Appendix A: At a Glance

U.S. Fire Administration (USFA)

Type 3 All-Hazards Incident Management Team (AHIMT) Program

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Core Concepts
At a Glance Guide 1

Use these At a Glance Guides as a ready reference to stay familiar with the important steps an AHIMT will need to navigate during the Planning Cycle – allowing you to focus on the responsibility of your assigned position.

Meetings/Briefing Overview

Meeting	Description	Who Attends
Initial Strategy Meeting and Information Sharing	IC/UC communicates and establishes support for Command's Priorities, Incident Objectives, strategies, and issues/concerns from the Command and General Staff (C&GS). Other items include determining the meeting schedule, information-sharing, and assigning tasks.	All Command and General Staff (CGS).
Tactics Meeting	OSC communicates and establishes support for the proposed Draft Tactical Plan for the next Operational Period. At this stage, the draft is presented only to a small group of select Command and General Staff.	OSC, SOF, LSC, RESL or PSC, Others by invitation.
Planning Meeting	PSC facilitates the meeting as the OSC communicates the finalized Draft Tactical Plan and the SOF explains needed safety mitigations. The goal is to establish support from the entire Command and General Staff and approval from the IC/UC.	All Command and General Staff Others may attend (AA, AREPs, etc.)
Operational Period Briefing	C&GS communicate the highlights of the IAP and the details of the operational assignments to the Tactical Supervisors and representatives of assisting and cooperating agencies.	All C&GS Tactical Supervisors Agency Representatives.
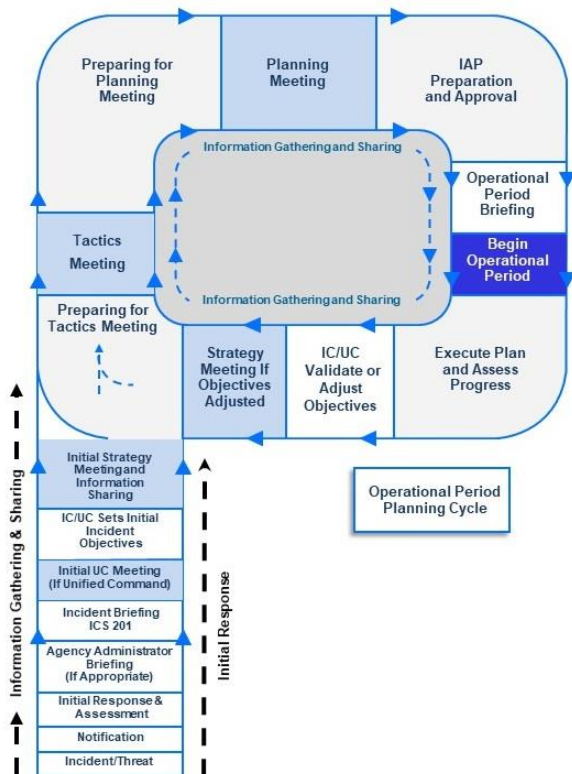
All-Hazards Planning Cycle and Process Concepts

The Planning P provides the framework around which information is gathered and shared at meetings and briefings and IAP Components (ICS forms) are completed and organized.

- **Initial Strategy Meeting & Information-Sharing** – What are the Incident Objectives developed by the IC/UC? What information needs to be shared by the Command and General Staff?
- **Tactics Meeting** – How do resources and their work assignments selected by the OSC accomplish the Incident Objectives and what safety and logistics issues exist?
- **Planning Meeting** – The Command and General Staff, facilitated by the PSC, review, agree to support and approve the Draft Tactical Plan.
- **IAP Preparation and Approval** – How will the IAP components be completed and assembled?
- **Operational Period Briefing** – How will tactical assignments be communicated effectively to the resources responsible for their implementation?

Useful Links

This list of links provides resources for additional research about Planning or general information about the Incident Command System and Incident Management Teams.

