimbursement, as well as mechanisms for collection bills, validating cost, and managing funding from external sources.
Emergency Support Function (ESF) #7 – Logistics Management and Resource Support Annex (January 2008)		
Scope (Page 2) “Logistics Management and Resource Support to Federal, State, tribal, and local governments consists of: • Emergency relief supplies • Facility space • Office equipment • Telecommunications • Contracting services • Transportation services • Personnel required to support response activities • Support not specifically identified in other ESFs, including excess and surplus property.”	3.7 Resources 3.8 Resource Management	Fully addressed: RMSG definitions of resources, resource management, and resource tracking align with the concepts set forth in ESF #7. However, the RMSG remains non-prescriptive and does not include as many examples of resources as is reflected in ESF #7.
Scope (Page 2) “This document: • Identifies the components of ESF #7 • Provides an overview of Logistics Management and Resource Support roles and responsibilities • Provides a concept of operations for Logistic Management and Resource Support”	5. Significance of Use	Partially addressed: The fundamental difference between ESF #7 and the RMSG is in the use of documents. The RMSG should be used in the development of a Resource Management Program and is applicable to both the private and public sectors. ESF #7 in the NRF directly relates to actions to be taken by Federal counterparts utilizing developed programs to support logistics and resource management.
Scope (Page 2) “During response operations, acquisition of resources will be supported by preexisting memorandums of understanding (MOUs), memorandums of agreement (MOAs), interagency agreements (IAAs)...”	6.1.4 Agreements	Partially addressed: The RMSG discusses the importance of establishing agreements to ensure that the delivery or acquisition of items is possible and timely during an event.
Concept of Operations (Page 3) “The DHS/FEMA Logistics adaptation of a supply chain management approach to managing the national logistics processes focuses on the efforts of all partners and stakeholders of the end-to-end supply chain processes, beginning with planning of customer-driven requirements for materiel and services, delivery of disaster victims ..., and ending with the replenishment of agency inventories.”	7. Operations Process Model	Fully addressed: The specific items outlined in the end-to-end supply chain process are included in the Operations Process Model section of the RMSG, which includes discussions on the development of plans, processes, and procedures to manage each element.
Initial and Continuing Actions - Logistics Management (Page 6) “Under the supply chain management process adopted by DHS/FEMA Logistics, response actions are divided into three phases...: • Preparedness Phase • Response Phase • Recovery Phase”	4.3 Summary of Practice 6. Resource Management Preparedness 7. Operations Process Model	Fully addressed: The RMSG describes resource management in two phases: Resource Management Preparedness (prior to an incident); and Operational Process Model (during and following an incident.). Though ESF #7 divides Logistics Management and Resource Support into initial and continuing actions and describes response actions into three phases—Preparedness Phase (before incident), Response Phase (response to incident), and Recovery Phase (after incident)—the concepts are the same and the RMSG does not conflict. .

**TABLE X1.2** *Continued*

NRF Element/Section	Corresponding RMSG Section	Comparison Notes
Responsibilities: Logistics Management (Pages 7-8) “Logistics Management functions include: • Material management, including determining requirements, sourcing, ordering and replenishment, storage, and issuing of supplies and equipment. • Transportation management... • Facilities management... • Personal property management... • Management of Electronic Data Interchange... • Planning and coordination with internal and external customer and other supply chain partners...”	7.Operations Process Model	Fully addressed: The RMSG address each of the logistics management functions outlined in ESF #7 to include management of materiel, personnel, service resources, transportation, facilities, and personal property management.

