# United States Coast Guard

# Incident Command System
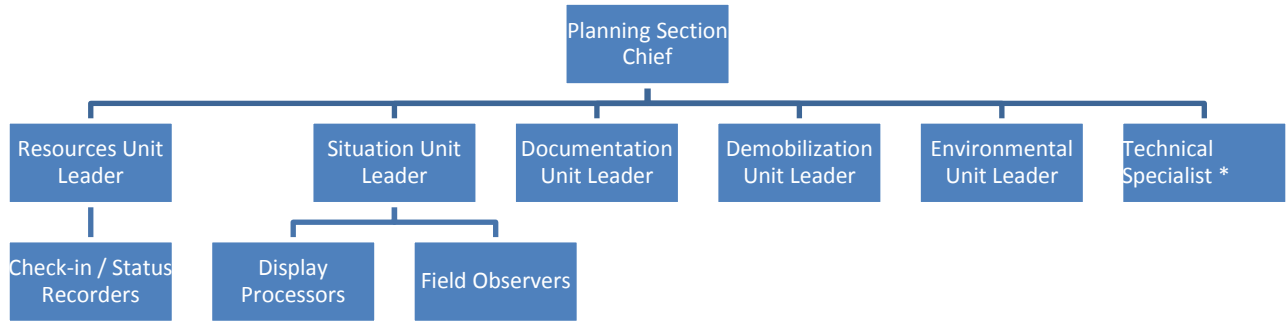
# Planning Section Chief

# - PSC -

# Job Aid

September 2013

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                                    Planning Section
                                         Chief

   Resources Unit      Situation Unit    Documentation    Demobilization    Environmental     Technical
      Leader              Leader          Unit Leader      Unit Leader       Unit Leader     Specialist *

   Check-in / Status      Display         Field Observers
      Recorders          Processors
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Insert Resource CD here

# 4.0 Appendices 91

## 1.0    Overview

## 1.1  User
The user of this job aid will be anyone assigned as Planning Section Chief (PSC) or Deputy Planning Section Chief (DPSC) within the National Incident Management System (NIMS) Incident Command System (ICS).   Personnel assigned to this position should be qualified as a PSC.

Personnel assigned to this position should have a good operational background and experience working with people in other organizations. Since this is a key position in the response organization, assignment should be based on experience level versus rank.  Past experience as an Operations Section Chief (OSC), Situation Unit Leader (SITL) and/or Resources Unit Leader (RESL) is highly desirable.

This Job Aid does not cover other important traits of an effective PSC, such as: good leadership, interpersonal and communications skills, or experience in risk-based decision making; a solid grasp of political, social, environmental, and economic issues; experience in risk-based decision making an in-depth knowledge of substantive aspects of the incident at hand.  A

good PSC exhibits these traits and many more in addition to properly executing the ICS.

## 1.2 When to Use

This job aid should be used to assist the PSC or DPSC whenever an incident has occurred or during a planned event that requires an Incident Command System organization.

## 1.3 Major Accomplishments for the Planning Section Chief Position

- Prepare for Assignment in terms of Individual readiness and position readiness
- Check-in Properly to incident
- Obtain Situation Assessment and receive Initial Brief
- Lead transition from initial response phase (reactive mode) to an on-going operations phase (proactive mode)
- Activate Planning Section and ensure appropriate staffing of the planning section and its units
- Supervise and manage the Planning Section and ensure the functions effectively support the needs of the response organization

- Facilitate Meetings and Briefings in the ICS Process and ensure meeting rooms prepared in advance
- Provide appropriate information, delegation, authority, and accountability to the Planning Section Staff in order to enable them to be successful in executing their functional responsibilities
- Identify, Collect, Evaluate/Analyze and Disseminate incident information including displays, briefings, and reports(Situation Unit)
- Develop an Information Management Plan (information requirements and reporting schedules) to ensure all elements of the organization and stakeholders maintain a common operating picture
- Continuously advise the Incident Management Team of any significant changes in incident status.
- Ensure Situation Reports (SITREPs) and Incident Action Plans are published on time or ahead of scheduled and distributed to the Incident Management Team and as necessary to stakeholders and others
- Account for incident tactical resources including effective incident check-in, resource status displays, charts and lists that reflect the current

status and location of tactical resources and overhead personnel (Resources Unit)

- Ensure the accurate collection of incident files, logs, plans, decision memos, and other incident documentation (Documentation Unit)
- Ensure orderly demobilization of the incident including development of a demobilization plan, if needed (Demobilization Unit)
- Manage Situation, Resources, Demobilization, Documentation and other units if stood up (e.g. Environmental, Marine Transportation System Recovery)
- Supervise the preparation of the Incident Action plan (IAP) and present for approval to the Incident Commander/Unified Command.
- Manage Incident Support Plans
- Maintain and up-to-date status of all Planning and Operations activities to understand the current situation, predict the probable course of the incident, and guide preparation of alternative strategies to achieve all operational objectives
- Develop a timeline for the operational planning cycle to meet the desired operations period. Publish a meeting schedule, and ensure all meeting participants arrive on time and are prepared for each meeting

- Determine the need for and provide management or coordination of specialized resources and technical specialists to support response efforts.

## 1.4 References
Below is a list of references that may be required while using this job aid.  This list is not all encompassing.  Links to many of these can be found at http://homeport.uscg.mil/ics/:
- Incident Management Handbook (IMH) COMDTPUB P3120.17A.
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Planning Section Chief (PSC3) Performance Qualification Standard (PQS)
- Applicable Coast Guard Policy, agency and/or company policy, contingency plans, geographic supplements, and manuals.
- Planning Unit Leader Job Aids:
  - Situation
  - Resources
  - Demobilization
  - Documentation
  - Marine Transportation System Recovery
  - Environmental
- Planning Section Chief Job Aid

- Communications and Information Management Job Aid
- Classified Material and Sensitive Security Information (SSI) guidance at http://www.uscg.mil/

## 1.5 Materials and Forms

A complete list of materials necessary is listed in 4.1 Deployment Kits, Planning Section Chief Deployment Kit.  Ensure these materials are available throughout the event.

ICS Forms can be found on the Coast Guard ICS web pages at http://homeport.uscg.mil/ics/

Generally, the PSC will either work with or have responsibility for information on the following ICS forms:
- Incident Briefing (ICS 201)
- Incident Objectives (ICS 202)
- Command Decisions (ICS 202A)
- Critical Information Requirements (ICS 202B)
- Organization Assignment List (ICS 203)
- Assignment List (ICS 204)
- Communications Plan (ICS 205)
- Medical Plan (ICS 206)
- Incident Organization Chart (ICS 207)

- Site Safety and Health Plan (ICS 208)
- Incident Summary Status (ICS 209)
- Check-In List (ICS 211)
- Unit Logs for all Planning Section Personnel (ICS 214)
- Chronology of Events Log (ICS 214A)
- Operational Planning Worksheet (ICS 215)
- Hazard Risk Analysis (ICS 215A)
- T-Cards for all resources (ICS 219)
- Demobilization Check-Out (ICS 221)
- Incident Personnel Performance Evaluation (ICS 225)
- Daily Meeting Schedule (ICS 230-CG)
- Resources at Risk (ICS 232)
- Open Action Tracker (ICS 233)
- Work Analysis Matrix (ICS 234-CG)
- Facility Needs Assessment Worksheet (ICS 235)

## 1.6  Other
In the context of this job aid, the word incident means incident, event or exercise unless otherwise noted.

# Checklists

## Pre-Assignment Actions (Individual readiness)

| | |
|---|---|
| | Ensure personal readiness for assignment (details on page 21) |
| | Ensure minimum training is complete and up-to-date |
| | Assemble a personal and PSC Deployment Kit |

## Pre-Deployment Actions

| | |
|---|---|
| | Receive assignment (details on page 23) |
| | Receive travel orders |
| | Verify/Update personal deployment kit ( |
| | Verify/Update PSC deployment kit |

## Initial Actions Upon Arrival

| | |
|---|---|
| | Check-in on ICS 211 (details on page 24) |
| | Check in with Finance |
| | Check in with Logistics |
| | Review Site Safety Plan and sign the worker acknowledgement form |

## Obtain Situation Assessment

| | |
|---|---|
| | Review ICS 201 or IAP and Situation Status Display (details on page 27) |
| | What kind of incident? |
| | Who are key players? |
| | When incident occurred? |
| | Where is incident location/AOR? |
| | Incident organization? |
| | Next meeting or briefing? |

## Receive Initial Brief

| | |
|---|---|
| | Define your role (details on page 29) |
| | Determine the size and complexity of incident |
| | Obtain IC expectations |
| | Determine any limitations and constraints |

## Activate Planning Section

| | |
|---|---|
| | Determine Staffing Requirements (see detail on page 31) |
| | Establish work location |
| | Organize and brief subordinates |
| | Acquire work materials |
| | Establish collateral responsibilities within the section |

## Transition to on-going operations phase

| | |
|---|---|
| | Determine who should be in the Unified Command (see detail on page 39) |
| | Review appropriate contingency plans |
| | Recommend an Operational Period |
| | Publish a daily meeting schedule (ICS 230) |
| | Prepare a set of proposed Incident Objectives |
| | Prepare a draft Organization Assignment List (ICS 203) and Organizational Chart (ICS 207) |
| | Activate Resources Unit |
| | Activate Situation Unit |
| | Activate other Planning Section Units as needed |
| | Initiate an Incident Status Summary (ICS 209) |

## Manage Section Personnel and Activities

| | |
|---|---|
| | Schedule a section/family meeting (see detail on page 42) |
| | Forecast requirements |
| | Evaluate/monitor section and personnel performance |
| | Provide Feedback and/or corrective actions to subordinates |
| | Identify and correct systemic problems |
| | Provide On the Job Training (OJT) as appropriate |
| | Provide guidance on planning section activities and services to IMT |
| | Evaluate and monitor section performance |
| | Evaluate individual personnel performance |
| | Review the demobilization plan |

## Conduct Section/Family Meeting

| | |
|---|---|
| | Meet with Unit Leaders and Brief Subordinates on Incident Details (see detail on page 45) |
| | Establish/Review/Post a work schedule for the next Operational |
| | Discuss status of Planning Section Units |
| | Give feedback on Planning Section products |

## Facilitate Meetings and Briefings

| | |
|---|---|
| | Ensure meeting is scheduled and posted (ICS 230) (see detail on page 52) |
| | Ensure the meeting room is properly prepared |
| | Ensure attendees are notified, prepared, and available for meeting |
| | Ensure support personnel are available as needed |
| | Ensure meeting aids are available and up to date |
| | Facilitate meeting |
| | Maintain Open Actions Worksheet (ICS 233) |

## Manage Situation Unit

| | |
|---|---|
| | Ensure collection of Incident Data<br>(see detail on page 48) |
| | Ensure Organization and Analysis of Incident Information |
| | Ensure Appropriate Dissemination of Incident Information |
| | Ensure Adequate Displays of Incident Information |
| | Ensure Quality Situational Briefings |

## Manage Resources Unit

| | |
|---|---|
| | Ensure check-in functions are established<br>(see detail on page 49) |
| | Ensure accurate tracking of all tactical resources assigned to the incident |
| | Ensure resources are appropriately assigned in IAP |
| | Ensure development of Demobilization Plan |
| | Ensure proper execution of the Demobilization Plan |

## Manage Documentation Unit

| | |
|---|---|
| | Ensure appropriate documentation processes are developed (see detail on page 50) |
| | Ensure organization of incident files |
| | Ensure duplication services are provided |
| | Ensure records are reviewed for completeness and accuracy |
| | Ensure incident documentation available to IMT as required |
| | Ensure preparation of final incident documentation package |

## Manage Incident Support Plans

| | |
|---|---|
| | Ensure IMT members understand which plans they are responsible for developing (see detail on page 50) |
| | Review support plans for accuracy, readability, and completeness |
| | Ensure plans are approved at appropriate levels |
| | Ensure original plan is on file with Documentation Unit |

## Demobilize Personnel and Section

| | |
|---|---|
| | Facilitate the development and dissemination of the Demobilization Plan (see detail on page 51) |
| | Supervise demobilization of section personnel |
| | Supervise demobilization of unit ( |

## 2.0 General Tasks for the PSC Position

## 2.1 Pre-Assignment Actions (Individual Readiness)

2.1.1    Ensure personal readiness for deployment.  Personal readiness includes: dependent, financial and personal readiness. Should you deploy without being personally ready, it will affect your ability to respond and cause a burden on the incident management team which now has to assist you with these issues.

- Medical/dental readiness – For military this means you are in the "green" in CG Business Intelligence (CGBI).  For civilians and auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed. For example, you have a plan to ensure you have enough medications for the entire period of the deployment.
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy.  This means ensuring your financial situation is in order.
  - o Government travel credit card (GTCC) – you should check your GTCC limit.  If you expect

to be deployed more than 30 days, your limit should be increased (example from $2,500 to $10,000).
- o Ensuring bills will be paid while deployed.
- o Ensure you have a TPAX account.
- Family Readiness
  - o Ensure you have a Dependent Care/Pet Care plan for when deployed.  Please check www.militaryonesource.com for assistance.

2.1.2    Ensure minimum training is complete and up-to-date (as per COMDTINST(s) and PQS).
- Mandated Training (MT)
- ICS training (e.g. ICS-300, position specific ICS training).

2.1.3    Assemble a personal and PSC Deployment Kits
- A personal deployment kit contains your personal items needed for the deployment and includes items like: medications, uniforms and/or appropriate clothing, etc.
- The PSC deployment kit includes manuals, forms and guides to help with running the Planning Section.
- See 4.1 Deployment Kit for items to include in the Personal and PSC deployment kits.

## 2.2 Pre-Deployment Actions

### 2.2.1    Receive assignment

You may receive your assignment in many ways, via message, phone call, supervisor, or on orders. You should verify reporting location, date and time, as well as ICP contact numbers for assistance with reporting.

- Finalize personal readiness for assignment
  - o Review the pre-assignment check list to ensure readiness for assignment which includes personal, dependent, and financial readiness.
  - o Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

### 2.2.2    Receive Travel Orders (order number).

Obtain counseling on entitlements and responsibilities from a travel authorizing official.

- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

### 2.2.3    Verify/update personal deployment kit.

Is there special PPE or special weather clothing required?

## 2.2.4    Verify/update PSC Deployment Kit

- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.

## 2.3 Initial Actions Upon Arrival

### 2.3.1    Check-in on the ICS 211:

Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS 211.

- Check In - Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:
  - Example:  O374 (O is for Overhead, and the 3 digit number is assigned by Logistics)
  - In some cases the incident may be using the 16 digit government TONO assigned to you as the Order Number.
  - Provide a number where you can be reached, your home base, how you got to the incident, as well as any additional qualifications you may have.

### 2.3.2    Check in with Finance

Travel Orders: Leave copy of orders or other travel documents with FSC or Admin Officer. More often than you realize, travel to an incident may take place on a unit TONO with the understanding that the incident will correct this when you arrive. Take care of this soon so it doesn't hold you up when you are ready to leave!

### 2.3.3    Check in with Logistics

- Berthing assignment: The incident is responsible for ensuring you have adequate berthing, unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are berthed.
- Meal schedule: The size, complexity and location of an incident will impact the availability of meals.  On most Coast Guard responses, meals are the responsibility of the individual. If meals are provided, the incident generally tracks who received a meal and the individual is required to make the appropriate modification to their travel claim.

- Incident credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.

2.3.4    Review Site Safety Plan and sign the worker acknowledgement form
- Review the Site Safety Plan to understand safety procedures and possible hazards specific to the incident location
- Signing the worker acknowledgement is important if an accident, injury or death occur

## 2.4 Obtain Situation Assessment

The following tasks should be accomplished after checking-in to the incident.

### 2.4.1    Review the current ICS 201 and/or IAP

The purpose of this task is to 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 else to brief you.
- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident.

### 2.4.2    What is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)?

This gives the PSC an idea of the resources that Operations will probably be requesting.

### 2.4.3    Who are key players (Federal, State, local, industry)?

This may give you some insight into why Command is setting particular objectives.

2.4.4     When did the incident take place?
An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.

2.4.5     Where did the incident take place?
Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit AOR and the incident AOR? Generally, there should be a difference.

2.4.6     What is the incident organization?
You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Operations Section Chief (OSC), Logistics Section Chief (LSC), Finance Section Chief (FSC), and Safety Officer (SOFR).

2.4.7     When is the next meeting or briefing that should be attended?
Obtain a copy of the meetings and briefing schedule (ICS 230) from the PSC.

## 2.5  Receive Initial Brief

### 2.5.1    Define your role
- How big a role are you playing?
- Do you have the experience for the role you are playing?
- Do you have authority from the IC to request resources?
- Will the IC give you the authority to request the resources you need to effectively manage your section?

### 2.5.2    Determine the size and complexity of the incident

### 2.5.3    Obtain IC expectations
IC's come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident it is possible that the IC does not have expertise in all response activities.
- Do you have expertise in Planning Section activities for this type of incident?  While not critical, your experience with a specific type of incident gives you insight on information requirements and methods and resources necessary to fulfill those requirements.  If you don't have experience with the specific type of

incident, it would be to your benefit to request personnel with that experience to serve as a Deputy PSC.

- Does Command want a briefing from you on the process and procedures you typically use?
- How often does the IC want to be updated?
- Determine command's critical information reporting expectations (e.g. does IC/UC/OSC want to know if/when a specific resource is injured and/or disabled?).