Site	Address
ICS Resource Center	**https://training.fema.gov/emiweb/is/icsresource**
USFA All-Hazards Incident Management TEAM AHIMT Website	**https://www.usfa.fema.gov/training/imt/**
EMI All-Hazards Position-Specific Training Website	**https://training.fema.gov/allhazards/**
FEMA Website	**http://www.fema.gov**
National Interagency Fire Center (NIFC)	**http://www.nifc.gov/**

Common ICS Mnemonics – In the ICS, specific mnemonics have been assigned to each ICS position. This list contains the more commonly used mnemonics. The Command and General Staff are in bold**.**

Position	Mnemonic
IC	**Incident Commander (UC is used for ICs when in Unified Command)**
SOF	**Safety Officer**
PIO	**Public Information Officer**
LOFR	**Liaison Officer**
OSC	**Operations Section Chief**
STAM	Staging Area Manager
DIVS	Division or Group Supervisor
PSC	**Planning Section Chief**
SITL	Situation Unit Leader
FOBS	Field Observer
RESL	Resources Unit Leader
DOCL	Documentation Unit Leader
DMOB	Demobilization Unit Leader
SCKN	Status Check-in Recorder
THSP	Technical Specialist
LSC	**Logistics Section Chief**
MEDL	Medical Unit Leader
COML	Communication Unit Leader
SUPL	Supply Unit Leader
ORDM	Ordering Manager
FACL	Facilities Unit Leader
FDUL	Food Unit Leader
BCMG	Base/Camp Manager
GSUL	Ground Support Unit Leader
FSC	**Finance/Administration Section Chief**
TIME	Time Unit Leader
COMP	Compensation/Claims Unit Leader
PROC	Procurement Unit Leader
COST	Cost Unit Leader

Initial Response and Assessment
At a Glance Guide 2
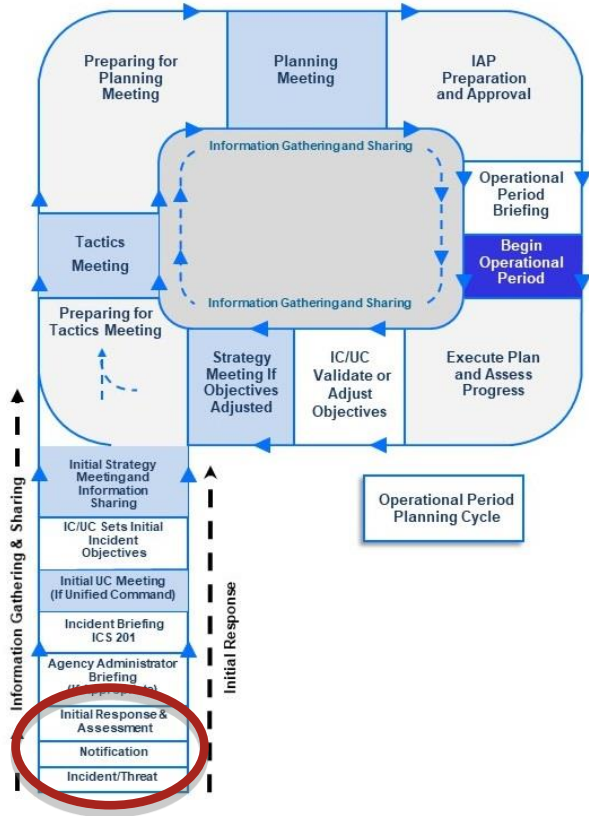
Incident/Event/Threat

All incidents start as a local response. Incidents occur without warning. Events may have months of lead-time during which training, practice, drills, planning, and rehearsals may be conducted.

The ICS Planning Cycle is the systematic process used to develop and disseminate a safe and effective plan by way of an Incident Action Plan (IAP) for each Operational Period of an incident/event's lifecycle. The Planning Cycle starts when an incident occurs, or a threat is reported/detected.