**TABLE X1.3 Relationship of the RMSG to NIMS Guide 0001: Resource Typing and NIMS Guide 0002: Credentialing**

NIMS Guide Element/Section	Corresponding RMSG Section	Comparison Notes
“Tier One” Criteria for the NIMS National Resource Typing Definitions - The Resource Must:		
1. Already exist as a defined, or readily organized, deployable interstate response resource or first responder asset.	6.1.1 Planning and Procedures 6.1.2 Resource Needs Assessment	Fully addressed: The RMSG focuses on planning and identifying gaps in resources, and then entering into contracts or agreements to obtain the needed resources.
2. Be exchanged and deployed with usage governed through interstate mutual aid agreements or compacts.	6.1.4 Agreements	Fully addressed: The RMSG stresses the importance of establishing agreements in advance to ensure accessibility of resources.
3. Be of sufficient capability to warrant being allocated and/or physically deployed nationally, if requested.	3.7 Terminology (Resources) 6.1.3.1 Materiel Resources	Fully addressed. The RMSG addresses personnel, materiel, and services available or potentially available for assignment or allocation to incident operations or coordination, and for which status is maintained.
4. Must have performance capability levels that can be identifiable as to “Category,” “Kind” and “Type;” a. Category – function for which the resource is most useful (firefighting, law enforcement, health and medical, etc.); b. Kind – broad class of characterization, such as teams, personnel, equipment, and supplies. Metrics have been developed for each kind and are measurements of capability or capacity; and c. Type – measure of minimum capabilities to perform its function – Type 1 implies a higher capability than Type II.	6.1.3.1 Materiel Resources	Fully addressed: RMSG suggests the use of NIMS resources typing by “category,” “kind,” and “type” for all designated Tier One and Tier Two resources. Further the RMSG recognizes the use of “mission ready packages”, terminology commonly used by States.
5. Be identified, inventoried, and tracked to determine availability status for response operations by the jurisdiction having authority.	6.1.5 Inventory Process 7.1.1 Identifying Resource Requirements 7.1.3 Mobilization and Coordination of Resources 7.1.4 Command and Control	Fully addressed: The RMSG specifically addresses each of these points and stresses the importance of developing policies and procedures to assess need, inventory, track, and mobilize resources.
6. Allow for command and control utilization under the NIMS ICS.	7.1.4 Command and Control	Fully addressed: The RMSG recommends the development of procedures to document the command and control authority(ies) and identifies the use of a recognized IMS as a best practice.
7. Be sufficiently interoperable or compatible to allow for deployment through a standard system for resource ordering, as authorized, under interstate mutual aid agreements, compacts, and appropriate contracting mechanisms.	6.1.1 Planning and Procedures	Partially addressed: Though not explicitly stated in the RMSG when developing Resource Management plans and procedures, it is inferred that issues like interoperability of resources should be addressed.
NIMS Guide 0002 Element/Section All Sections of the NIMS Guide 002 address the NIMS credentialing criteria for the NIMS national resource typing definitions.	6.1.3.2 Personnel Resources	Fully addressed: While the RMSG does not contain the same level of detail as NIMS Guide 0002, it does state that certifying and credentialing procedures “should conform to all nationally developed protocols identified in the NIMS document. Refer to NIMS Guide, NG 0002, National Credentialing Definition and Criteria for credentialing requirements.” Therefore, it can be assumed that users of the RMSG should follow NIMS Guide 0002 for all credentialing requirements.

**TABLE X1.4 Relationship of the RMSG to Homeland Security Presidential Directives 5 (HSPD-5): Management of Domestic Incidents**

HSPD-5 Element/Section	Corresponding RMSG Section	Comparison Notes
(15) The Secretary shall develop...and administer a National Incident Management System (NIMS)... the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.	Entire Guide	Fully addressed: HSPD-5 calls for the establishment of NIMS, in which a primary component is to implement a comprehensive framework to manage resources. The RMSG sets a foundation for all entities to develop a comprehensive resource management program with consistent plans, policies, and procedures for managing resources from cradle (preparedness) to grave (recovery).
(16) The Secretary shall develop...and administer a National Response Plan (NRP) (now referred to as NRF). This plan shall integrate Federal Government domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.	5. Significance of Use	Partially addressed: RMSG was developed to enhance Federal, State, local, NGO, and private sector ability to coordinate the management of resources during an incident and closely corresponds to the items in ESF #7 Logistics Management and Resource Support.