## 2.5.4    Determine any limitations and constraints

- Consider incident potential when planning adequate staffing requirements.

## 2.6 Activate the Planning Section

If you are reading this section you probably don't have a work location set up yet. Ideally, check-in and situation assessment shouldn't take you more than about 30 minutes. Add 30 minutes for a brief from your IC/UC and you are now one hour into the incident. It's time to get to work!

The Planning Section work area in the Incident Command Post (ICP) is the space for the management of the planning support and status display functions.  Therefore, the space must be designed to be conducive to managing these activities.  Proper set up of the work area in the beginning will reap long-term benefits throughout the incident or event.

2.6.1    Determine Staffing requirements.
The table below refers to the USCG IMH Organizational Guides found in Chapter 12 to establish a baseline staffing requirement.  Keep in mind the recommendations are based on 12 hour work schedules and may need to be doubled for round the clock response.

| | Size of incident (# of Divisions/Groups) | | | | |
|---|---|---|---|---|---|
| **Position** | **2** | **5** | **10** | **15** | **25** |
| Deputy PSC | 1 | 1 | 1 | 2 | 3 |
| Resources Unit Ldr | 1 | 1 | 1 | 1 | 1 |
| Situation Unit Ldr | 1 | 1 | 1 | 1 | 1 |
| Environmental Unit Ldr | 1 | 1 | 1 | 1 | 1 |
| Documentation Unit Leader | | 1 | 1 | 1 | 1 |
| Demobilization Unit Leader | | | 1 | 1 | 1 |

Determine optimal assignment for incident personnel already on scene and develop resource requests to fill gaps and projected Planning Section needs.

- If the ICS 201 is complete and available you can determine the assignment and status of personnel already on-scene.  This can be done by reviewing the Current Organization (ICS 201 pg.3), and Resource Summary (ICS 201 pg.4).  The resource summary will provide you with the details of personnel qualifications.
- If the ICS 201 is not complete, obtain your information from the IC, check-in lists, organization charts and personal observations.

- Assign on-scene personnel based on availability and qualifications as determined in the above two bullets.
- Determine Planning Section staffing needs considering incident response activities, command expectations of the Planning Section, planning support needs of the Command and General Staff and Operational Planning Process needs.
- Order staff and materials (ICS 213RR-CG) necessary to establish and effectively execute necessary Planning Section functions.  See 4.12 Example ICS 213RR-CG, Resource Request Message.

Additional personnel considerations derived from actual experience on real incidents and events.

**Deputy Planning Section Chief(s) – DPSC**
DPSC's can be utilized in many different ways, and can be invaluable to multiplying the PSC's efforts in effectively managing the Planning Section's responsibilities.  DPSC's should be fully qualified (e.g. have a PSC qualification).  They may specialize and can support specific aspects of the overall planning effort.  In some cases they may be used to carry out significant portions of the work such as serving as the IAP Coordinator,

Long Range Planner, Support Plan Coordinator, Information Management Coordinator, among others.  DPSC's may also be used to manage and/or lead extended or round-the-clock Planning Section activities.

**ICS Facilitator or Coach**
Not all response agency personnel are at the same level of ICS training.  Consequently in order to level the playing field, an ICS facilitator can be used.  The advantage of an ICS facilitator is that they can guide the PSC through the ICS operational planning process.  They also may serve as an impartial facilitator in order to promote agreement throughout the IAP development process.  One other beneficial activity of having an ICS facilitator is to be able to prioritize the Planning Section Chief's time, activities, and other demands.  An ICS facilitator will be able to discern whether such demands are a priority and if they are worth delaying the operational planning process.  The ICS facilitator can also assist the PSC in the creation of the IAP documents.

**Technical Specialists**
In today's complex world of "All Risk / All Hazard ICS" it is the rare person that can effectively manage all of the detailed technical aspects of a

major response effort.  It is highly encouraged of PSC's to include Technical Specialists (THSP) on their staff to better ensure success.  These THSP's are particularly valuable for helping to conduct briefings, in the development and approval of operation plans, as well as in overseeing the implementation of those same plans.  These THSP's can be placed anywhere within the organization, at any time, in order to maximize the benefit of their expertise.  Consider these people to be your subject matter experts for a particular aspect of a response effort.

## 2.6.2    Establish Work Location

Ensure adequate work space for number of personnel and equipment including the possibility for expansion.  A rough guide to space needs can be found on the ICS 235.  The following are items to consider when planning out section workspace.  This is not an all inclusive list:

* Tables: Tables should have enough room to seat all the members of the Planning Section working within the ICP, and allow ample room for their equipment such as computers, printers, phones, etc.  There should also be tables set aside for laying out drawings, charts, or other large papers need for plan development and operational planning discussions.  Also ensure there is adequate space for any Technical Specialists working within the Planning Section.

* Easels and Wall Space for Posting Work Products: The room should include wall space for hanging charts, maps, photos, and poster-size paper for Planning Section members to develop and review their written products.  An easel should be available with poster size paper (preferably the self-stick variety) with multi-colored markers.  This does not replace the

Situation Displays, but is simply enough room for working drafts and poster sized products in development.

- Phones: A conference call or speaker phone should be accessible in the Planning Section space that is large enough to allow multiple people to hear and use.  All calls going into the Planning Section space should be filtered by a phone watch stander, therefore, it might be preferable to have a second phone in the space for a watch stander to answer, but have the capability of transferring a call to the conference phone if necessary.

## 2.6.3    Organize and Brief Subordinates

- Identify the immediate information demands (i.e. SITREP 1, MISLE, and maintain the Common Operating Picture) and organize your personnel to meet those demands until additional personnel report
- Conduct the initial section/family meeting as outlined on page 45 to establish guidelines, expectations, work schedule, meeting schedules, customer needs, and display content and locations.

- Outline resource request process to subordinates.
- Develop an Organization Chart for the unit 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 (i.e. assign Assistant(s) or THSP(s)).

### 2.6.4    Acquire work materials.

- Acquire the appropriate equipment and consumable materials/supplies as listed in 4.1 Deployment Kits, Planning Section Chief Deployment Kit.
- Submit Resource Request (ICS 213RR-CG) in accordance with incident resource request process.  See 4.12 Example ICS 213RR-CG, Resource Request Message.

### 2.6.5    Establish Collateral Duties with other Sections

- Define the required collateral duties to efficiently function as an ICS organization.
- Assign personnel to accomplish the collateral duties.

## 2.7 Transition to On-Going Operations Phase

One of the most important roles of the PSC is to facilitate the transition from a reactive or initial response mode to the on-going operations or proactive management of an incident.  It typically takes a well-staffed incident management team about 18-hours to transition from a reactive mode to a position where the unified command is proactively managing an incident.

### 2.7.1    Determine who should be in the Unified Command

- Make recommendations to the current Commander(s)

### 2.7.2    Review appropriate contingency plans

- Review available local, state and federal contingency plans based on the incident characteristics and scope
- Determine possible impacts to incident

### 2.7.3    Recommend an "Operational Period"

The typical operational period is either 12 or 24 hours depending on the complexity of the incident and the skills of the incident management team.

## 2.7.4    Publish daily meeting Schedule (ICS 230)

- The ICS 230 should include all Operational Planning Process meetings
- The ICS 230 should include any other significant events during the operational period (e.g. press briefings, SITREP deadlines, VIP visits, and IC updates)
- See the ICS 230 form instructions for information on how to fill out the ICS 230

## 2.7.5    Prepare a set of proposed Incident Objectives (ICS 202)

- Present to the IC/UC prior to the Objectives Meeting
- The objectives should meet the "Best Response" (see page 100) and SMART criteria (see IMH).
- See example ICS 202 on page 103.

## 2.7.6    Prepare a draft Organization Assignment List (ICS 203) and Organizational chart (ICS 207)

- Capture current organization through check-in sheets, resource request forms, and meetings
- Establish organization assignments and organization chart for current and upcoming operational periods

## 2.7.7    Activate Resources Unit

- Ensure Resources Unit, including a Check In Recorder staff, is established
- Ensure all personnel and tactical resources are being tracked from check-in to demobilization
- A color coded T-rack or electronic equivalent should be displayed

## 2.7.8    Activate Situation Unit

- Ensure sufficient field observers and display processors are available
- Ensure the situational display includes a complete picture of the evolving incident including incident maps, photographs, response objectives, a meeting schedule, organization chart, weather/currents, trajectory model, etc

## 2.7.9    Initiate an Incident Status Summary

- An Incident Status Summary (ICS 209) should be initiated to maintain incident statistics
- This proves invaluable in producing SITREPS, Executive Summaries, Press Releases and Briefings as the incident evolves
- Supplement the ICS 209 by tracking information/statistics that support specific stakeholder/public needs and requests

- Ensure Command agrees on release and use of the ICS 209
- Ensure the form is thoroughly vetted among key Planning and Operations Section staffs before submitting to Command for release.

## 2.8 Manage the Section personnel and Activities

While serving as the facilitator of the operations planning process for the entire Command and General Staff, the PSC is also the leader of the Planning Section Team.  As the leader of the Planning Section Team, the PSC should meet with the staff daily to monitor team progress and cohesion.

2.8.1     Schedule a Section/Family meeting (See detail on page 45)
- At least one per operational period
- If necessary, one per situation unit shift.
- Brief subordinates on work assignments
- Post expectations for section personnel to review

2.8.2     Forecast Requirements
- Determine resource shortfalls

- Forecasting resource requirements (personnel, equipment, and supplies) for current and upcoming operational period

### 2.8.3    Evaluate/monitor section and personnel performance

- Monitor section for efficiency.  See 3.12 Execute Plan and Assess Progress and 3.12.a Evaluation Criteria for Planning Section
- Evaluate for potential changes to Planning Section organization, personnel and/or processes
- Is unit functioning as a team?
- Is unit producing products required by PSC?
- Use Incident Personnel Performance Rating (ICS 225-CG).  See 4.14 ICS 225 Incident Personnel Performance Rating.
- Submit personnel for recognition
- Provide feedback and/or corrective actions to subordinates
  - Assess duty performance
  - Provide timely feedback and course corrections as necessary
- Identify and correct systemic problems
  - Establish a feedback system to identify systemic problems

- o Correct an systemic problems and notify the Chain of Command as required
- Provide OJT as appropriate
  - o Assess background/experience of assigned and inbound personnel
  - o Place personnel in appropriate positions and/or provide OJT

## 2.8.4    Provide guidance on planning section activities and services to the IMT

- Establish and run the Planning Section to meet IC/UC objectives
- Determine deliverables, services and timelines to support the IMT

## 2.8.5    Review the approved demobilization plan

How does the incident determine resources ready for demobilization?

- Time on scene, statutory limitations, etc
- Identify section personnel ready for demobilization in accordance with plan
- When determined by Command, demobilize unit in accordance with plan
- Final disposition of documentation
- Breakdown of unit spaces
- Return of accountable property

## 2.9 Conduct Section/Family Meetings

The purpose of this meeting is to ensure that there is an on-going dialogue regarding planning section processes and activities for the incident and that they are communicated to key personnel. While the meeting can take place anytime, experience suggests that a quick daily meeting just prior to the Command and General Staff (C&GS) meeting works well. This enables the PSC to have the most up-to-date information just prior to the C&GS meeting.  In addition, conducting a quick meeting after the Command and General staff works well to pass along information from the C&GS meeting to keep subordinates informed of the Command direction for the incident and how the role they play ties in to achieving that direction. This is just good leadership so it is imperative that you conduct this meeting at least once a day!
Items for discussion include but are not limited to the following:

### 2.9.1     Meet with Unit Leaders / Brief Subordinates on the following:
- Incident Situation
- Command Situation
- Planning Section work hours
- PSC expectations of staff

- Planning Section staff authorities
- When PSC and/or DPSC needs to be notified
- Work product expectations and deadlines
- Coordination Issues
- Discuss status of objectives and work progress from previous operational period.

2.9.2    Establish/Review/Post a work schedule for the next operational period

- The Planning section should have a work schedule to cover a 24 hour work period, regardless of the operational period
- This is different than the ICS 230 which covers the major meetings and briefings for the IMT
- This helps ensure the planning section staff understand what their responsibilities are, the timeframes they are required, and how many staff are needed to complete the products and services to cover at least a 24 hour period
- As the incident progresses, this schedule may become a longer term (e.g. multiple day or weekly) schedule
- Remind your staff to fill out the ICS 214 daily (see 4.13 Example ICS 214 Unit Log).

### 2.9.3    Discuss status of Planning Section Units

- Assess alignment of Planning staff expectations and reality of timelines
- Assess size of Planning Section and determine need to order/demobilize personnel as response conditions change
- Query Unit leaders for problems or concerns to be addresses (e.g. personnel issues, training needs, etc.)

### 2.9.4    Give feedback on Planning Section Work and Products

- Evaluate the quality of Planning Section products (documents, displays, briefings, meeting/process management, status tools, projections, etc.)
- Ensure section members have adequate materials, supplies, and work environment to perform their functions effectively
- Assess how well Planning Section products are being received and/or used by other response team members
- Determine how well the IAP is being implemented, and if any additional information is needed.
- Provide feedback on Unit Leader performance.

- Compliment – Praise their actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.

## 2.10 Facilitate Meetings and Briefings
See 3.0 Meetings and Briefings.

## 2.11 Manage the Situation Unit

2.11.1   Ensure collection of Incident Data
- Establish incident data collection process
- Request Field Observers to provide required data, and assign to appropriate locations

2.11.2   Ensure Organization and Analysis of Incident Information
- Collect, analyze and store incident data for each operational period
- Analyze incident information and provide a Situation Report.

2.11.3   Ensure Appropriate Dissemination of Incident Information

- Immediately report essential elements of information or critical information to the chain of command
- Disseminate relevant incident information in situation reports, situation updates, meetings, or as directed by the chain of command

### 2.11.4   Ensure Adequate Displays of Incident Information
- Provide appropriate staffing at all information display locations
- Ensure Situation Displays at incident display locations meet requirements

### 2.11.5   Ensure Quality Situation Briefings
- Incident information must be accurate and timely for all Situation Briefings
- Verify and validate information, as necessary, prior to a Situation Brief

## 2.12 Manage Resources Unit
- Ensure check-in functions are established
- Ensure accurate tracking of all tactical resources assigned to the incident
- Ensure resources are appropriately assigned in the IAP

- Ensure development of Demobilization Plan
- Ensure proper execution of the Demobilization Plan

## 2.13 Manage Documentation Unit

- Ensure appropriate documentation processes are developed
- Ensure organization of incident files
- Ensure duplication services are being provided
- Ensure records are reviewed for completeness and accuracy
- Ensure incident documentation is available to the IMT as necessary
- Ensure preparation of final incident documentation package for archive

## 2.14 Manage Incident Support Plans

- Ensure IMT members understand which plans they are responsible for developing
- Review support plans for accuracy, readability, and completeness
- Ensure plans are approved at appropriate levels
- Ensure original plan is on file with Documentation Unit

## 2.15 Demobilize Personnel and Section

2.15.1   Facilitate the development and dissemination of the Demobilization Plan
- Determine the command priorities for release of personnel
- Ensure demobilization plan reflects those priorities
- Ensure Demobilization Unit disseminates plan to incident personnel

2.15.2   Supervise demobilization of section and personnel
- Identify section personnel for demobilization and provide input to IC/UC.  Ensure you have requested replacements if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS 221, Check-out Sheet.
- Evaluate and recognize personnel (e.g. ICS 225, awards draft).
- Ensure final turnover/disposition of documentation
- Turn in equipment and supplies as appropriate
- Provide Supply Unit Leader with a list of supplies to be replenished
    o Consumables
    o Equipment (computers, radios, GPS, etc)

# 3.0 Meetings and Briefings

## 3.1 Facilitate Meetings

Facilitating meetings and briefings is a key skill set for the PSC.  The following are general tasks associated with setting up and facilitating meetings.  Meeting guidelines and layouts can be found with each meeting/briefing listed.

- Ensure Meeting is scheduled and posted (ICS 230)
  - Typical meetings the PSC facilitates are:
  - Initial UC meeting
  - UC Command Objectives meeting
  - Command and General Staff meeting
  - Tactics Meeting
  - Planning Meeting
  - Operations Briefing`
  - Other special purpose IMT meetings as needed
- Ensure the meeting room is properly prepared
  - Meeting layouts show ideally how a meeting room should be prepared
  - Review Situation Display and/or handouts before meeting
- Ensure attendees are notified, prepared, and available for meeting
  - The attendees are noted in the IMH Chapter 3.

- o You may consider other attendees that are not listed but may be needed (e.g. technical specialists)
- Ensure support personnel are available, as needed
  - o Consider additional support personnel to help assist in the meeting (e.g. having the DOCL or a scribe/recorder to take notes)
  - o Request additional personnel for shortfalls
- Ensure meeting aids are available and up to date
  - o Provide deadlines for meeting aids
  - o Ensure meeting aids (e.g. handouts/posters) are prepared and ready before the meeting
- Facilitate the meeting
  - o Utilize the appropriate agenda
  - o The IMH, Chapter 3 contains typical meeting agendas
- Maintain Open Actions Tracker (ICS 233)
  - o The PSC should have the DOCL or scribe capture key tasks assigned on the Open Actions Tracker during the meeting (see 4.15 Example ICS 233 Open Action Tracker)
  - o Ensure tasks assigned to meeting attendees are acknowledged with deadlines and expectations

o Review the ICS 233 to make sure the meeting attendees understand what tasks have been assigned to them, as well as deadlines and expectations.  This may be completed as they are assigned, as noted in the agenda, or near the very end of the meeting to make sure the attendees know where they stand on these items.