Notification

- AHIMT members are notified and dispatched/deployed to the incident.
- AHIMT members begin to gather incident information and intelligence on notification.
- Incident information and intelligence-gathering should not disrupt the Initial Response IC (IRIC) or other on-scene personnel.

Initial Response and Assessment

The period of Initial Response and Assessment occurs in all incidents. Short-term responses, which are small in scope and/or duration (e.g., a few resources working during one Operational Period), can often be coordinated using only an ICS-201, Incident Briefing form.

Initial Response and Assessment (while en route)

- AHIMT members continue to gather information while responding.
- Sources include dispatch information, vetted media sources, and, if available, the first responders.
- AHIMT members should conduct an individual size-up and assessment to develop Situational Awareness.

Initial Response and Assessment activities Are To:

- Gain situational awareness.
- Determine the initial objectives and what actions are being taken to accomplish them
- Identify communication methods in use.
  - If using radio communications, identify all command and tactical channels.
- Evaluate current response actions.
- Evaluate potential incident complexity.
- Evaluate the need for additional resources.
- Obtain and review any status reports provided to the Emergency Operations Center (EOC)/dispatch.
- Determine AHIMT support needs as necessary.

- Obtain, analyze, and assess incident information, intelligence, and the data needed to enable assuming either a Management or Supporting role when directed.
- Ensure that you are not overtaxing the first responders with multiple team members each calling or contacting the same first responders to obtain the same information.
- Ensure that your team has a structured plan.

If Required To Assume Management Immediately on Arrival (typically only within own jurisdiction)
- Update your assessment and adjust Situational Awareness with on-scene incident information.
- Obtain a briefing from current Incident Commander.
- Assume Incident Management or Support role as directed.
- Review initial objectives and adjust as necessary.
- Determine whether Unified Command (UC) is appropriate.
- Organize and direct response resources as they arrive and track those resources.
- Initiate/update the ICS 201, Incident Briefing.
- Order additional resources as needed.
- Provide updated status reports to the EOC/dispatch as necessary.

Transfer of Command
The Incident Command System requires that a continuous Command presence be maintained on all incidents until all assigned resources are released. The Incident Commander/Unified Command (IC/UC) of an incident and some or all personnel in the incident management organization may change one or more times as the incident changes in size, scope, complexity, or duration.

It is important that Transfer-of-Command briefings and meetings be held during those changes to capture Essential Elements of Information (EEI), including the history or "corporate memory" of the incident conditions and management actions, agreements, limitations and constraints, and the decisions made in response to those situations and modifiers. Maintaining and reviewing this incident documentation for briefings/debriefings is critical to the continuance of effective command of the incident and to providing for responder and public safety.

Categories of Transfer of Command
There are several categories of Transfer of Command, and an AHIMT might experience more than one during the lifecycle of an incident. The most common categories are as follows:
- From Initial Response to an AHIMT.
- From an AHIMT to an AHIMT.
- From an AHIMT to a higher-capability Incident Management Team (IMT).
- From an AHIMT returning management back to the local entity.

An incoming AHIMT might be delegated to assume either an Incident Management role or the role of supporting the current on-scene incident management organization.