**TABLE X1.5 Relationship of the RMSG to Homeland Security Presidential Directive 8 (HSPD-8): National Preparedness**

HSPD-8	Corresponding RMSG Section	Comparison Notes
(4) The Secretary is the principal Federal official for coordinating the implementation of all-hazards preparedness in the United States. In cooperation with other Federal departments and agencies, the Secretary coordinates the preparedness of Federal response assets, and the support for, and assessment of, the preparedness of State and local first responders.	Introduction 1: Scope	Fully addressed: The RMSG does not mention the Secretary of Homeland Security, but it does say that the guide is a result of an interagency task group "formed to address the need for consistency in resource management processes nationwide and assisting the U.S. emergency management and homeland security community in conforming to the basic concepts, principles, and policies of the National Incident Management System 2008 (NIMS)."
(6) The national preparedness goal will establish measurable readiness priorities and targets that appropriately balance the potential threat and magnitude of terrorist attacks, major disasters, and other emergencies with the resources required to prevent, respond to, and recover from them. It will also include readiness metrics and elements that support the national preparedness goal including standards for preparedness assessments and strategies, and a system for assessing the Nation's overall preparedness to respond to major events, especially those involving acts of terrorism.	6.1.1: Planning and Procedures	Fully addressed: The RMSG indicates that the planning process "should include identifying resource needs based on the threats to and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources."
(9) ... To the extent permitted by law, Federal preparedness assistance will be predicated on adoption of Statewide comprehensive all-hazards preparedness strategies.	Introduction 1: Scope	Partially addressed: The RMSG does not mention this specifically, but it does say that the guide is a result of an interagency task group "formed to address the need for consistency in resource management processes nationwide and assisting the U.S. emergency management and homeland security community in conforming to the basic concepts, principles, and policies of the National Incident Management System 2008 (NIMS)." It also states that the guide was created "utilizing the National Response Framework (NRF), National Fire Protection Association (NFPA) 1600 and 1561, NIMS, and the Emergency Management Standard by the Emergency Management Accreditation Program (EMAP) as foundational documents."

**TABLE X1.6 Relationship of the RMSG to NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity, 2007 Edition<sup>A</sup>**

NFPA 1600 Element/Section	Corresponding RMSG Section	Comparison Notes
5.6 Resource Management and Logistics	3.10 Volunteer 6.1.1 Planning and Procedure 6.1.2 Resource Needs Assessment 6.1.3 Resources 6.1.4 Agreements 6.1.5 Inventory Process 7. Operational Process Model	Fully addressed: The RMSG covers all the topics mentioned in the NFPA section, including logistical procedures, objectives, shortfall assessments, inventory processes, and donations.
5.7 Mutual Aid/Assistance	6.1.4 Agreements	Fully addressed: Mutual aid and assistance are covered under “Agreements” in the RMSG..
5.9 Incident Management	7 Operational Process Model	Fully addressed: The RMSG does “identify the use of a recognized Incident Management System (IMS) as a best practice.” While the RMSG does not identify specific organizational roles and titles, it does discuss the importance of creating staffing plans for managing resources and identifying command and control authorities. Presumably these plans would include roles and titles.
5.11 Operational Procedures (only subsection 5.11.4 applies to RM)	7.1.1 Identifying Resource Requirements	Fully addressed: The RMSG promotes the principle that entities should establish procedures for identifying the immediate and future resource needs and priorities of the incident. Further, the RMSG promotes pre-planning for expected resource needs and includes methods of outreach to and communication with the pre-identified resource provider.
5.12 Facilities	7.1.6.1 Facilities Management	Fully addressed: While NFPA 1600 discusses an emergency operations center-type facility to support continuity, response, and recovery operations, the RMSG addresses a similar facility for mobilizing, handling, storing, and distributing resources.
5.13 Training	Sec. 6.1.3.2 Personnel Resources	Fully addressed: The RMSG states that all responders should be trained to an appropriate level for their job function. The RMSG states that “minimum level of training required for a person is determined by the entity in accordance with municipal, State, and Federal regulations where applicable” and recommends development of processes to ensure all responders are trained and qualified.
5.16 Finance and Administration	6.1.4 Agreements 7.1.2 Ordering and Acquiring Resources 7.1.8 Finance and Reimbursement	Fully addressed: The RMSG promotes the development of procedures to support dealing with financial responsibilities before, during, and after an incident. However, NFPA provides greater detail on items to include within the procedures.

<sup>A</sup> The 2010 edition of the NFPA 1600 Standard is currently under revision. However, the RMSG still aligns with the content of the draft revised NFPA 1600 standard; the numbering convention of the revised NFPA 1600 does vary from the 2007 edition. For example, Finance and Administration is now covered under Section 4.7; Resource Management is Section 6.1; Mutual Aid/Assistance is Section 6.2; Operational Procedures is Section 6.4; Incident Management is Section 6.8; Facilities(Emergency Operations Centers) is Section 6.9; and Training and Education is Section 6.10. A full alignment cross walk of the RMSG and the 2010 edition of NFPA 1600 will be completed upon final approval of the revised NFPA 1600 Standard.