## 3.1.a Meeting Guidelines:

☐ Always start on time
☐ Always give ground rules
☐ Always display command presence
☐ Keep meetings on track
☐ Set up meeting rooms well in advance
☐ Discuss roles with staff members before meeting
☐ Know who will speak
☐ No dead air time
☐ No surprises
☐ Keep meeting positive and flowing

## 3.1.b Briefing Checklist

| | |
|---|---|
| | Determine briefing for level of detail on Common Operational Picture (e.g. Objectives meeting, Tactics, etc) |
| | Negotiate incident timeline to brief |
| | Weather (current & predicted) |
| | Brief current Area of Operations (AOR) on chart including organizational boundaries and support facilities |
| | Key geographic features |
| | Status of on-scene activity by Branch, Division and/or Group |
| | Accomplishments (negotiate with OSC) |
| | Predictions, modeling, incident escalation potential, etc |
| | Questions from the audience |

## 3.2 ICS-201 Briefing

The PSC may be asked to participate in or facilitate an ICS-201 briefing.



*UNITED STATES COAST GUARD*

**ICS-201 Briefing Layout**

Ground Rules / Agenda

PSC

Incident Chart or ICS-201 page 1 (Chart)

ICS-201 Page 2 (Actions) *(optional)*

ICS-201 Page 3 (Org Chart) *(optional)*

ICS-201 Page 4 (Resources) *(optional)*

Current IC/UC

ICS-233 Open Actions

DOCL

COMMAND

UC  UC  UC  UC  UC

Revised 07/15/13
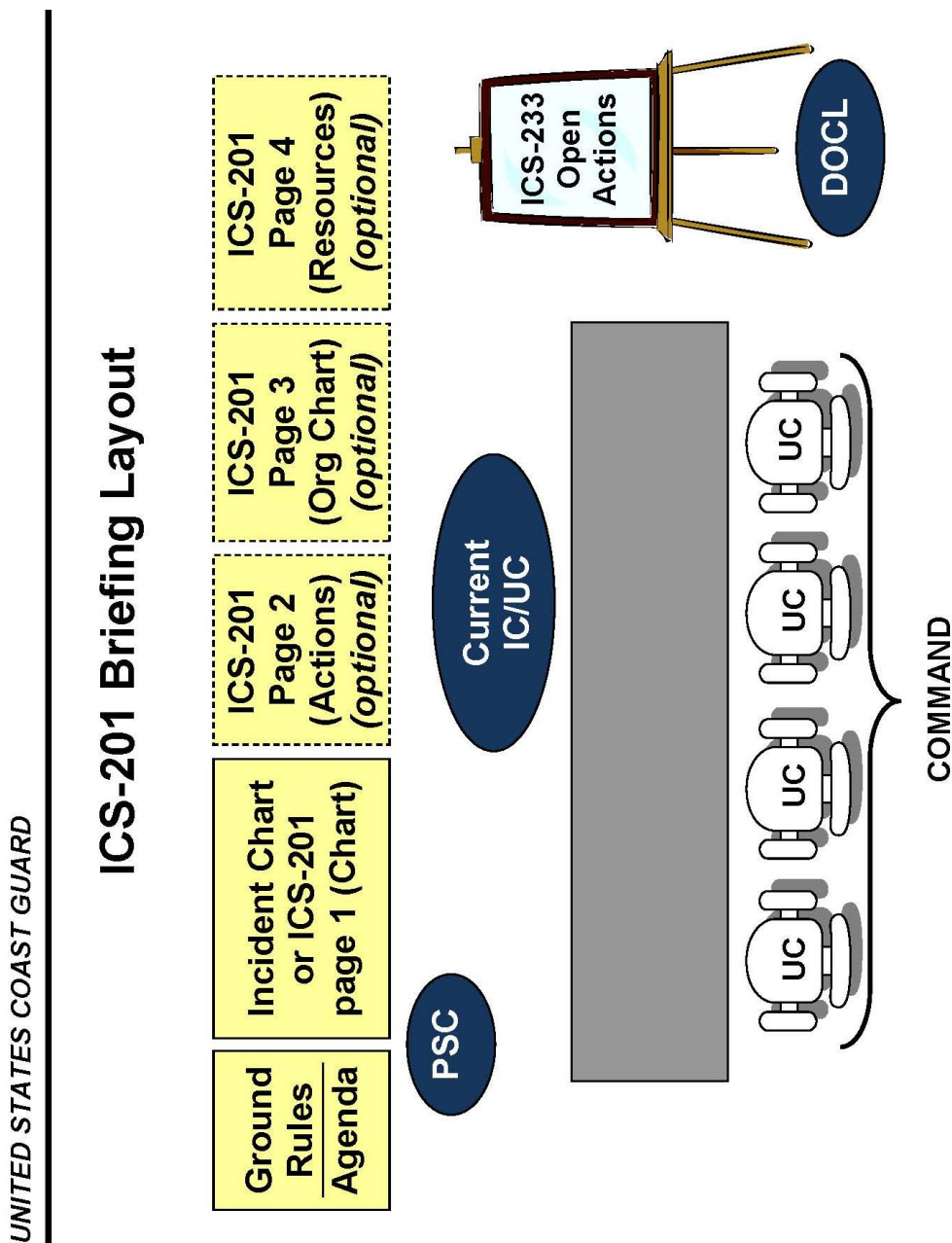
**Planning Section Activities During Initial Transition Phase**

- Establish Incident Check-In locations
- Identify and track resources (already on scene, or enroute)
- Establish and maintain incident situational status information and displays
- Establish and maintain incident documentation process
- Assist the initial IC/UC or OSC in determining the need for specialized resources
- Review applicable contingency plans and ensure the OSC is apprised of information that affects operational activities
- Assist Command in developing or refining incident response priorities, limitations/constraints, and objectives
- Assist Command in determining appropriate operational period and IMT work hours
- Establish a meeting schedule
- Prepare meeting/briefing areas and materials
- Facilitate meetings/briefings
- Obtain specialized support (GIS, forecasts, models, etc.)
- Examine alternative strategies, and assist the OSC in developing effective operational strategies

- Coordinate development of support plans as required (Site Safety, Sampling, etc.)
- Ensure newly arriving Command and General Staff are indoctrinated to the current status of the incident, the IAP development process/status, and expectations for supporting the operation
- Establish and maintain an "Open Actions" tracking process
- Begin development of an IAP
- Examine incident potential and assist the OSC in preparing
- Ensure adequate Planning Section staff to support the IMT

## 3.3 Initial Unified Command Meeting

This meeting is for assembling the Unified Command, identifying jurisdictional roles and limitations, setting incident priorities and building the response organization.  The PSC usually facilitates this meeting.
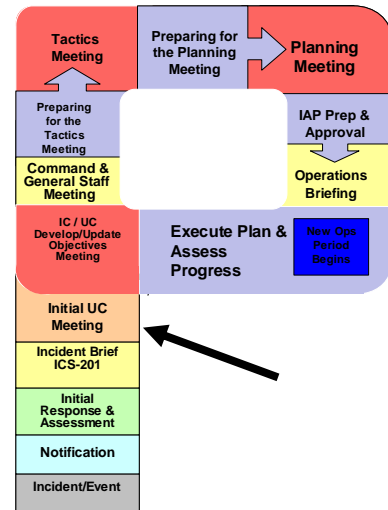


- Work with the LSC to ensure the UC room is properly outfitted.  The following equipment may be useful:
  - Round table & enough seats for ICs
  - Contingency Plans
  - Easel with poster size paper and pens
  - Tape for hanging paper
  - Conference call phone
  - Map/chart of incident area
  - Television with local news broadcasts
  - Internet connectivity
  - Trash can and/or shredder
- Ensure support personnel are available as needed such as Assistant Documentation Unit Leader to act as an aide to support the UC.  Some duties may include:

- o Recording key decisions and actions by the UC, and writing decision memos Controlling access to UC space
- o Scribe for writing on poster papers (priorities, objectives)
- o UC messenger/runner
- o UC space manager/supplier
- o Answers e-mail, HSIN, etc.
- o Other aide-de-camp functions
- o UC phone watch, to answer and screen all incoming phone calls.
- Ensure situation and resource displays are revised to align with any operational updates presented in the UC meeting.
- Ensure DOCL retains copies of all documents and decision memos produced during the UC meeting.
- Order additional staff members and technical specialists to achieve the UC's response priorities.
- Assist IC/UC with facilitation of meeting and development of decisions/products:
  - o Jurisdictional roles
  - o Limitations/Constraints
  - o Key decisions
  - o Priorities

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# IC/UC Objectives Meeting

| Ground Rules / Agenda | Incident Chart and/or ICS-201 | ICS-202 Incident Objectives | ICS-202A Command Decisions | ICS-202B Critical & Key Info Requirements |
|---|---|---|---|---|

ICS-233 Open Actions

DOCL

SITL

PSC

May leave after briefing

uc

uc

uc

uc
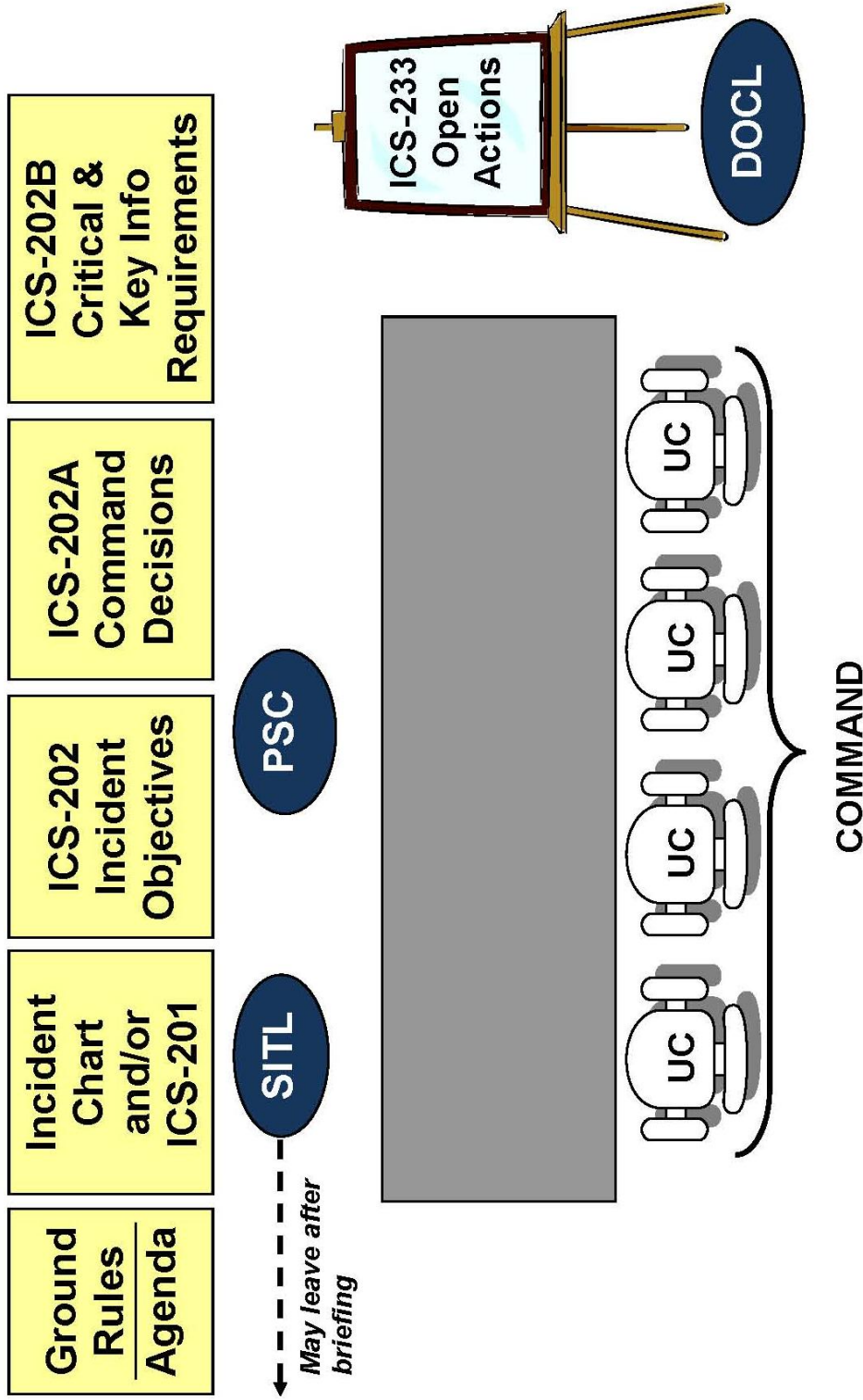
COMMAND

## 3.4 Unified Command Objectives Meeting

The UC will identify/review and prioritize incident objectives and command direction. For reoccurring meetings, objectives are reviewed and revised as needed. The Planning Section Chief usually facilitates this meeting.
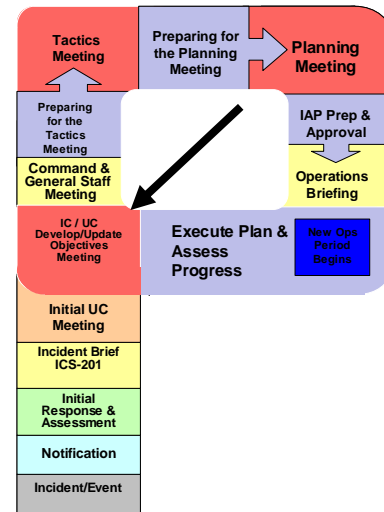


- Planning Section Staff (SITL) prepares meeting room for objectives meeting (See IC/UC Objectives Meeting layout).
- Assist IC/UC to define the Operational Period. For emergencies, 12 or 24 hour operational periods are suggested; however, 12 hour operational periods should be reserved only for the most experienced incident management teams.
- From the list of priorities developed in the last meeting, and using the ICS 201 form developed earlier, assist the IC/UC in developing, or refining existing objectives for the next operational period if not already developed by PSC (Sample objectives are located in Chapter 4 of the IMH, see 4.3.a SMART Objectives and 4.4 Example ICS 202 Incident Objectives).

- Assist the IC/UC in developing/updating the Command Direction (see 4.5 Example ICS 202A Command Direction) and Tasking (see 4.15 Example ICS 233 Open Action Tracker).
- Facilitate a decision amongst UC members regarding who will speak during the UC portion of the Command & General Staff Meeting agenda as to the
  - Command Direction – priorities, limitations/constraints, decisions (ICS 202A, if developed – see 4.5 Example ICS 202A Command Direction),
  - Objectives (ICS 202 – see 4.4 Example ICS 202 Incident Objectives),
  - Critical Information Requirements (ICS 202B if developed – see), and
  - Open Actions (ICS 233 – see 4.15 Example ICS 233 Open Action Tracker).
- The teamwork approach is always preferable to using a single spokesperson.

## 3.5 The Command and General Staff Meeting

The UC presents command direction to the Command and General Staff. The Planning Section Chief facilitates this meeting.
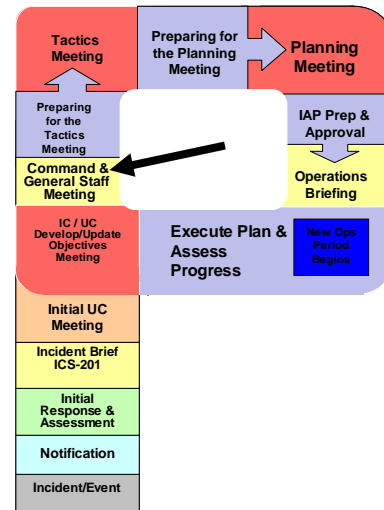


- Planning Section Staff (SITL) prepares meeting room (See Command and General Staff Meeting layout). Ensure all displays needed are ready.
- Ensure SITL prepared for briefing and DOCL prepared to document meeting.
- Ensure Command and General Staff know meeting place and time. If possible, go over ICS 233 with Command and General Staff so they are prepared for IC/UC.
- Facilitate Meeting.
- Ensure understanding of Command Direction, Objectives and assigned Tasks. Clarify roles and responsibilities, if needed.