Agency Administrator Briefing (If Appropriate)
At a Glance Guide 3
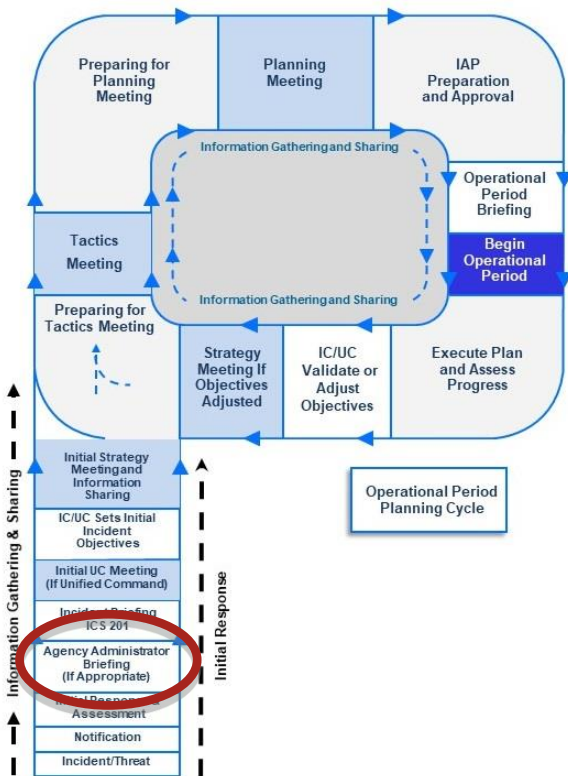
Purpose
The Agency Administrator (AA) Briefing is used to convey critical information that the incoming Incident Commander (IC) or AHIMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the AA(s).

Methodology
This meeting is only necessary when the IC assumes incident management duties outside their normal position description or is from an entity or jurisdictional area that does not possess authority to manage the incident they are being assigned. In those cases, the incoming IC must be delegated that authority from an official responsible for administering policy for the agency, jurisdiction, or entity that has authority or responsibility for the incident. In the NIMS, that person is referred to as the Agency Administrator/Executive (AA).

If the AHIMT will not assume management but will be assisting the existing response structure, some type of Letter of Direction or authority document should be asked for or provided. The team should know their limitations, constraints, and authorities.

When does this occur? Prior to the IC assuming management of the incident.

Who facilitates? Typically, the AA, someone on their staff, or the incoming PSC.

Who attends? The Incoming Incident Commander; Command and General Staff, as available; AA(s) of the jurisdictions or entity(ies) involved. If needed, the DOCL may attend to take notes.

The scope of the incident and/or the experience of the AA may alter the process in which an IC receives information and direction. An IC may be required to explain what the AA's role is within the context of incident management and the IC's capabilities and responsibilities. There is the possibility that the IC may receive verbal direction and authority from the AA to be followed up with a written Delegation of Authority (DoA). It is important that this process be clear and that a written DoA be signed as soon as possible.

Considerations:
- This briefing should outline AHIMTs direction, fiscal constraints, and boundaries.
- Emphasize the AA's authority:
  - Establish that the AHIMT is working for the AA.
- Seek a DoA (if applicable).
- A DoA may be difficult to obtain in the All-Hazards environment, due to the potential inability to identify the primary agency/organization executive. The AA in an All-Hazards environment is often not prepared or is inexperienced in briefing an incoming AHIMT or issuing a DoA.

- At the very least, outline who is authorized to expend funds and how much and where to order resources and supplies.

Delegations

An important part of the Transfer-of-Command process is receiving some type of DoA. A DoA contains statements provided to the IC by the AA(s) who is or are responsible for the incident, delegating authority and assigning responsibility for managing or assisting in the management of an incident or event.

The DoA can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require a written DoA to be provided to ICs prior to their assuming command on larger incidents.

Experience at All-Hazards Incidents shows that the requesting entity is often not prepared or experienced in briefing an incoming AHIMT and issuing a DoA and may need or ask for assistance. The IC and Planning Section Chief should travel with sample Delegation of Authority in paper and electronic form to assist in this process.

At times, other terms are used in place of Delegation of Authority, such as:

- Mission Assignment.
- Memorandum of Understanding (MOU).
- Letter of Expectation.

	Agency Administrators Briefing Checklist Highlights
A.	Incident Description.
B.	Incident Summary and General Information.
C.	Location(s) and Population(s) Threatened.
D.	Current or Immediate Threats.
E.	Jurisdictions Involved.
F.	Agency Administrators Priorities and Management Objectives.
G.	Scope of Work (Delegation of Authority, Letter of Expectation).
H.	Resource Ordering Process.
I.	Public Information Release Policies, Procedures, and Priorities.
J.	Schedule to Transfer Command/Management.