**TABLE X1.7 Relationship of the RMSG to NFPA 1561: Standard of Emergency Services and Incident Management, 2008 Edition**

NFPA 1561 – Ch. 4 System Implementation Element/Section	Corresponding RMSG Section	Comparison Notes
4.5 Resource Accountability		
4.5.1 Development of Accountability System	7.1.6.3 Property Management Procedures 7.1.7.1 Non-expendable Resources	Fully addressed: NFPA 1561 places the emphasis of accountability on personnel resources, while the RMSG focuses on physical property and services, in addition to personnel.
4.5.2 Accountability of Organization Elements	7.1.3 Mobilization and Coordination of Resources 7.1.5 Receipt, Tracking, and Reporting Procedures	Fully addressed: The RMSG goes a step further and states the importance of ensuring resources are accounted for from the time they are deployed, while they are en route, at the scene, and during demobilization.
4.5.3 Tracking Hazardous Materials Responders with Personal Protective Equipment (PPE)	7.1.3 Mobilization and Coordination of Resources 7.1.5 Receipt, Tracking, and Reporting Procedures	Fully addressed: The RMSG is more general and uses the word “resources” to include personnel and material resources. NFPA 1561 is addressing specifically responders entering and leaving hazardous areas, particularly with PPE.
4.5.4 Ability To Add Personnel Based on Incident Size	7.1.1 Identifying Resource Requirements	Fully addressed: The RMSG states that the resource needs requirements address “potential range in quantity/volume required.”
4.5.5 Communication of Accountability to Incident Management System	7.1.1 Identifying Resource Requirements 7.1.4 Clarifying Command and Control	Fully addressed: Section 7.1.1 states that “Potential resource needs requirements should be communicated in advance of any incident to prospective resource providers to support appropriate planning.” Section 7.1.4 emphasizes documenting the command and control authorities for maintaining situational awareness, and mentions “the use of a recognized Incident Management System (IMS) as a best practice.”
4.5.6 Accountability by Geographic or Functional Area	7.1.3 Mobilization and Coordination of Resources	Partially addressed: RMSG does not specifically call out supervisors, but it is implied through the mention of coordination, command and control, and receipt/tracking of resources.
4.5.7 Supervisor Location to Maintain Accountability	7.1.4 Clarifying Command and Control	
4.5.8 Supervision of Company/Crew/Unit Responders	7.1.5 Receipt, Tracking, and Reporting Procedures	
4.5.9 Responsibility of Responders To Use Accountability System	7.1.5 Receipt, Tracking, and Reporting Procedures	Fully addressed: The RMSG emphasizes that all personnel engaged in resource tracking must be trained in the procedures.
4.5.10 Identification of Responders on Marked Apparatus	6.1.3.2 Personnel Resources	Partially addressed: While the RMSG does not call out responders on “marked apparatus,” it does say that the “credentialing process should link certification requirements with identity verification.”
4.5.11 Identification of Responders Who Arrive By Means Other Than Emergency Vehicles		
4.5.12 Accountability System Standard Operating Procedure (SOP) for Evacuation of Responders	1.8 Health and Safety 6.1.6.2 Care Requirements	Partially addressed: The RMSG does not specifically address evacuation of responders, but it does say that it “does not purport to address all of the safety concerns, if any, associated with its use. It is the responsibility of the user of this guide to establish appropriate health and safety practices and to determine the applicability of regulatory limitations prior to use.”
4.5.13 Notification System for Evacuating Responders		
4.5.14 Rapid Accounting of All Responders On-Scene	7.1.7.1 Non-expendable Resources	Fully addressed: While the RMSG does not use the word “rapid,” it is implied that non-expendable resources (i.e., personnel) must be fully accounted for from deployment to on-scene to demobilization.
4.6 Incident Scene Rehabilitation		
4.6.1 Responder Rest and Rehabilitation	6.1.6.2 Care Requirements	
4.6.2 Post-rehabilitation	7.1.7.1 Non-expendable Resources	Fully addressed: The RMSG calls for documenting all personnel work schedules, break schedules, meal requirements, PPE requirements, and goes a step further to discuss occupational and mental health issues.
4.7 System Qualification Process		
4.7.1 Incident Management Qualifications	6.1.3.2 Personnel Resources	Fully addressed: The RMSG states that personnel must be trained “to a level that enables them to perform a task safely and effectively.” The RMSG also acknowledges that training requirements are set by municipal, State, or Federal regulations, just as NFPA 1561 says that each organization should set its own requirements for training.
4.7.2 Qualification System Typing Scheme	6.1.3.2 Personnel Resources	Fully addressed: While a typing scheme is not addressed in the RMSG, it does state that the “minimum level of training required for a person is determined by the entity in accordance with municipal, State, and Federal regulations where applicable.”
4.7.3 Typing Scheme Qualifications	6.1.3.2 Personnel Resources	Partially addressed: This is implied in the RMSG.
4.7.4 NIMS Compatibility	6.1.3.2 Personnel Resources 7.1.4 Clarifying Command and Control	Fully addressed: The RMSG states that certifying and credentialing procedures should “conform to all nationally developed protocols identified in the NIMS document.” It also says that while it does not recommend a specific command and control structure, it does “identify the use of a recognized Incident Management System (IMS) as a best practice.”
4.8 Training and Qualifications		
4.8.1 Training in IMS and Accountability Systems	6.1.3.2 Personnel Resources 7.1.4 Clarifying Command and Control	Fully addressed: The RMSG promotes the establishment of training procedures that should/would define the training program and requirement, as well as encompass incident management system and refresher training. Supervisors are not called out specifically in the RMSG, but are presumably included in “Personnel who have a responsibility for preparedness, response, recovery, and/or coordination ...”
4.8.2 Annual Refresher Training		
4.8.3 Supervisory IMS Training		
4.8.4 Defining Training and Experience		
4.8.5 IMS Assignments		