*UNITED STATES COAST GUARD*

# Command and General Staff Meeting Layout

| Ground Rules / Agenda | Incident Chart or ICS 201 | ICS-202 Incident Objectives | ICS-202A Command Direction Priorities/Limitations & Constraints/ |
| --- | --- | --- | --- |
| | | | ICS-202B Critical & Key Info Requirements |

ICS-230 Meeting Schedule

ICS-233 Open Actions

DOCL

PIO

LOFR

SOFR

SITL

PSC

*May leave after briefing*

UC UC UC UC UC

COMMAND

OSC

LSC

FSC

OBSERVERS
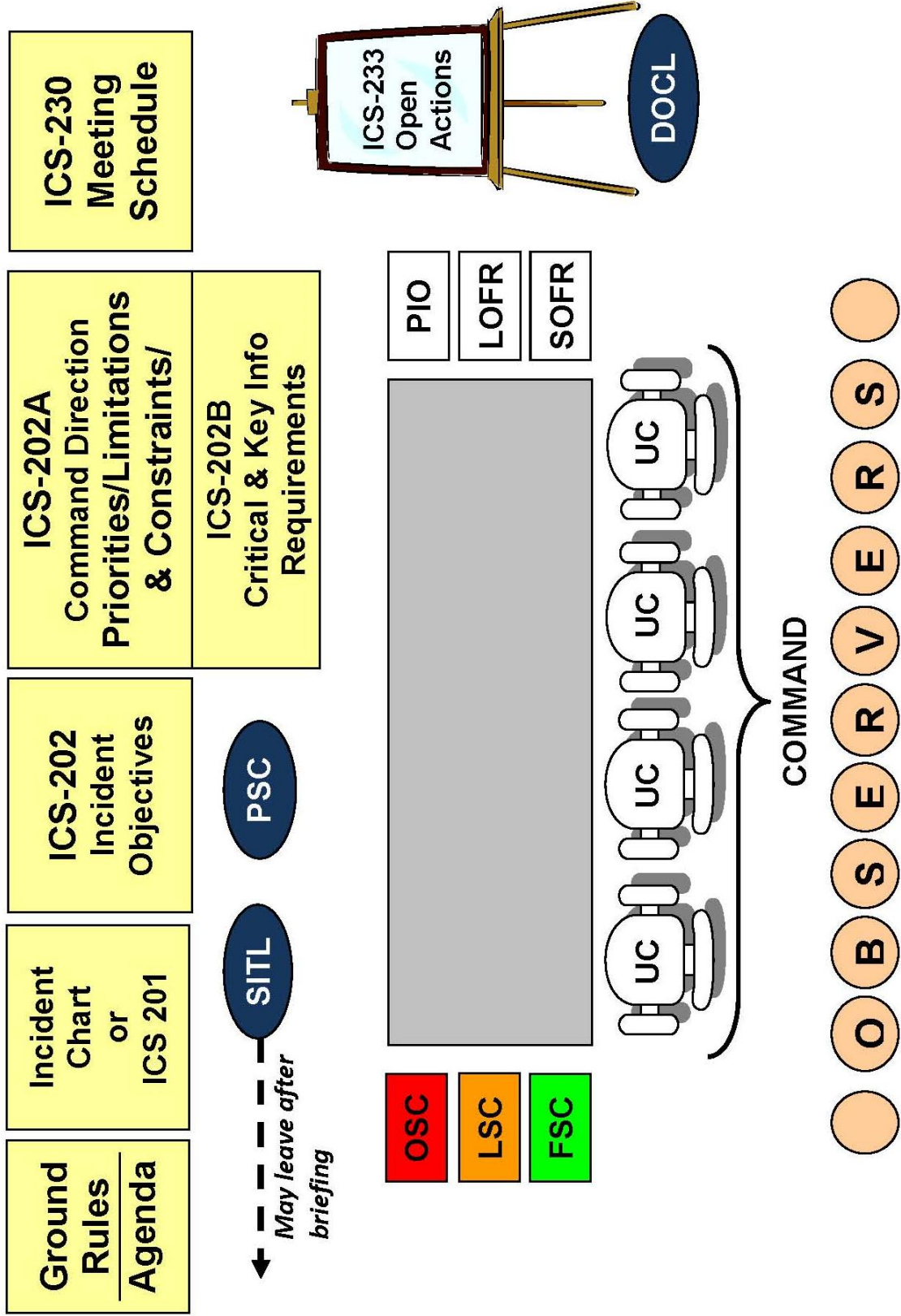
## 3.6 Preparing for the Tactics Meeting

To transform the UC's operational objectives into tactical actions, the PSC must work closely with the OSC, LSC, RESL, SOFR and other staff members to prepare for and conduct a Tactics Meeting.  The Planning Section will provide coordination of technical inputs and other support services to assure the best possible tactical plan is developed.
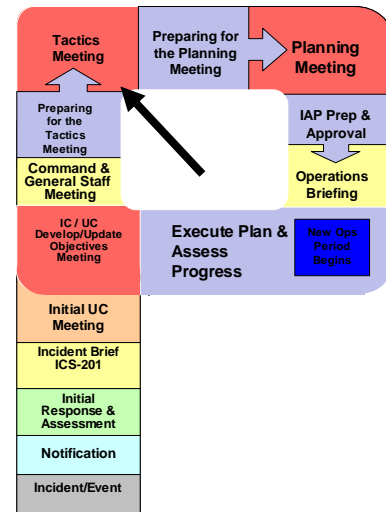
- Planning Section Staff (SITL) prepares meeting room (See Tactics Meeting layout). Ensure all displays needed are ready.
- Ensure SITL is prepared to provide an up-to-date briefing with incident projections.
- Prepare OSC, LSC, RESL, SOFR and other staff for the meeting.  The PSC should be up-to-date on all issues and ensure no surprises occur during the meeting.
- Work with the OSC to analyze the overall situation and determine the complexity at hand. This includes providing an accurate and up-to-date picture of the evolving situation and resource allocation.

- Work with the OSC to determine the overall strategy and tactics.  See 4.7 Work Analysis Matrix (ICS 234-CG), and 4.8 Operations Section Work Functions Checklist, and 4.9 Operational Planning Worksheet (ICS 215).
- Help prepare the OSC for the Tactics Meeting. Ensure the Incident Objectives, Work Analysis Matrix, ICS 234 (if used), Operations Section Organization chart, map/chart, and Draft ICS 215 align with each other and address all of the command's operational objectives.

*Important Note:  Failure to prepare adequately and conduct a thorough Tactics Meeting will:*
- *Force a discussion of tactics in an open forum*
- *Result in a tedious and lengthy Planning Meeting*
- *Promote excessive external influence*

## 3.6.a Tactics Meeting Preparation Guide

For a tactics meeting to be successful, it is essential that the OSC follow five basic steps when developing the tactical plan for the next operational period.

1. Review Commands' incident objectives and priorities and identify which objectives belong to Operations.
2. The OSC needs to analyze the overall situation and determine the complexity of the task at hand.  Consult with THSP's as required.
3. The OSC needs to determine and document the overall strategy and tactics, using the Work Analysis Matrix, ICS 234-CG.  This process will be used to implement the objectives and identify contingencies.  The OSC may use a chart to help visualize possible strategies and tactics.  (See Work 4.7 Work Analysis Matrix (ICS 234-CG)).
4. Functions need to be identified (i.e. booming, product recovery, assessment, law enforcement, SAR, etc).  This step must be taken prior to dividing the incident into manageable work units.  See 4.8 Operations Section Work Functions Checklist)
5. The OSC must now subdivide the incident into manageable work units (divisions, groups, branches, etc, based on identified functions.)  This information must be clearly displayed on a working map and a draft Operations Section Organization Chart as well as on the ICS 215-CG.  (see 4.9 Operational Planning Worksheet (ICS 215)).

Ensure the work units you identify are manageable and support the Incident Objectives.  If the initial task of subdividing the incident is not done well, the consequences will be apparent for a very long time.

Some things you may want to consider when dividing the incident are:

- Incident priorities
- Limitations and constraints
- Safety issues
- Size of the affected area
- Complexity of the incident and number of task
- Amount of work to be accomplished
- Span of control issues
- Specific resource capabilities
- Training, experience, and availability of supervisory personnel
- Open water vs. shoreline activities
- Topography, etc.
- Logistics requirements
- Kind of functions to be accomplished
- Contingencies
- Ability to communicate with resources

If these steps were done well, the incident is well on its way to being organized and effectively managed.

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# Tactics Meeting Layout

| Ground Rules / Agenda | Incident Chart/ Map | | ICS-202 Incident Objectives | ICS-234 Work Analysis | ICS-215 Operational Planning Worksheet | ICS-215A Safety Hazard Analysis | ICS-230 Meeting Schedule |
| --- | --- | --- | --- | --- | --- | --- | --- |
| | | **SITL** | ICS-202A Command Decisions | Operations Organization Chart | Resource Status T-Card Rack | | |

*May leave after briefing*

ICS-233 Open Actions

**DOCL**

**OSC**

**SOFR**

| PSC | RESL |
| --- | --- |

**FSC**   **LSC**   **COML**   **THSP**

Optional

## 3.7 Tactics Meeting

The first Tactics Meeting is critical to effectively organizing the response operation.  Focus on setting up functional groups and geographic divisions correctly in the early stages of the response; otherwise the consequences will be apparent as the operation progresses.
The PSC will facilitate this meeting.
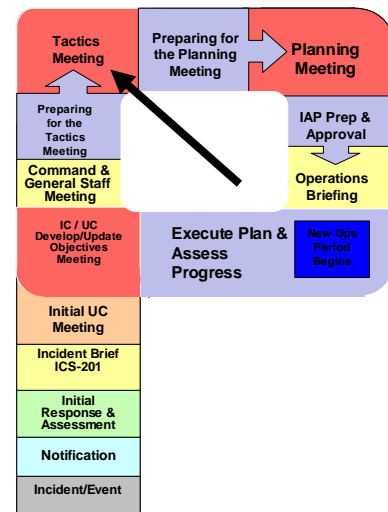
Follow process as outlined in the IMH and Tactics Meeting Preparation Guide.

## 3.8 Preparing for the Planning Meeting

The Planning Section will provide support services to prepare for the Planning Meeting.

PSC Checklist:

- Assist Command with any talking points, meeting protocols, etc. as needed.
- Planning Section Staff (SITL) prepares meeting room (See Planning Meeting layout). Ensure all displays needed are ready.
- Prior to the meeting:
  - o Reaffirm the incident objectives.
  - o Review Decisions and Constraints/Limitations.
  - o Review Open Action Items tasking and prepare to brief/review with the UC.  Be prepared to discuss the status of every work-list item.
- Confirm Meeting time/location posted & advertised.
- Make copies of the ICS 202, ICS 203, ICS 207, ICS 234-CG and ICS 209 to distribute at the meeting.
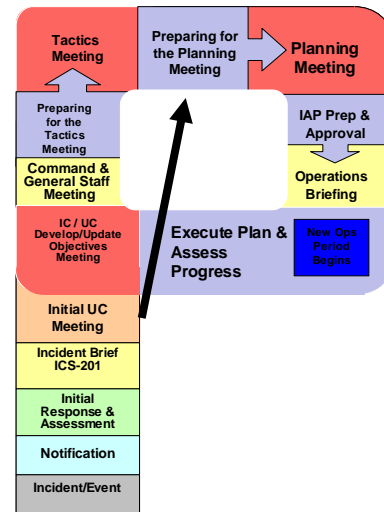
- Have RESL transfer the hand-written ICS 215 to an electronic version to project or handout during the meeting.

- Ensure SITL is prepared to provide an up-to-date briefing with incident projections.

- Ensure Command and General Staff are prepared for meeting.  The PSC should be up-to-date on all issues and ensure no surprises occur during the meeting.

- Ensure THSP's are ready to participate as needed.

- Ensure DOCL has been briefed and is ready

## 3.8.a PSC Readiness for Planning Meeting Checklist

☐ Assist Command with preparing any talking points, agreement on meeting protocols, etc.

☐ Set up meeting room (use Job Aid) and ensure that all displays needed by the OSC are ready.

☐ Ensure that meeting time/location posted and advertised.

☐ Reaffirm the incident objectives (ICS 202).

☐ Review Decisions, Constraints/Limitations (ICS 202A).

☐ Review Open Action Item tasking (ICS 233) and prepare to brief/review with the UC.  If possible go over with Command and General staff to ensure they are prepared to discuss the status of every work-list item.

☐ Ensure copies of the ICS 202, ICS 203, ICS 207, ICS 209, ICS 215, and ICS 234 are available to distribute during the meeting.

☐ Have the RESL transfer hand written version of the ICS 215 (from Tactics Meeting) to an electronic version for the Planning Meeting (project if necessary/able).

☐ Ensure the SITL is prepared to provide an up-to-date situation briefing (in coordination with THSP's, ENVL, Intel, and forecasters).

☐ Ensure THSP's are ready to participate as needed.

☐ Ensure Command and General Staff know meeting place and time.  If possible, go over ICS 233 with Command and General Staff so they are prepared for IC/UC.

☐ The PSC should be up-to-date on all issues likely to be discussed and should ensure there are no surprises during the meeting.

☐ Ensure that the DOCL has been briefed and is ready to record the meeting as needed.

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# Planning Meeting Layout

| Ground Rules / Agenda | Incident Chart | ICS-202 Incident Objectives / ICS-202A Command Decisions / ICS-202B (optional) | ICS-215 Operational Planning Worksheet | Operations Org Chart | ICS-230 Meeting Schedule |

ICS-233 Open Actions

DOCL

PSC

SITL

May leave after briefing

PIO

LOFR

SOFR

UC   UC   UC   UC

COMMAND

OSC

LSC

FSC

THSP

If Required

O B S E R V E R S

Revision 7/15/13
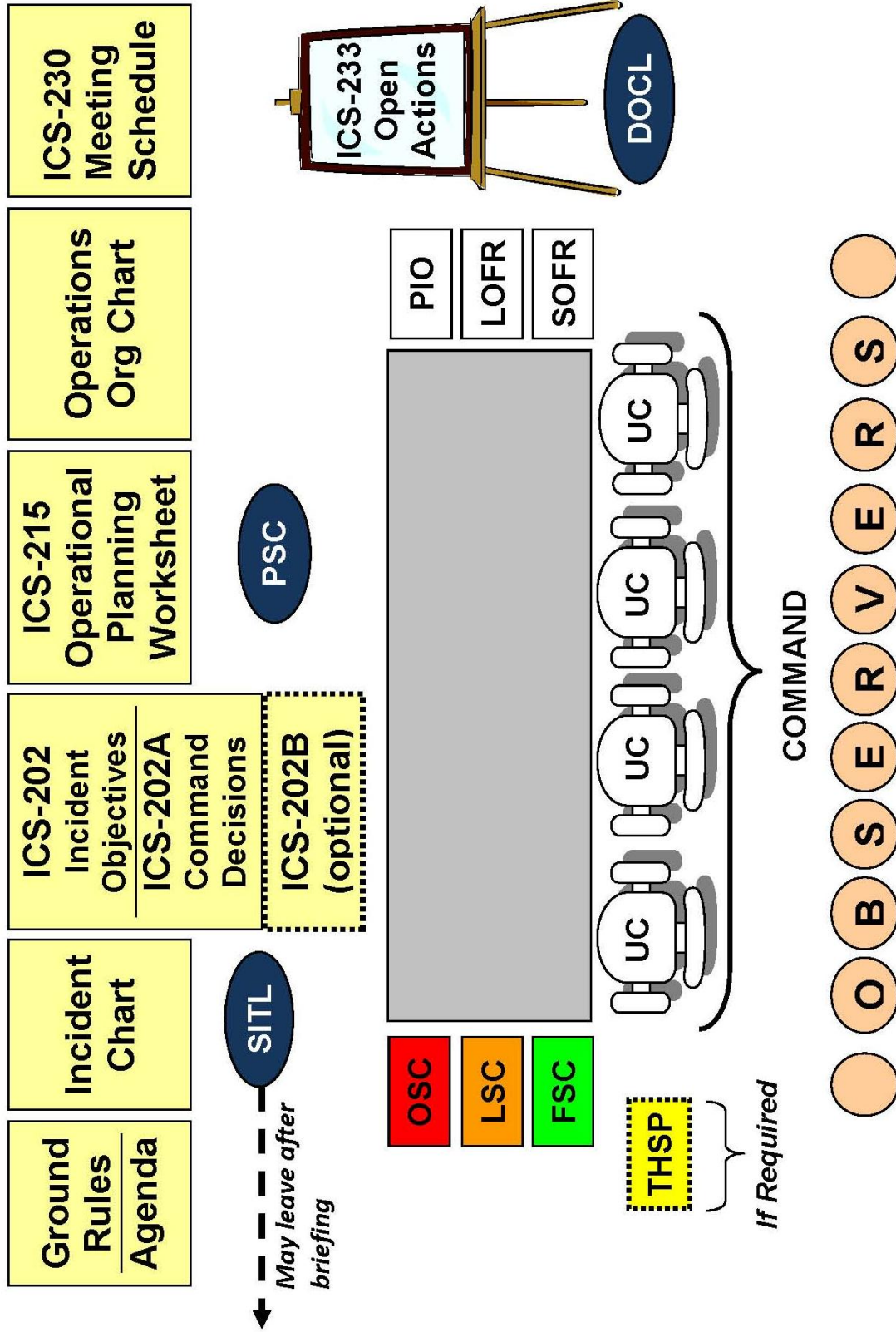
## 3.9 Planning Meeting

This meeting provides an overview of the tactical plan to achieve the Unified Command's direction, priorities, and objectives. The PSC will facilitate this meeting.
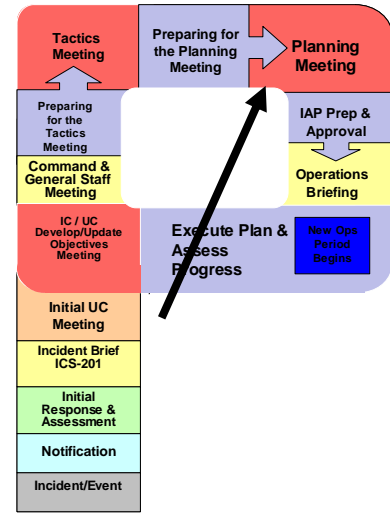


- Ensure that a proper situation briefing occurs.
- Ensure that projections and modeling are briefed.
- Ensure that meeting documentation is appropriate.
- Ensure that Open Actions (ICS 233) are being tracked.
- Solicits Support for the proposed plan and command's verbal approval of the plan.
- Assign follow-up actions needed to support the IAP including the Communications and the Medical Plan.
- At the end of the meeting, the PSC issues assignments and deadlines to appropriate staff members to assure timely and effective development of IAP.

## 3.10    IAP Preparation and Approval

The Incident Action Plan is prepared, submitted to the Unified Command and approved.

The UC and PSC should be available to provide clarification for the IAP development team if needed.
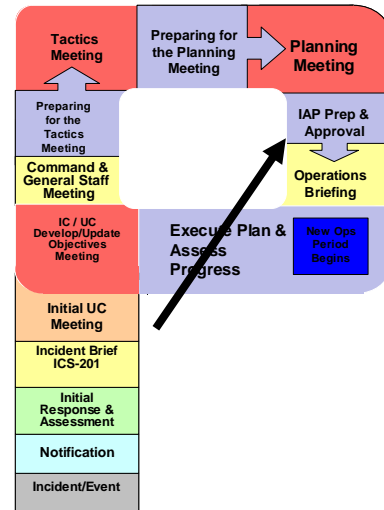
- Ensure the IAP cover page is professional and appropriate.  Ensure there are signature blocks available for all members of the Unified Command, including their printed names and titles spelled properly.

- Verify all the proper forms are included in the IAP.  The cover sheet usually contains a checklist and one is also available within the IMH.

- Use the checklist below to properly prepare, review and assemble the IAP. The quality of the IAP will depend largely on the experience of the Incident Management Team.  For the more experienced team, the PSC should allow 1 hour for review, for less experienced, 1.5 -2 hours.

- If possible, prior to submitting the IAP to IC/UC for final approval, have two independent reviewers proofread the entire document.

- Present to IC/UC for final approval/signature.

- Route signed original to DOCL.

- Duplicate as needed.  DOCL should distribute the IAP, as needed.

- Maintain a copy of the IAP in the Planning Section to track pen and ink changes during the Operational Period.

## 3.10.a Incident Action Plan (IAP) Checklist

This is used to help collect all parts of the IAP.

| Form # (Name) | Prepared By | Draft | Final |
|---|---|---|---|
| IAP Cover | SITL | | |
| ICS 202 | PSC | | |
| ICS 202A* | PSC | | |
| ICS 202B* | PSC | | |
| ICS 203 | RESL | | |
| ICS 204 | OSC/RESL | | |
| ICS 204A* | OSC/RESL | | |
| ICS 205 | COML | | |
| ICS 206 | MEDL | | |
| ICS 208-CG* | SOFR | | |
| ICS 220* | AOBD | | |
| ICS 230 | SITL | | |
| ICS 232* | ENVL/SITL | | |
| Daily Safety Message | SOFR | | |
| Traffic Plan* | GSUL | | |
| Incident Maps | SITL | | |
| Demobilization Plan* | DMOB | | |
| | | | |
| | | | |
| | | | |

* As Necessary or Required by the IC/UC

## 3.10.b IAP Review Checklist:

The following checklist is used by the PSC to review the IAP. The ICS forms can be found on Homeport in the ICS library: http://homeport.uscg.mil/ics/
The quality of the IAP will depend largely on the experience of the Incident Management Team.  For the more experienced team, the PSC should allow 1 hour for review, for less experienced, 1.5 -2 hours.

☐ Ensure the title of the Incident is correct for the Cover Page and subsequent forms.

☐ Ensure the Operational Period is correct for the Cover Page and other forms.

☐ Ensure appropriate personnel sign and date all forms.

☐ Ensure all the objectives are listed on Form 202.

☐ Ensure the ICS 202 also includes a Safety Message.

☐ Ensure the organization chart in ICS Form 203 or 207 accurately reflects the intended organization requested by the UC.

☐ Ensure span of control has not been violated on the ICS 203 and 207.

☐ Ensure proper ICS titles have been used on ICS forms 203 and 207.

☐ Ensure the ICS 204 addresses the Operational Objectives on the ICS 202 and that they are

completely filled out. Specifically this form should provide a detailed description of the work assignment that was previously summarized on the ICS 215. Ensure any necessary support information (maps, drawings, specific work plans, etc…) are attached to the ICS 204 as well.  This form is the "heart and soul" of the IAP and should completely outline and support the work expected of the Operations Section field supervisory personnel.

☐ Ensure ICS 204s are consistent with ICS forms 203 and 207.  The ICS titles on forms 203 or 207 should match the titles on the 204.

☐ Ensure ICS 204s have a safety message inserted by the Safety Officer.

☐ Ensure the special instructions section of the ICS 204 is completed.  Examples of special instruction procedures includes communication schedule back to Operations and Situation; evidence handling protocols; wildlife handling safe practices, use of force policy references; important phone numbers, etc.

☐ Ensure the Site Safety Plan addresses incident hazards as determined by the Safety Officers Safety Hazard Analysis documented on the ICS 215A.

☐ Ensure additional plans discussed during the Planning Meeting are also included (i.e. Salvage Plan, Plan, Security Plan, Demobilization Plan, etc.).

## 3.11     Operations Briefing

This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Supervisors.
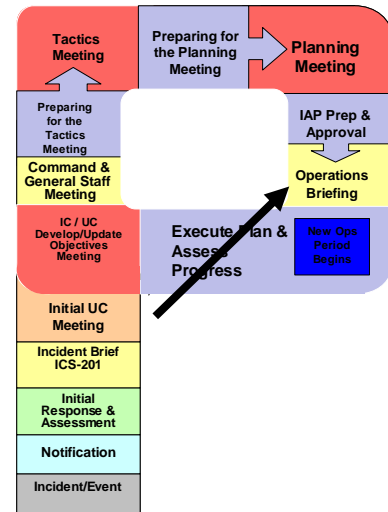
- Planning Section Staff (SITL) prepares briefing space (See Planning Meeting layout). Ensure all displays needed are ready.

- Make copies of the IAP to distribute at the meeting.

- Ensure SITL is prepared to provide an up-to-date briefing with incident projections.

- Ensure Command and General Staff are prepared for concise briefings (short and to the point, geared for operations personnel) at this meeting.

## 3.11.a PSC Readiness for Operations Briefing Checklist

☐ Ensure that all materials are prepared and available to support the briefing.

☐ Ensure the briefing area is properly prepared to conduct the briefing.

☐ Ensure the Command and General Staff have prepared focused talking points.

☐ Make sure the necessary displays and/or audio visuals are in place and ready to meet the OSC's needs.

☐ Ensure the last minute IAP changes/corrections are identified and ready to be briefed.

☐ Ensure the SITL brief is focused towards the DIVS needs.

☐ Control access to the briefing area and ensure that staff respect the time of the attendees.  The briefing should be very targeted and concise.

*UNITED STATES COAST GUARD*

# Operations Briefing Layout

**ICS-233 Open Actions**

**DOCL**

**ICS-202 Incident Objectives**

**General Staff**
- PSC
- OSC
- LSC
- FSC

**THSP** **COML** (Optional)

**Incident Chart**

INCIDENT ACTION PLAN

U.S. COAST GUARD

**Ground Rules / Agenda**

**Command Staff**
- IC/UC
- SOFR
- PIO
- LOFR

**SITL**

*May leave after briefing*

**Staging Area Managers**

**Task Force and Team Leaders**

**Branch Directors**

**Division/ Group Supervisors**

**O B S E R V E R S**
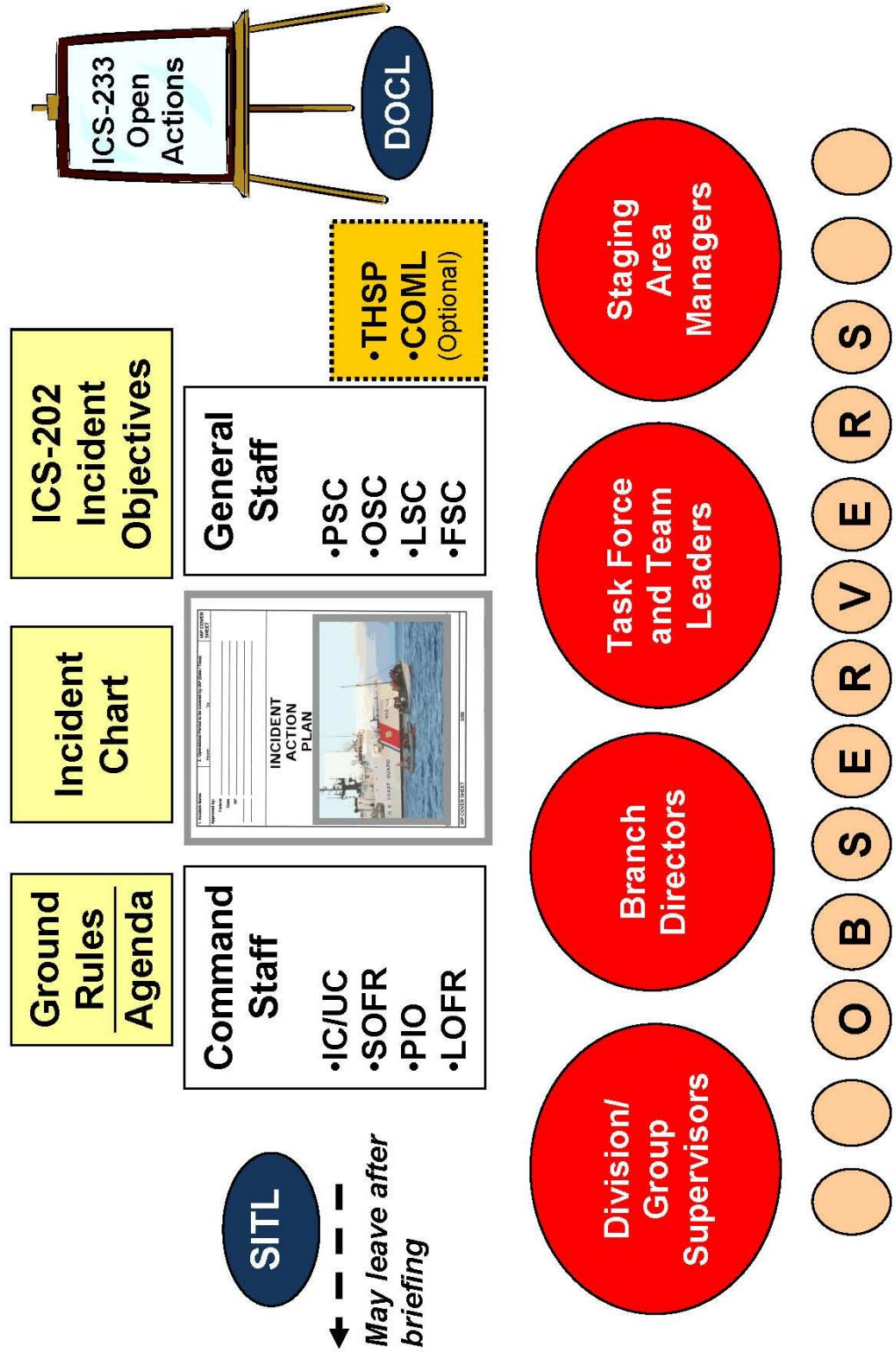
## 3.12    Execute Plan and Assess Progress

PSC continues to receive periodic updates from OSC and SITL and monitors field activities to ensure compliance with IAP.

One of the ways the PSC can assess progress is to get out into the field.  If time permits, consider an overflight, boat ride or vehicle recon of the incident to assess progress.
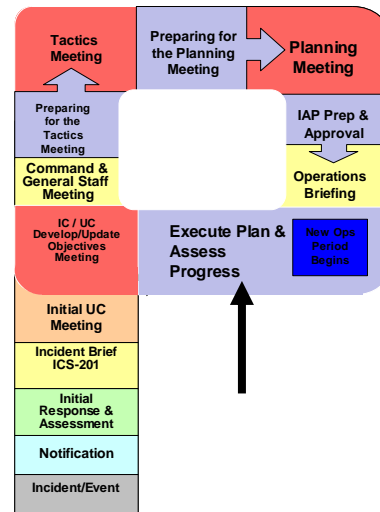
- Conduct a Planning Section Meeting and Internal Team Assessment.

- Review outstanding actions required by the UC and follow-up with responsible parties.

- Evaluate Personnel and Technical Specialist needs or performance.

## 3.12.a Evaluation Criteria for Planning Section

### In the field activities

☐ There are sufficient check-in locations and information is promptly getting to the RESL from each location

☐ Field Observers are assigned and reducing the burden on Operations Section supervisors for reporting field updates back to SITL and RESL.

☐ Environmental Unit personnel in the field are safe, and have coordinated their activities with Operations Section supervisors.

☐ Emergency procedures have been established.

☐ Personnel are receiving good briefings before beginning their work in the operational area.

☐ Expectations are clearly understood.

☐ Planning Section field personnel have sufficient equipment to execute assignments (i.e. phones, radios, digital cameras, GPS units, computers, wireless cards, etc.).

### ICP Activities

☐ Command's Operational Priorities and Objectives are clear

☐ Command has communicated clear expectations of the Planning Section

☐ Command is comfortable with planning activities

☐ The PSC and Command have agreed on what is considered critical information, and how it should be reported up to the IC/UC

☐ The PSC is able to coordinate the Operational Planning Process

☐ Status displays by SITL and RESL are accurate, up-to-date, and meeting the needs of Command and other staff

☐ The Incident Action Plan has sufficient, and accurate content to support the operation

☐ The ICS 204's have task specific, detailed work descriptions and/or have detailed attachments (maps, diagrams, work plans, hazard info, etc.)

☐ The ICS 205 covers all aspects of the operation, and includes use of voice and data communication

☐ The ICS 206 has been verified by direct contact with the hospitals and ambulance service providers

☐ Effective coordination between the PSC and other staff

☐ The meeting schedule allows for ample PSC coordination of inputs to meetings/briefings

☐ Contingencies or "what if" possibilities are being effectively planned for

☐ PSC is forecasting, planning, and preparing for the escalation or de-escalation of the incident

☐ The resource requesting process is smooth, and producing timely results

☐ Planning Section equipment is being properly maintained, repaired, and/or re-supplied

☐ The Logistics Section is managing an effective gear/equipment issue process

☐ THSP's (where needed) are effectively employed

☐ Support plans are developed and thoroughly understood by users

☐ Original documents are ending up in the DOCL archives (ICS 214's, etc)

☐ Time sheets and other accountability information are being sent to Finance

☐ The RESL is identifying excess resources and supporting the demobilization process

☐ There is a demobilization process/plan in place

☐ The Planning Section is developing and effectively conveying predictions, models, forecasts to other staff to help achieve success

☐ Meetings and briefings are properly set-up and well executed

☐ The best qualified personnel available are assigned to fill positions

☐ Documents produced by the Planning Section are of high quality

## 3.12.b Personnel Evaluation Criteria

| | |
|---|---|
| | Crew morale?<br>High          Med          Low |
| | Are assignments completed on time? |
| | Are injuries exceeding normal operating environment? |
| | Is team effectively interacting? |
| | Number of unresolved issues passed to Command? |
| | Any aggression or frustration by team members? |
| | Possible solutions to problems/issues? |

# 4.0 Appendices

## 4.1 Deployment Kits

Personal Deployment Kit

| | |
|---|---|
| | Uniforms appropriate for the response including appropriate footwear |
| | Update your family emergency plan (see www.ready.gov for details) |
| | Emergency contact information |
| | Dependent care plan (i.e. wills powers of attorney, etc.) |
| | Sufficient medications and/or medical supplies for 60 days |
| | Pet care plan if applicable |
| | Power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.) |
| | Food for 48 hrs (as applicable) |
| | Sleeping Bag/Pad (as applicable) |