**TABLE X1.8 Relationship of the RMSG to Emergency Management Accreditation Program (EMAP) Emergency Management Standards**

EMAP Emergency Management Standard Element/Section	Corresponding RMSG Section	Comparison Notes
3. Program Management		
3.1: Program Administration, Plans and Evaluation	6.1.1 Planning and Procedures 7.1.4 Clarifying Command and Control	Fully addressed: Like EMAP, the RMSG discusses the importance of Program Management and documenting, coordinating, and utilizing personnel assesses.
3.2: Program Coordination		
3.3: Advisory Committee		
4. Program Elements		
4.1: Administration and Finance	7.1.8 Finance and Reimbursement N/A	Partially addressed: The EMAP financial and administrative procedures are similarly addressed in the RMSG. While not conflicting with each other the EMAP specifically discusses adherence to laws and authorities.
4.2: Laws and Authorities		Fully addressed: The RMSG recommends the use of the HIRA process.
4.3: Hazard Identification, Risk Assessment (HIRA) and Consequence Analysis	6.1.2 Resource Needs Assessment	
4.4: Hazard Mitigation	6.1.1 Planning and Procedures 6.1.2 Resource Needs Assessment	Partially addressed: While covering hazard identification and risk, the RMSG does not cover Hazard Mitigation in the way the EMAP sets forth. The documents do not conflict because the RMSG covers Resource Management to provide guidance in managing resources and the EMAP has a broader scope.
4.5: Prevention and Security	6.1.2 Resource Needs Assessment	Partially addressed: The RMSG provides a general risk assessment and does not provide detail beyond that. However, there is no conflict between the EMAP and the RMSG prevention and security measure guidance.
4.6: Planning	6.1.1 Planning and Procedures	Fully addressed: Like EMAP, the RMSG discusses the importance of the Planning process on a high level. The RMSG recommends the incorporation of resource management elements into preparedness, response, and recovery plans.
4.7: Incident Management	7.1.4 Clarifying Command and Control	Fully addressed: The RMSG covers the importance of Incident Management but does not prescribe the use of a specific command and control structure; it identifies the use of a recognized Incident Management System (IMS) as a best practice.
4.8: Resource Management and Logistics	6. Resource Management Preparedness 6.1.2 Resource Needs Assessment	Fully addressed: Resource management preparedness is vital in both the RMSG and EMAP.
4.9: Mutual Aid	6.1.3 Resources 3.6 Agreements 6.1.3.1 Materiel Resources	Fully addressed: Though EMAP uses the term "mutual aid" and the RMSG uses "agreements" as a broad term that covers mutual aid, commitments, and contracts, both establish the importance of their development in advance of an incident.
4.10: Communications and Warning	N/A	While not specifically addressing Communications and Warning, the RMSG has no conflicts in this area and the overall intent coincides with the guidance of the EMAP.
4.11: Operations and Procedures	6.1.1 Planning and Procedures	Partially addressed: The RMSG specifically promotes the incorporation of resource management elements into all preparedness, response, and recovery plans.
4.12: Facilities	7.1.6.1 Facilities Management:	Partially addressed: The RMSG specifically promotes the development of plans and procedures for management of facilities to handle, storage, movement, or distribution of resources
4.13: Training	6.1.3.2 Personnel Resources	Partially addressed: The importance of training is clear in the RMSG but it does not address specific or mandate training requirements.
4.14: Exercises, Evaluations and Corrective Action	N/A	The RMSG supports evaluations and exercises. While not addressed specifically, there are no conflicts with EMAP guidance.
4.15: Crisis Communications, Public Education and Information	N/A	The RMSG is focused on resource management. While not addressing Crisis Communications, Public Education and Information, there are no conflicts with EMAP guidance.