## Planning Section Chief Deployment Kit

| # | Item |
|---|------|
| 1 | ICS Forms Catalog Book |
| 1 | ICS Forms (MS Word Version) on CD |
| 100 | ICS 201 Incident Briefing |
| 100 | ICS 202 Incident Objectives |
| 3 | ICS 221Demob Check-Out Poster |
| 100 | ICS 221Demob Check-Out |
| 100 | ICS 211Check-In List |
| 100 | ICS 220 Air Operations Summary |
| 100 | ICS 213 General Message |
| 100 | ICS 206 Medical Plan |
| 300 | ICS 215 Operational Planning Worksheet |
| 3 | ICS 215 Operational Planning Worksheet Poster |
| 300 | ICS 215A Work Safety Analysis |
| 3 | ICS 215A Work Safety Analysis Poster |
| 5 | ICS 207 Organization Summary Poster |
| 100 | ICS 203Organizational Assignment List |
| 100 | ICS 205 Communications Plan |
| 100 | ICS 208-CG Site Safety and Health Plan |
| 200 | ICS 210 Status Change Cards |
| 100 | ICS 209 Status Summary |
| 2 | ICS 209 Status Summary Poster |
| 5 | ICS 219-1 T-Card, Header (Gray), pkg of 100 |
| 5 | ICS 219-2 T-Card, Crew (Green), pkg of 100 |
| 5 | ICS 219-3 T-Card, Engine (Pink), pkg of 100 |
| 5 | ICS 219-4 T-Card, Helicopter (Blue), pkg of 100 |
| 5 | ICS 219-5 T-Card, Personnel (White), pkg of 100 |
| 5 | ICS 219-6 T-Card, Aircraft (Salmon) , pkg of 100 |
| 5 | ICS 219-7 T-Card, Dozers (Yellow) , pkg of 100 |
| 5 | ICS 219-8 T-Card, Misc. Equip (Beige), pkg of 100 |
| 5 | ICS 219-9A T-Card, Accountable Property (white |

| | |
|---|---|
| | w/red lettering), pkg of 100 |
| 100 | ICS 214 Unit Log |
| 200 | ICS 213RR-CG Resource Request Forms |
| 100 | ICS 234 Work Analysis Matrix |
| 3 | ICS 234 Work Analysis Matrix Poster |
| 100 | ICS 233 Open Action Tracker |
| 3 | ICS 233 Open Action Tracker Poster |
| | Aerial Photographs for Incident Area |
| | Charts and Maps for Incident Area |
| 100 | Clips, Butterfly |
| 1 | Combination Lock |
| 100 | Compact Disks |
| | Contingency Plans (Federal, State, Local) |
| 12 | Dry Erase Markers, Asstd Colors |
| 3 | Easels with poster size paper |
| 12 | Erasers |
| | Geographic Information System (GIS) Software |
| 12 | Highlighters, Asstd Colors |
| 5 | Incident Management Handbook |
| 2 | ICS Job Aids (various) |
| 1 | Laptop Computer w/internet capability |
| 2 | Mailing Tape, 2 inch |
| 12 | Mechanical Pencils |
| 3 | Operational Planning "P" Poster |
| 250 | Paper Clips |
| 12 | Permanent Markers, Asstd Colors |
| 12 | Self Stick Note Pads |
| 1 | Poster Printer |
| 5 | Poster Printer Paper Rolls |
| 1 | Projector with spare bulbs for laptop computer |
| 1 | Projector Screen |
| 100 | Push Pins |
| 1 | Razor Blade Scraper |
| 5 | Routing and Transmittal Slips |

| 100 | Rubber Bands |
|-----|--------------|
| 36 | Super Large Permanent Markers, Asstd Colors |
| 10 | T-Card Sorter (Racks), cloth |
| 5 | USB Jump Drive, 1+ GB |
| 1 | Encrypted Hard Drive |
| 1 | Vest, Dark Blue, Planning Section Chief |
| 2 | Vest, Dark Blue, Deputy Planning Section Chief |
| 1 | Vest, Dark Blue, Situation Unit Leader |
| 1 | Vest, Dark Blue, Resources Unit Leader |
| 1 | Vest, Dark Blue, Demobilization Unit Leader |
| 1 | Vest, Dark Blue, Environmental Unit Leader |
| 2 | Vest, Dark Blue, Status Recorder |
| 2 | Vest, Yellow, Technical Specialist |
| 2 | Vest, Dark Blue, Check-In Recorder |
| 12 | Wet Erase Markers, Asstd Colors |

**Other Equipment**
Some other equipment that may be useful for outfitting the Planning Section space may include:
- Contingency Plans
- Projector and screen for developing products and conducting briefings
- Cable, DSL, or Phone jacks to allow for internet access
- Trash cans and shredders
- Television and DVD player
- Coffee pot and supplies
- Electronics (computers, printers, faxes, scanners, video teleconferencing)
- Poster maker
- GIS capabilities
- Lockable file cabinets for the DOCL
- Materials to properly support SITL & RESL displays

## 4.2 Functional Interactions

Inputs/Outputs:  Below is an input/output matrix to assist the PSC with obtaining information from other ICS IMT positions and providing information to ICS IMT positions.

| MEET With | WHEN | PSC OBTAINS | PSC PROVIDES |
|---|---|---|---|
| IC/UC | Initial incident brief | ICS 201 or verbal brief on incident status | Feedback on initial response activity / organization |
| | During initial response phase | Operational periods<br><br>Deadline for initial IAP submission<br><br>IC/UC objectives | Feedback on operational period and IAP deadline |
| | Planning Meeting | Restatement of objectives | Proposed IAP<br><br>Briefing on situation, critical or sensitive areas, resource status, weather |
| | IAP approval | Approved IAP | IAP for approval |

| MEET With | WHEN | PSC OBTAINS | PSC PROVIDES |
|---|---|---|---|
| SOFR | Planning meeting | Concerns regarding safety issues in IAP | Proposed IAP<br><br>Briefing on situation, critical or sensitive areas, resource status, weather |
|  | IAP prep | Safety messages | Feedback on safety messages<br><br>Update on response operations |
| LOFR | Planning meeting | Liaison Issues | Proposed IAP<br><br>Brief on situation, critical/sensitive areas, resource status, weather |
| PIO | During initial response phase | Estimated Time of press briefings | Completed ICS 230 Meeting Schedule |
|  | Planning Meeting | Media considerations | Proposed IAP<br><br>Briefing on situation, sensitive areas, resource status, weather |

| MEET With | WHEN | PSC OBTAINS | PSC PROVIDES |
|---|---|---|---|
| OSC | Preparing for Tactics Meeting | Strategies and Tactics<br><br>Resource Needs | Input on alternative strategies<br><br>Input for ICS 234 Work Analysis Matrix and ICS 215 |
| | Planning Meeting | Primary and alternative strategies | Proposed IAP<br><br>Briefing on situation, critical or sensitive areas, resource status, weather |
| | IAP Prep | Branch/Division/Group boundaries or functions | Feedback on IAP submissions |
| LSC | During initial response phase | Confirmation of staffing order | ICS 213RR-CG for planning staff |
| | Planning Meeting | Feedback on resource availability<br><br>Facility details | Proposed IAP<br><br>Briefing on situation, critical or sensitive areas, resource status, weather |

| MEET With | WHEN | PSC OBTAINS | PSC PROVIDES |
|---|---|---|---|
|  | IAP Prep | Support Plan input<br><br>ICS 205, ICS 206, & support plans (traffic) | Feedback on IAP submissions |
| **MEET With** | **WHEN** | **PSC OBTAINS** | **PSC PROVIDES** |
| FSC | Planning Meeting | Update on Finance | Proposed IAP<br><br>Briefing on situation, critical or sensitive areas, resource status, weather |
| THSP | As they report in | Check-in information | Assignment<br>Brief on incident Status |

## 4.3 All-Risk/All-Hazard Objectives and Strategies

**Response Objectives and Strategies**
Incident Objectives and strategies are essential prerequisites to any written or verbal incident Action Plan (IAP), and should be established expeditiously.

Objectives (Command) – Commands desired outcome
- Objectives should follow the SMART Criteria (see next page).
- Example objectives can be found in chapter 4 of the Incident Management Handbook (IMH).

Strategies (Planning and Operations) – How you plan to accomplish the objectives
- Example Strategies can be found in the Operations Section Chief (OSC) Job Aid

Tactics (Operations) – What you will use - Specific and detailed description of the tactical work assignment in order to implement strategies and achieve objectives.

## 4.3.a SMART Objectives

**SMART** is a mnemonic or acronym used in project management at the objective setting stage.  It is a way of evaluating if the objectives that are being set are appropriate for the individual project.

A SMART objective is one that is –
**S**pecific
**M**easurable
**A**chievable
**R**elevant
**T**ime-sensitive or Time-bound

George T. Doran is quoted on the internet as the originator of the term, through the article in Management Review[1] on SMART.

**Specific** – A specific objective has a much greater chance of being accomplished than a general objective. The set a specific objective you must answer the six "W" questions.
**Who** is involved?
**What** do I want to accomplish?
**Where** does this objective take place?
**When** is there a deadline?
**Which** are the requirements and constraints?

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[1] George T. Doran, There's a S.M.A.R.T. Way to Write Management Goals and Objectives, Management Review (AMA Forum), November 1981, pps. 35-36.

**Measurable** – Establish concrete criteria for measuring progress toward the attainment of each objective you set.  When you measure your progress, you stay on track, reach your targets, and experience the satisfaction of achievement that inspires you on to continued effort required to reach your objective.  To determine if an objective is measurable, ask questions such as "how much?", "how many?" and "how will I know when it is accomplished?".

**Attainable** – You must set objectives that are capable of being reached, put most basically, there is a likelihood of success.  Setting targets that are plainly ridiculous does not motivate people; it merely confirms their opinion of you as an idiot.  You can attain most any objective you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps.  Objectives that may have seemed far away and out of reach eventually move closer and become attainable, not because your objectives shrink, but because you grow and expand to match them.

**Realistic** – To be realistic, an objective must represent an end state toward which you are both *willing* and *able* to work.  An objective can be both high and realistic; you are the only one who can decide just how your objective should be.  Be sure that every objective represents substantial progress.  A high objective is frequently easier to reach than a low one because a low objective exerts low motivational force.  Some of the hardest jobs

you accomplish actually seem easy because they were accomplished with heart.

Your objective is probably realistic if you *believe* that it can be accomplished.  Additional ways to know if you objective is realistic to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this objective.

**Time-sensitive/Time-bound** – An objective should be grounded within a time frame.  If an objective has no time frame tied to it, there is no sense of urgency.  If you anchor your objective with a time frame you set your unconscious mind in motion to begin working toward accomplishing the objective.

***ICS Objective Example*** – Complete evacuation (*what*) of all (*measure*) passengers and crew (*who*) from the vessel (*location*) by 1200 (*when*).

# 4.4 Example ICS 202 Incident Objectives

| 1. Incident Name<br>**Yaz Northern** | 2. Operational Period (Date/Time)<br>From: 30 AUG06/1800 To:<br>31AUG06/0600 | **INCIDENT OBJECTIVES**<br>**ICS 202-CG** |
|---|---|---|

**3. Objective(s)**

- Provide the safety and security of responders as well as maximize the protection of public health and welfare

- Provide for total accountability of all personnel with the Stauffer Chemical facility

- Triage, treat, and transport any injured personnel to  appropriate medical facilities

- Create safety and security zones to restrict access and maintain scene control

- Determine oil/hazmat fate and effects.

- Identify sensitive areas, develop and implement strategies for protection

- Implement measures to protect, capture, and rehabilitate effected wildlife

- Prevent further release of oil and recover spilled product

- Secure sources of hazmat release and conduct air monitor as needed

- Control spread of fires and conduct mop up operations

- Establish and maintain a victim family support network

- Initiate an aggressive media strategy to keep the public informed

**4. Operational Period Command Emphasis** (Safety Message, Priorities, Key Decisions/Directions)

Command Emphasis: For this operational period, our emphasis will be to conduct safe operations, victim accountability, and fire control.

Safety message:  Ensure that all responders are following identified safe practices as outlined in the ICS-208 Site Safety Plan and that all responders initial the Plan prior to entering the operational area.  Copies of the ICS-208 Site Safety Plan are available at all incident support facilities.  Assistant Safety Officers will be assigned to monitor and assist at all high risk operations.

**Approved Site Safety Plan Located at:**

| 5. Prepared by: (Planning Section Chief) | Date/Time |
|---|---|
| *J. Gafkjen*<br>**J. Gafkjen** | 30AUG06/1400 |

# ICS 202 Instructions

**INCIDENT OBJECTIVES (ICS 202-CG)**

**Purpose.** The Incident Objectives form describes the basic incident strategy, control objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

**Preparation.** The Incident Objectives form is completed by the Planning Section following each Command and General Staff Meeting conducted in preparing the Incident Action Plan.

**Distribution.** The Incident Objectives form will be reproduced with the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|--------|-----------|--------------|
| 1. | Incident Name | Enter the name assigned to the incident. |
| 2. | Operational Period | Enter the time interval for which the form applies. Record the start and end date and time. |
| 3. | Objective(s) | Enter clear, concise statements of the objectives for managing the response. These objectives are for the incident response for this operational period and for the duration of the incident. Include alternatives. |
| 4. | Operational Period Command Emphasis | Enter clear, concise statements for safety message, priorities, and key command emphasis/decisions/directions.  Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached. At the bottom of this box, enter the location where approved Site Safety Plan is available for review. |
|  | Site Safety Plan | Note location of the approved Site Safety Plan. |
| 5. | Prepared By | Enter the name of the Planning Section Chief completing the form. |
|  | Date/Time | Enter date (month, day, year) and time prepared (24-hour clock). |

NOTE: ICS 202-CG, Incident Objectives, serves as part of the Incident Action Plan (IAP)

# 4.5 Example ICS 202A Command Direction

| 1. Incident Name<br><br>Yaz Northern | 2. Operational Period (Date/Time)<br><br>From: 30AUG 1800    To: 31AUG 0600 | Command Direction<br>**ICS 202A-CG** |
|---|---|---|

**3. Key Decisions and Procedures:**

**Operational Period:**
- 30 August 200xx/ 1800 to 31 August 20xx/ 0600

**Unified Command:**
- Hiatusport Fire Department
- Yaz Railroad
- US Coast Guard
- Delaware Department of Natural Resources

**Operations Section Chief**:
- Hiatusport Fire Department (OSC)
- US Coast Guard (Deputy OSC)

**Unified Command will:**
- Review and approve all offsite information reporting
- Identify critical information thresholds/requirements
- Review and approve the family support plan
- Review the resource ordering, cost sharing, and cost accounting system
- Be notified of any major changes in IMT staffing
- Be advised on any major expenditure items exceeding $50,000.00

**Common IMT Operating Procedures:**
- Common protocols will be developed when handling victim information
- Standardized information reporting system for both internal and external information management
- Resource ordering procedures
- Documentation procedures

**4. Priorities:**

- Safety
- Environment
- Property
- Transportation Infrastructure/Maritime Commerce
- Public confidence/media relations
- Information Management

**5. Limitations and Constraints:**

- Restricted night operations
- Critical information handling
- Potential for adverse weather (strong winds, high temperature, high humidity)
- Hazardous Materials

| 6. Prepared by: (Planning Section Chief) | Date/Time |
|---|---|
| *J. Gafkjen*<br>J. Gafkjen | 30AUG 0900 |

# ICS 202A Instructions

**Purpose.** The Command Direction form supplements the ICS 202 form by documenting the IC/UC strategic direction and guidance through Priorities, Limitations/Constraints and Key Decisions/Procedures for use during the next operational.

**Preparation.** The Command Direction form is completed by the Planning Section following each Unified Command Objectives Meeting (input may be made during the Initial Unified Command Meeting) conducted in preparing the Incident Action Plan.

**Distribution.** The Command Direction form will be reproduced with the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| 1. | Incident Name | Enter the name assigned to the incident. |
| 2. | Operational Period | Enter the time interval for which the form applies. Record the start and end date and time. |
| 3. | Priorities | Enter clear, concise statements of strategic direction for managing the response. These priorities are for the incident response for this operational period and for the duration of the incident. Listed in order of importance. |
| 4. | Limitations and Constraints | Enter clear, concise guidelines for response limiting factors and restrictions due to operations, weather, jurisdictions, resources and parameters agreed upon by the Unified Command. |
| | Key Decisions | Enter operational guiding measures from the Unified Command. Provide |
| 5. | and Procedures | IMT process guidance for delegation of authority, agency cooperation, cost sharing, resource ordering and other administrative guidance. |
| 6. | Prepared by | Enter the name of the Planning Section Chief completing the form. |
| | Date/Time | Enter date (month, day, and year) and time prepared (24-hour clock). |

NOTE: ICS 202A-CG, Command Direction, serves as part of the Incident Action Plan (IAP)

# 4.6 Example ICS 202B Critical Information Requirements

| 1. Incident Name **Yaz Northern** | 2. Operational Period (Date/Time) From:   30AUG 1800  To: 30AUG 0600 | Critical Information Requirements **ICS 202B** |
|---|---|---|

**3. Critical Information Requirements:**

Critical Information/Key Information/Essential Elements of Information (EEIs) the Unified Command would like tracked and reported on the ICS-209, CART and/or SITREP:
- Accountability of Personnel.
- Status of MTS/Port Status.
- Damage to infrastructure.
- Fatalities/Injuries.
- Equipment Casualties (CASREP).
- Facilities Status.
- Resource Status/Statistics.
- Critical Infrastructure/Key Resources (CI/KR).
- Environmental data.
- Environmental Resources at Risk.
- Stakeholder Interests/Concerns.
- Cultural Sensitive Impact/Concerns.
- Political Interests/Concerns.
- Media Interests/Concerns and Social Media Trends.

Critical Information – Immediate Reporting Thresholds: Should any of the following issues occur the Unified Command is to be notified immediately:
- Death or injury (requiring hospitalization) of a responder
- Any fatalities to the civilian population as a result of the incident
- Egregious inappropriate behavior by a responder
- Anytime there is a major shift in operations that significantly deviates from planned operations
- Anytime the Safety Officer shuts down operational activity due to a safety issue
- Any intelligence assessment that indicates a threat to the public or responders
- Any external impact that could negatively impact the overall response efforts (e.g., new incident that is competing for the same resources)
- First wildlife impact of oil
- First land impact of oil
- Interagency issues that cannot be resolved at the Section Chief level
- Negative special interest perceptions of response operations
- Negative political implications
- Negative media coverage

| 4. Prepared by: (Planning Section Chief) | Date/Time |
|---|---|
| J. Gafkjen **J. Gafkjen** | **30AUG 0900** |

# ICS 202B Instructions

**Critical Information Requirements**                                    **ICS 202B (rev 07/2012)**

**Purpose.** The Critical Information Requirements form supplements the ICS 202 form by documenting the IC/UC strategic direction and guidance through Critical Information Requirements for use during the next operational period.

**Preparation.** The Critical Information Requirements form is completed and/or updated by the Planning Section following each Unified Command Objectives Meeting (input may be made during the Initial Unified Command Meeting) conducted in preparing the Incident Action Plan.

**Distribution.** The Critical Information Requirements form may be reproduced with the IAP and should be given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| 1. | Incident Name | Enter the name assigned to the incident. |
| 2. | Operational Period | Enter the time interval for which the form applies. Record the start and end date and time. |
| 3. | Critical Information Requirements | Enter clear, concise statements of critical information requirements for the response. These requirements are for the incident response for this operational period and for the duration of the incident. Listed in order of importance. |
| 4. | Prepared by | Enter the name of the Planning Section Chief completing the form. |
| | Date/Time | Enter date (month, day, and year) and time prepared (24-hour clock). |

NOTE: ICS 202B-CG, Critical Information Requirements, may serve as part of the Incident Action Plan (IAP)

# 4.7 Work Analysis Matrix (ICS 234-CG)

|  | WORK ANALYSIS MATRIX ICS 234-CG |
|---|---|
| 1. Incident Name | 2. Operational Period From: To: |

| 3. Operation's Objectives DESIRED OUTCOME | 4. Strategies HOW | 5. Tactics/Work Assignments WHO, WHAT, WHERE, WHEN |
|---|---|---|
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

| 6. Prepared by: (Operations Section Chief) | 7. Date/Time: |
|---|---|

The Work Analysis Matrix (ICS 234-CG) is one of the most effective tools available to an OSC for turning Command direction (objectives) into an operational plan.  The form has three columns, one for Operational Objectives, one for Strategies, and one for Tactics/Work Assignments.
1.  Enter an Operational Objective from the list provided by the IC/UC.
2. List all appropriate strategies, including contingency strategies for the objective you entered in the step above.
3. List all tactical work assignments necessary to support the selected strategy and achieve the operational objective.
4. Repeat the above three steps until all of the operational objectives have been completely outlined on the form.

**Objectives**
Objectives are developed by the IC/UC during the Objectives Meeting.  They convey what Command wants to get done during a given period of time.  They should be SMART (Specific, Measureable, Attainable, Realistic, Time Sensitive).  **Not all objectives are the responsibility of the OSC to implement or complete.  Some are non-operational objectives, and are often referred to as management objectives.  These management objectives are carried out by other members of the Command and General staff and are not listed.

**Strategies**
Formal documentation of strategies is a must in today's response to "all risk" incidents.  Selection of strategies by the OSC must be properly documented, and the ICS 234-CG is the only ICS form that provides a place for them.  The potential for litigation associated with any major response necessitates that this kind of information be properly documented and preserved.  Strategies are "the direction selected to accomplish incident objectives, essentially how to accomplish the objective".

The PSC along with Technical Specialists (THSP) can greatly assist the OSC in the preparation of effective strategies. Additionally, strategy information can also be found in various contingency plans. The PSC should bring this sort of information to the attention of the OSC during this step in the Operational Planning Process so that it can be factored into the selection of appropriate strategies.

Typically there is more than one way to achieve an objective. Depending on a particular OSC's experience and the circumstances of the situation, different OSC's might not identify or select the same strategy. However, in the end the objective may still be met, just using a different "how" or method. It is important to document several strategies on the form, including contingency or "what if" strategies. Ask yourself "what if": bad weather occurs, the vessel starts to sink, certain resources are not available, etc.

When using this form to brief the IC/UC on the operational plan during the upcoming Planning Meeting, Command will be much more confident in your efforts if you are able to outline the potential contingencies and how you plan to address them.

**Tactics/Work Assignments**
Tactics are the next level of refinement in the operational plan that outlines the specific work assignment that supports a particular strategy. On this form it should outline clearly the specific task(s) to be accomplished, where, when, and with what. Essentially, it is the work contract between the OSC and the DOSC, Branch Directors, Division/Group Supervisors, and Staging Area Managers who will be actually doing the work in order to accomplish the tasks. It is important to be clear and specific at this point. This information will form the basis of the "work assignment" block on the ICS 215, and on the ICS 204's in the IAP.

# 4.8 Operations Section Work Functions Checklist

| Functions | Management Units |
|---|---|
| Assessment | Division/Group |
| Pre-impact beach cleanup | Division/Group |
| Safety-Security | Division/Group |
| Beach cleanup | Division/Group |
| Resource protection | Division/Group |
| Product recovery | Division/Group |
| Booming | Division/Group |
|     Deflection | |
|     Containment | |
| Skimming | Group |
| Salvage | Group |
| Damage assessment | Division/Group |
| Search and Rescue | Group |
| Mass evacuation | Group |
| Apprehension | Group |
| Safety/Security | Division/Group |
| Investigation | Group |
| Firefighting/overhaul | Division/Group |
| Triage | Group |
| Medical treatment | Group |
| Decontamination | Group |
| Wildlife recover/rehabilitation | Group |
| Law Enforcement | Division/Group |
| Evacuation | Division/Group |
| Hazardous Materials | Group |

# 4.9 Operational Planning Worksheet (ICS 215)

**OPERATIONAL PLANNING WORKSHEET**

| Field | Value |
|---|---|
| 1. INCIDENT NAME | M. YALE |
| 2. DATE & TIME PREPARED | 15 MAY 1200 |
| 3. OPERATIONAL PERIOD (DATE & TIME) | 15 MAY 1800 to 16 MAY 0600 |

| 4. DIVISION/ GROUP/ OTHER LOCATION | 5. WORK ASSIGNMENTS | 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 | 8. SPECIAL EQUIPMENT & SUPPLIES | 9. REPORTING LOCATION | 10. REQUESTED ARRIVAL TIME |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | | 3 | 1 | 1 | | | | | | | DIVS ASO | Comms & PPE | Marine St. Staging | 1700 |
| | | HAVE | | | | | | | | | | | | | | | | |
| | | NEED | | | | | | | | | | | | | | Air Monitoring equipment | | |
| Marine Staging | Maintain all assigned resources in a constant state of readiness (5 minute response time). | REQ | 1 | 1 | 1 | | | | 1K | 1 | 1 | 1 | 1 | 1 | STAM | 10 bales of Sorbant pads | Marine St. Staging | 1700 |
| | | HAVE | | | | | | | | | | | | | | | | |
| | | NEED | | | | | | | | | | | | | *All vessel to report to Louisville Boat Harbor by 1700.* | | | |

| Field | Value |
|---|---|
| 11. TOTAL RESOURCES REQUIRED | |
| 12. TOTAL RESOURCES ON HAND | |
| 13. TOTAL RESOURCES NEEDED | |
| 14. PREPARED BY (NAME & POSITION) | A. Worth, RESL |

ICS 215 USCG 12-02

The ICS 215-CG, Operational Planning Worksheet, is the second of the primary planning tools that the OSC has at his/her disposal.  If this planning tool is used properly, it forms the central display for conducting the tactics meeting, and for developing the Incident Action Plan (IAP) in a structured and disciplined manner.

The Planning Section will support services to the OSC during the tactics meeting and is responsible for facilitating the meeting and providing the information required for blocks 1, 2, 3, and 11 thru 13 on the ICS 215-CG.  The OSC is responsible for providing the information for blocks 4 thru 10 and 14.

**The blocks below outline the specific information that the OSC is responsible for completing:**

Block 4   Fill in work unit identifiers as displayed on the work map i.e.: division, group, staging, etc.  The unit identifier for branches is Roman Numerals and begins with Roman numeral I, II, etc.  Unit identifier for divisions is letters and begins with letter A, B, etc.  Group identifiers relate to their specific functional assignment, i.e. skimming group, lightering group, etc.  The unit identifier for staging areas is its geographic name, i.e. Ballast Point Staging, etc.

Block 5   Using the ICS 234-CG, identify the work assignment to be performed by the sub-element listed in Block 4.  Each Division/Group or other activity has to have very clear instructions on what their assignment is.  This is a critical point as this information has a tremendous effect on the development and

implementation of the Incident Action Plan.  It is also essential for the OSC to clearly understand the work assignment before identifying resource requirements.  This information will later be displayed in much greater detail on the corresponding ICS 204 in the Incident Action Plan and will be used to brief oncoming resources on their assignment.  The Operations Section Chief should also have listed some contingency strategies and tactics on the ICS 234-CG that may occur during the planned Operational Period.  One way to transfer this information to the ICS 215-CG is by assigning additional (or contingency) resources to a Staging Area.  These contingency work assignments are briefly described on the ICS 215-CG (Block 5) next to the appropriate Staging Area, and ultimately in much greater detail on the contingency ICS 204's in the IAP.

Block 6   Identify the appropriate resources required to complete the work assignments.  This is where knowledge and experience come into play.  What types and how many resources will it take to carry-out the identified task, during the specified Operational Period.  The OSC needs to be aware of different types, production rates, and the strengths and limitations of all of the resources that are available to them.  First select the kinds of resource (capability) and then identify the number required (the REQ block only) to complete the assigned tasks.  Do not be concerned at this time as to the number and kinds of resources that may be available for assignment.  The Resources Unit Leader (RESL) will provide this information after all the

resources requirements have been identified.  Do not develop work requirements solely based on resources currently on-scene.

Block 7   Identify supervisory and technical specialist needs: Division/Group Supervisors, Branch Directors, Staging Area Managers, Assistant Safety Officer, Environmental Specialist, etc.  A good job in this area will help facilitate the early ordering of supervisory personnel needed to manage the planned operation.

Block 8   Identify specialized equipment and supplies: foam applicators, pumps, dumpsters, infrared sensors, special chemicals, radios, dispersants, sorbent pads, PPE gear, etc.

Block 9   Identify the specific location the resources are to report for their briefing and/or work assignment.  (ICP, staging area, base).

Block 10 Note the time that resources are required to be at their reporting location.

Blocks 11-13 The RESL will summarize the number of resources required by the OSC (REQ), number of resources on hand (HAVE), and the number and type of resources to be ordered (NEED) to meet the Operations Section Chief's tactical plan.

• The OSC and PSC should review the ICS 215-CG to ensure that the work assignments support the response priorities, objectives, and strategies.

- The OSC should now validate the map/chart prepared for the Tactics Meeting to ensure alignment with the ICS 215-CG.

- The final step for the OSC is to display on an easel an operations section organization structure (chart) that is needed to manage the planned operation.  It should align with the ICS 215-CG.  This will provide the OSC with a good visual perspective of supervisory staff and should help to immediately identify any staffing shortfalls, or lines of authority/supervision issues.

- Logistics will confirm the availability of resources needed to meet the timeframes identified on the ICS 215-CG.  The Logistics Section Chief will likely want to leave the Tactics Meeting with a completed copy of the proposed ICS 215-CG.

- All meeting attendees should consider the ICS 215-CG for impacts such as safety implications, communications effectiveness, etc.

Block 14 Operations Section Chief signs ICS 215-CG.

*Note*:  *The ICS 215-CG or Coast Guard version of the ICS 215 form is used herein because we believe it is the best example of an "all-risk or all-hazard" version we have seen to date.  If other versions (such as the FEMA or NFES versions) are used, keep in mind they each have different blocks and may or may not easily adapt to your circumstances.*

# 4.10 Example ICS 204-CG Work Assignment

| 1. Incident Name<br>M. YALE | 2. Operational Period (Date/Time)<br>From: 15 MAY 1800 To: 16 MAY 0600 | Assignment List<br>ICS 204-CG |
|---|---|---|
| 3. Branch | 4. Division/Group/Staging<br>**Hazmat Group** | |

**5. Operations Personnel**     Name     Affiliation     Contact # (s)

Deputy Operations Section Chief: K. Roberts     LFD

Branch Director:

~~Division~~/Group Supervisor/~~STAM~~: R. Campbell     LFD

**6. Resources Assigned**         "X" indicates 204a attachment with additional instructions

| 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. Hubberd | 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.

**8. Special Instructions**
Safety: Take special precautions during night operations as conditions become much more hazardous and the chance for accidents increase. Use caution and avoid contamination by the chlorine and or the oil. All resources to sign the Site Safety Plan prior to going on shift. Decontamination Unit is in Marine Street Staging.

**9. Communications (radio and/or phone contact numbers needed for this assignment)**

| Name/Function | Radio: Freq./System/Channel | Phone | Cell/Pager | |
|---|---|---|---|---|
| Tactical | LFD VHF Ch 21A | | | |
| Deputy Operations Section Chief | LFD VHF Ch 20 | 555-8989 | | |
| | | | | |

Emergency Communications

Medical _____     Evacuation _____     Other _____

| 10. Prepared by<br>A. Worth | Date/Time<br>15 May 1500 | 11. Reviewed by (PSC)<br>J. Gafkjen | Date/Time<br>15 May 1530 | 12. Reviewed by (OSC)<br>K. Roberts | Date/Time<br>15 May 1545 |
|---|---|---|---|---|---|

## OSC/PSC ICS 204 Review Job Aid

The ICS 204 Assignment List is the core of the Incident Action Plan (IAP).  It is critical for the OSC 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 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.

The Planning Section will prepare the forms.  However, it is the OSC who must ensure it adequately conveys the work assignment as he/she will have the best grasp of the detail needed for each Operations Section sub-element.  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.

As before, the OSC should appoint a Deputy OSC who will be given the responsibility of supervising the on-going operations during these periods of time when the primary OSC is involved in the tasks of planning for the next operational period.

Some general things you may want to consider when reviewing 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?

*Note:  The ICS 204-CG or Coast Guard version of the ICS 204 form is used herein because we believe it is the best example of an "all-risk or all-hazard" version we have seen to date.  If other versions (such as the FEMA or NFES versions) are used, keep in mind they each have different blocks and may or may not easily adapt to your circumstances.*

## 4.11 Branch Tactical Planning

Sometimes the complexity and circumstances surrounding a major incident or event necessitate consideration of the management technique called Branch Tactical Planning.  This technique essentially allows the specific tactical work plan, and resource allocations to be developed at the Branch Director level of the organization.

In order for this technique to be most effective there must be a strong link of information and support between the Branch and the ICP.  The Branch must continually communicate information on Branch activities, progress, constraints, effectiveness, and support needs.  The support needs in particular must be communicated as soon as they are identified at the Branch level in order for the appropriate staff elements within the ICP and at Branch facilities to address them. The staff within the ICP must be sensitive to the circumstances within the Branch and ensure that timely, accurate and effective support is provided.

The OSC and PSC will determine if Branch Tactical Planning is appropriate for the situation.  Some examples of circumstances that may lead them to use this technique include:
Classification level of a particular tactical operation (e.g., weapons accident)
During the initial phase of an incident, when the incident situation is not well known and the Planning Section is not robust

The technical qualifications necessary to do effective planning resides with the tactical asset (e.g. Diving, SWAT, high angle rescue, US&R)
When specialized tactical assets are operating off pre-determined Division Assignment forms, ICS 204
Geographic separation from the ICP makes it impractical to have tactical planning done at the ICP

When Branch Tactical Planning is used, the Planning Section provides key support to make this technique work effectively and efficiently.

Interpretation of Command's Direction
Strategy information
Information from standing contingency plans
Resource and situation status information
Modeling and predication information (including weather)
Personnel and materials (maps, diagrams, forms, etc.) to support the planning effort
THSP's as needed

## 4.11.a Branch Tactical Planning Development Checklist

**Planning Section**
- ☐ Resource tracking of Branch assets (e.g., Check-In, Demobilization)
- ☐ Incident situation update requirements (e.g. FOBS, situation reporting to the ICP)
- ☐ GIS mapping capabilities
- ☐ Modeling (ALHOA, CAMEO, NARAC)
- ☐ Meteorological forecast
- ☐ Technical Specialist
- ☐ Resource ordering of Branch assets (who will do it)
- ☐ Branch level incident documentation1
- ☐ Reporting requirements between the Branch and Planning (e.g., how often, method used)
- ☐ Support plan development (e.g., incident evacuation plans, decontamination plans)
- ☐ Contingency plans (e.g., an incident within an incident)
- ☐ Planning support material (e.g., forms, T-cards)

**Logistics Section**
- ☐ Incident communications management in support of the development of the Incident Action Plan form ICS 205, Incident Communications Plan (e.g., frequencies assignment, secure communications)
- ☐ Medical Plan
- ☐ What facilities are required to support the Branch?
- ☐ What level of incident support facility security is required?