**TABLE X1.9 Relationship of the RMSG to National Voluntary Organizations Active in Disaster (NVOAD) Guidance for Managing Spontaneous Volunteers in Times of Disaster – The Synergy of Structure and Good Intentions**

NVOAD – Managing Spontaneous Volunteers Element/Section	Corresponding RMSG Section	Comparison Notes
National Principles (pg 5) Consistent Terminology: • Affiliated Volunteers • Unaffiliated Volunteers	3.10.1.1 Affiliated Volunteers 3.10.1.2 Unaffiliated Volunteers 3.10.1.3 Convergent Groups	Fully addressed: The RMSG contains the same consistent terminology when referring to volunteers.
Mitigation (pg 7) Preparedness (pg 8-11) • Plan for unaffiliated volunteers. • Develop procedures for documenting pertinent activities, training, and skills. • Develop Mutual Aid Systems • Develop “shut down” or demobilization plan	N/A 3.1 Categorizing Resources 6.1.3.2 Personnel Resources 6.1.4 Agreements 7.1.3 Mobilization and Coordination of Resources 7.1.7 Recovering Resources/ Demobilization	The RMSG does not address mitigation procedures for managing volunteers Partially addressed: Volunteers, affiliated and unaffiliated, qualify as a personnel resource. The RMSG addresses cataloging information (for example, skills) for volunteers and methods to evaluate experience. In addition, the Guide discusses the need to establish a plan or procedures for handling self-deployed, unaffiliated volunteers at incidents. The RMSG also recommends establishing “agreements,” including mutual aid, to ensure they are in place when an incident occurs. Further, the Guide recommends the development of demobilization plans for resources reactivated during an incident.
Response (pg 12-13) • Implement the Unaffiliated Volunteer Management Plan • Activate Volunteer Coordination Team • Activate Mutual Aid Agreements	7.1.1 Identifying Resource Requirements 7.1.3 Mobilization and Coordination of Resources	Partially Addressed: The RMSG recommends establishing procedures to identify immediate and future resource needs of an incident, including methods for outreach and communication with pre-identified resource providers. Further, the RMSG states that entities should have mobilization and coordination procedures that include planned methods and staffing for managing resources offered that were not requested (for example, unsolicited donations).
Recovery (page 14-15) • Review applicable liability and insurance policies • Ensure the availability of services for volunteers, including counseling, operational briefings, health screening, or mental health. • Coordinate to secure funds, grants, and other resources	6.1.4 Agreements 6.1.6.2 Maintenance 7.1.7 Recovering Resources/ Demobilization 7.1.8 Finance and Reimbursement	Partially addressed: The RMSG does not provide as much detail regarding recovery operations geared specifically to volunteers. However, the Guide discusses the establishment of agreements/commitments and the need to address liability. Further, RMSG promotes the establishment of care requirements for personnel resources. Lastly, the RMSG recommends the establishment of procedures to ensure timely reimbursement (if applicable).

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