**Operations Section Chief**
☐ Communicates Command's direction (e.g., decisions, priorities)
☐ Collection of operational effectiveness reports from the Branch
☐ Provides assistance and support in developing strategies
☐ Delineation of authority between OSC and OPBD

**Air Operations Support**
☐ Reporting thresholds (e.g., critical information)
☐ Coordination with other Command and General Staff as needed to maximize effectiveness and efficiency of Branch operations

**Safety Officer**
☐ Assignment of Assistant Safety Officer(s) (ASOFR)
☐ Site Safety Plan development and implementation
☐ Management of PPE issue, use, and disposal for the Branch
☐ Coordination with Medical Unit Leader and other medical entities as necessary to assure most expeditious access to medical services for Branch personnel
☐ Provide safety input into Branch planning, process, and documents
☐ Agreement on the authority of ASOFR's from the Safety Officer
☐ Safety reporting requirements back to the ICP

## 4.12 Example ICS 213RR-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

| a. Qty | b. Kind | c. Type | d. Priority U or R | e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and if applicable, purpose/use, diagrams, and other info. | f. Requested Reporting Location: / Date/Time: | g. Order # (LSC) | h. ETA (LSC) | i. Cost |
|---|---|---|---|---|---|---|---|---|
| 1 | | | R | Helicopter - able to carry a minimum of 10 passengers with gear up to 500 pounds. Contact Helibase Manager, Jeff Jones, to discuss specific flight line reporting procedures/requirements. | Helibase / 4 Apr 0600 | E090 | 4 Apr 0800 | $2356.00 |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

*(Requestor)*

**5. Suggested source(s) of supply - POC phone number if known and suitable substitutes:**
Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliqwest International

**6. Requestor Position and Signature:** Dan Brinkley — **Date/Time:** 02 Apr 06 1330

**7. Section Chief/Command Staff Approval:** Jeff Barton — **Date/Time:** 02 Apr 06 1345

**8. RESL** - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.
a. [X]
b. [ ] Resources available as noted in block 12
c. [X] Resources not available

**9. RESL Review/Signature:** Kimberly Higgins — **Date/Time:** 02 Apr 06 1618

*(Plans)*

**10. Requisition/Purchase Order #:** 24-06-276HXQ016

**11. Supplier Name/Phone/Fax/Email:** Heliqwest International, Rudy Simon 550-555-4041

**12. Notes:** Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.

**13. Logistics Section Signature:** David Jones — **Data/Time:** 02 Apr 06 2040

**14. Order placed by (check box):** SPUL [ ]   PROC [X]   OTHER [ ] _____

*(Logistics)*

**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 — **Date/Time:**

*(Finance)*

Full instructions on back page. Requestor fills in blocks 1-5, except # 3 & # 4.g-i (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.

# ICS 213RR-CG Instructions

**REQUESTOR:  The requestor must fill in blocks 1 through 7.**

| | |
|---|---|
| Block # 1 | Incident name:  This is the same as the name stated on the ICS-201 Form and Incident Action Plan (IAP). |
| Block # 2 | Current date and time when submitting request. |
| Block # 3 | Resource Request Number:  Specific to the form & enables downstream tracking. |
| Block # 4a-c | Items requested:  Must include quantity; Include Kind and Type if applicable. |
| Block # 4.d | Priority is either U – Urgent or R – Routine. Requestor: Urgent should **ONLY** be used if the resource must be checked-in and available within the specified time period or an <u>operational</u> objective will not be met. LSC: An Urgent request takes priority over all other requests. The requestor should be notified ASAP on the status of the request. |
| Block # 4.e | The detailed description of requirements.  **BE SPECIFIC AS POSSIBLE**. |
| Block # 4.f | Delivery/Reporting Location and Times:  This is self-explanatory and is required to ensure timely and accurate delivery of the resource. |
| Block #4g-i | Leave blank for SPUL/PROC to fill in. |
| Block # 5 | Substitutes and/or Suggested Sources:  Enter applicable information if known. |
| Block # 6 | Requestor:  Print name, position, sign and date. |
| Block # 7 | Approval:  This must be approved by the appropriate Section Chief or Command Staff Officer. |

**PLANNING SECTION:  The RESL must fill in blocks 8 through 9.**

| | |
|---|---|
| Box # 8.a | RESL: Check box if request if for tactical resources |
| Box #8.b/c | RESL: If a tactical resource, check only one box as appropriate |
| Block # 9 | RESL: Sign and date |

**LOGISTICS SECTION:  Blocks 10 through 13 are filled out by the Supply Unit.**

*Note:  Blocks 4 G and H are to be filled out by the Supply Unit or Procurement Unit upon ordering.*

| | |
|---|---|
| Block # 10 | Requisition/Purchase Order Number:  To be assigned by Supply Unit. |
| Block # 11 | Supplier Point of Contact, Phone Number and Fax Number. |
| Block # 12 | Notes: additional information on the supplier, when contacted, etc. |
| Block # 13 | Signature: As specified by the Resource Request Process. Usually the signature of the SPUL but may also be the LSC or Deputy LSC. |
| Block # 14 | Orderer (SPUL or PROC). Other block is checked if SPUL/PROC positions not filled. If this block is checked, fill in position. |

**FINANCE SECTION:  Blocks 15 and 16 are filled out by the Procurement Unit.**

| | |
|---|---|
| Block # 15 | Comments concerning request from FSC, Deputy FSC, or PROC. |
| Block # 16 | Approval:  This must be approved in accordance with Resource Request Process. |

*Note:  Cost associated requests will not be ordered without approval in accordance with the Resource Request Process.*

# 4.13 Example ICS 214 Unit Log

| 1. Incident Name | 2. Operational Period (Date/Time) | | UNIT LOG |
|---|---|---|---|
| HIATUSPORT INCIDENT | From: 0600 XX XXX 08 To: 1800 XX XXX 08 | | ICS 214-CG |

| 3. Unit Name/Designators | 4. Unit Leader (Name and ICS Position) |
|---|---|
| SECTOR HIATUSPORT | MSTC BIZZELL |

**5. Personnel Assigned**

| NAME | ICS POSITION | HOME BASE |
|---|---|---|
| JEFF SMITH | CREW - DIV B | WASILLA, AK |
| RANDY BITNER | " | CHICAGO, IL |
| COURTNEY COX | " | LALB, CA |
| BLAKE JONES | " | " |
| ARNOLD REED | " | " |
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| | | |

**6. Activity Log (Continue on Reverse)**

| TIME | MAJOR EVENTS |
|---|---|
| 0600 | ATTENDED OPERATIONS BRIEFING @ ICP |
| 0645 | MET CREW AT DIV B. CONDUCTED SAFETY BRIEF AND DESCRIBED DIV B WORK ASSIGNMENT. ALL CREW SIGNED ICS-208 |
| 0920 | ONE ATV BROKE DOWN. CONTACTED STAM AND ARRANGED FOR REPLACEMENT ATV. |
| 1335 | CREW BLAKE JONES INJURED RIGHT ARM (POSSIBLY BROKEN) WHEN LOG (5" DIA) FELL WHILE HE WAS ATTEMPTING TO MOVE ANOTHER LOG DURING PRE-IMPACT BEACH CLEANUP OPS. NO WITNESSES. CONTACTED SOFR AND OSC, AND GSUL PER MED PLAN. MR. JONES TAKEN TO HOSPITAL. |
| 1480 | PRE-IMPACT BEACH CLEAN-UP OPS COMPLETED PER ICS-204. SECURE FOR DAY. |
| | |

| 7. Prepared by: | Date/Time |
|---|---|
| MSTC Bizzell | 1515 XX XXX 08 |

# 4.14 ICS 225 Incident Personnel Performance Rating

| INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG | INSTRUCTIONS: 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 ONLY 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 | 5 – Exceeded Expectations |
|---|---|---|---|---|---|---|
| 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. ☐ | ☐ | Superior expertise; advice and actions showed great breadth and depth of knowledge. ☐ |
| 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. ☐ | ☐ | Exceptional preparation. Always looked beyond immediate events or problems. Maintained optimal balance among quality, quantity, and timeliness of work. ☐ |
| 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. ☐ | ☐ | Rapidly assessed and confidently adjusted to changing conditions, political realities, 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. ☐ | ☐ | Clearly articulated and promoted ideas. Adept at presenting complex or sensitive issues. ☐ |
| 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. ☐ | ☐ | An inspirational leader who motivated others to achieve results not normally attainable. Modified leadership styles to best meet situations. Won people over rather than imposing will. ☐ |
| 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 ☐ | ☐ | Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Ensured appropriate and timely recognition of others. ☐ |
| 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. ☐ | ☐ | Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information. ☐ |
| H. Initiative | ☐ | Postponed needed action. Implemented or supported improvements only when directed. ☐ | ☐ | Championed improvement through new ideas, methods, and practices; self-starter. ☐ | ☐ | Aggressively sought out additional responsibility. A self-learner. Optimized use of new ideas. ☐ |
| I. Adherence to safety: | ☐ | Failed to adequately identify and protect personnel from safety hazards. ☐ | ☐ | Ensured that safe operating procedures were followed. ☐ | ☐ | Demonstrated a significant commitment towards safety of personnel. ☐ |

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 |
|---|---|---|---|

# ICS 225 Instructions

**INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225-CG) – Rev 9/06**

**Purpose.** The Incident Personnel Performance Rating gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

**Preparation.** The Incident Personnel Performance Rating is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form.  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.

**Distribution.** The Incident Personnel Performance Rating is duplicated a copy is given to the subordinate and supervisor.  All completed original forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| 1. | Name | Enter the name of the person being evaluated. |
| 2. | Incident Name | Enter the name assigned to the incident. |
| 3. | Home Unit | Enter the address and phone number of the home unit of the person being evaluated. |
| 4. | Location of Incident | Enter the address/location of the incident. |
| 5. | Position Assigned | Enter the position assigned for the purpose of this evaluation. |
| 6. | Date of Assignment | Enter the date of assignment. |
| 7. | Date Incident Started | Enter the date the incident started. |
| 8. | Type of Incident | Enter the Type (size) of the incident: Type 1, 2, 3, 4 or 5. |
| 9. | Kind of Incident | Enter the kind of incident: Oil/Hazmat Spill, SAR, Fire, etc. |
| 10. | Evaluation | Enter X under the appropriate rating for each category listed using the definitions given. |
|  | Not Applicable | not observed. |
|  | 1 - Unacceptable | Deficient.  Does not meet minimum requirements of the individual element. DEFICIENCIES/IMPROVEMENTS NEEDED MUST BE IDENTIFIED IN REMARKS. |
|  | 2 - Needs to improve | Meets some or most of the requirements of the individual element.   IDENTIFY IMPROVEMENT NEEDED IN REMARKS. |
|  | 3 - Met Standards | Satisfactory.  Employee meets all requirements of the individual element. |
|  | 4 - Fully successful | Employee meets all requirements and exceeds one or several of the requirements of the individual element. |
|  | 5 - Exceeded Expectations | Superior.  Employee consistently exceeds the performance requirements. |
| 11. | Remarks | Provide remarks/comments for ratings given. **Comments required for** *unsatisfactory* **and** *needs to improve* **ratings.** |
| 12. | Rated Person Signature | Rated Person's signature. |
| 13. | Date | Enter date (month, day, year) rated person signed performance rating. |
| 14. | Rated By | Signature and printed name of supervisor/person giving the performance rating. |
| 15. | Supervisor Home Unit | Enter address/phone of supervisor. |
| 16. | Supervisor Position | Enter the position the supervisor held. |
| 17. | Date | Enter date (month, day, year) supervisor signed the performance rating. |

# 4.15 Example ICS 233 Open Action Tracker

**INCIDENT OPEN ACTION TRACKER ICS-233 (Rev 1-07)**

1. Incident Name: Yaz Northern

| 2. No. | 3. Item | 4. For/POC | 5. Briefed POC (X) | 6. Start Date | 7. Status | 8. Target Date | 9. Actual Date |
|---|---|---|---|---|---|---|---|
| 1 | Develop a Stakeholder Outreach Plan for keeping stakeholder involved and informed | LNO | x | 10-Sep-13 | | 11-Sep-13 | |
| 2 | Conduct Risk/Hazard Analysis and Develop a site safety plan for both ongoing operations and future operations. | SOFR | x | 10-Sep-13 | | 10-Sep-13 | |
| 3 | Establish a JIC by 1700 tonight | PIO/LSC | x | 10-Sep-13 | | 10-Sep-13 | |
| 4 | Develop a media strategy and have signed off by UC. Ensure that the JIC operating procedures are covered | PIO | x | 10-Sep-13 | | 10-Sep-13 | |
| 5 | Provide Command with a long term projection on mitigation efforts | PSC | x | 10-Sep-13 | | 13-Sep-13 | |
| 6 | Establish secure communications at the ICP | LSC | x | 10-Sep-13 | | 11-Sep-13 | |
| 7 | Establish resource request process | LSC/FSC | x | 10-Sep-13 | | 11-Sep-13 | |
| 8 | Establish resource ordering process | LSC/FSC | x | 10-Sep-13 | | 11-Sep-13 | |
| 9 | Provide command a list of all possible funding opportunities | FSC | x | 10-Sep-13 | | 11-Sep-13 | |
| 10 | Track expenditures and provide burn rates to command every morning before 0800 | FSC | x | 10-Sep-13 | | 11-Sep-13 | |
| 11 | Establish a cost sharing agreement with all responsible parties | FSC | x | 10-Sep-13 | | 11-Sep-13 | |
| 12 | | | | | | | |
| 13 | | | | | | | |
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# ICS 233, Open Action Tracker Instructions

**Purpose.** Open Actions Tracker
1. Is used by the Incident Commander/Unified Command (IC/UC) to assign and track tasks/actions to IMT personnel that do not rise to the level of being an Incident Objective.
2. Is duplicated and provided to Command and General Staff members, giving them the open tasks/actions needing to be completed and a means to track the open tasks/actions they have been assigned.
Note: This form may also be used by Command and General Staff for tracking tasks/actions within a Section/Staff element.

**Preparation.** The Planning Section Chief (PSC) is responsible for maintaining the Open Actions Tracker for the IC/UC and typically utilizes the Documentation Unit Leader (DOCL) to assist in this forms development and updating. The PSC should ensure all Command and General Staff are prepared to discuss their assigned tasks/actions during the Command and General Staff and Planning Meetings.

**Distribution.** When completed, the form is duplicated and copies are distributed to the Unified Command and Command and General Staff. It is also posted on a status board located at the ICP. All completed original forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| 1. | Incident Name | Enter the name assigned to the incident. |
| 2. | No. | Enter number of task in sequential order (1, 2, 3, ...). |
| 3. | Item | Enter short descriptive of the task/action to be completed. Tasks/Actions are important to be completed but are not an Incident Objective which are documented on the ICS-202 form. |
| 4. | For/POC | Enter the Point of Contact (POC), the responsible person/section. |
| 5. | Briefed to POC | Enter "X", when the task/action has been briefed to the POC/responsible person. This is to ensure that tasks/actions identified outside of the POC's presence (during Unified Command Meeting for example) are briefed to and acknowledged by the identified POC. |
| 6. | Start Date | Enter the date the task/action was initially assigned under "Start Date." |
| 7. | Status | Enter status of item. For example; "Awaiting LE Gear", "Update needed", "Awaiting Feedback". When the item is completed, the word "completed" is entered and if working in MS Excel, the task is cut and pasted into the worksheet labeled "COMPLETED." |
| 8. | Target Date | Enter deadline task/action should be completed. In the Excel Worksheet, there is a hidden formula that shows green, yellow and red blocks. When the target date is one day away, the block turns yellow. When it is overdue it turns red. When the block is yellow, it serves as a reminder to the UC/POC that the target date is nearing and the POC needs to complete the task or the target date needs to be updated. |
| 9. | Actual Date | Enter actual date task/action completed. |

NOTE: In order to ensure the red and yellow reminders work for new tasks, the user simply copies a task line, inserts it into the worksheet and overtypes the new task information.

**UNITED STATES COAST GUARD**

# Planning Section Chief Activities
## in the ICS Planning Process

Facilitate meeting
Provide Situation Briefing
Review proposed strategy, tactics & resource requirements
Identify resource shortfalls
Assure the strategy & tactics comply with IC/UC objectives
Mitigate Logistics and Safety issues

Clean up ICS-215 & make hard copies for attendees
Notify participants of meeting location & time
Setup meeting room

Facilitate meeting
Provide Situation Briefing
Confirm availability of resources
Verify support for the proposed plan
Document decisions & assigned actions

Meet with Operations to determine strategies, tactics & resource requirements
Complete ICS-215
Notify meeting participants of scheduled meeting
Setup meeting room

Develop/pull together components of the IAP
Review completed IAP for correctness
Provide IAP to IC/UC for review and approval
Make copies of IAP for distribution

Setup meeting room
Facilitate meeting
Provide Situation Briefing
Receive work tasks & assignments
Resolve conflicts & clarify roles & responsibilities

Setup briefing area
Provide situation briefing
Distribute copies of IAP
Facilitate briefing
Make adjustments to IAP, if necessary

Setup Meeting Room
Facilitate meeting
Provide recorder to document decisions
Distribute and post decisions

Setup meeting room
Facilitate Meeting
Provide recorder to document discussion points

Monitor progress of implementing the IAP
Measure/ensure progress against stated objectives
Maintain Situation and Resource status
Debrief resources coming off shift
Maintain interaction with Command and General Staff

Facilitate ICS-201 brief
Obtain ICS-201 & distribute to RESL & SITL
Document results of ICS-201 briefing

Check-in
Receive IC/UC Briefing
Activate Plans Section
Organize & brief subordinates
Acquire work materials

**Tactics Meeting**

**Preparing for the Planning Meeting**

**Planning Meeting**

**Preparing for the Tactics Meeting**

**IAP Prep & Approval**

**Command & General Staff Meeting / Briefing**

**Operations Briefing**

**IC / UC Develop/ Update Objectives Meeting**

**Execute Plan & Assess Progress**

**New Ops Period Begins**

**Initial UC Meeting**

**Incident Brief ICS-201**

**Initial Response & Assessment**

**Notification**

**Incident/Event**

**Initial Response**

Revision 02/13/13