Incident Briefing (ICS-201)
At a Glance Guide 4
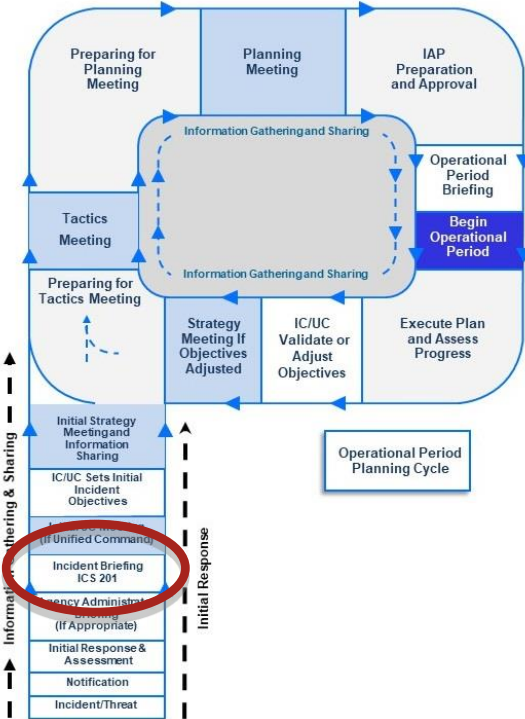
Purpose

During the Transfer-of-Command Process from the Initial Response IC to an AHIMT, an ICS 201, Incident Briefing, is used as a briefing tool. It provides the incoming AHIMT with basic information regarding the current incident situation and the resources allotted to the incident.

Methodology

It is also suitable for briefing individuals newly assigned to the Command and General Staff, incoming tactical resources, as well as assessment briefings for the AHIMT. The ICS 201, Incident Briefing, is essential for future planning and the effective management of initial response activities.

When should it occur? During transition from the Initial Response IC (IRIC) to a new IC/UC or an AHIMT.

Who facilitates? The IRIC or the incoming PSC will facilitate the briefing.

Who attends? The Incident Briefing is attended by the IRIC or OSC (who delivers the briefing) and the incoming Command and General Staff. If needed, Unit Leaders from the incoming AHIMT may also attend.

Using an ICS 201, Incident Briefing, as a guide

- An Incident Briefing is provided to the incoming AHIMT and delivered by the initial response IC/UC using an ICS 201, Incident Briefing, as a guide.
- The ICS 201 provides basic current information regarding the incident.
- The ICS 201 includes:
    - Map/Sketch.
    - Situation Summary and Health and Safety Briefing.
    - Current and Planned Objectives.
    - Current and Planned Actions, Strategies, and Tactics.
    - Current Organization.
    - Resource Summary.

Incident Commander

- Obtains an Incident Briefing from the initial response IC using the ICS 201.
- Assesses the operational requirements.
- Determines the current/future AHIMT organizational and response requirements and incident objectives.

Operations Section Chief

- Obtains an incident brief from the initial response IC using the ICS 201.
- Reviews available contingency plan(s).
- Develops strategies and tactics.
- Assembles additional resources.

Planning Section Chief
- If available, facilitates the Incident Briefing.
- Takes notes; if possible, obtains a copy of the ICS 201, Incident Briefing.

Incident Briefing Agenda – Using the Completed ICS 201	
Speaker	**Topic**
Initial Response Incident Commander or Operations Section Chief	Identify current situation (include incident area, exposures, safety concerns, etc.; use map and/or charts from the ICS 201).
	Identify the incident facilities that have been established.
	Identify what the priorities and initial objectives are.
	Identify what the current and planned actions are.
	Identify the current on-scene organization.
	Identify methods of communication and current radio frequencies used.
	Identify resource assignments (kind, type, and identity).
	Identify what resources have been ordered and/or are en route.
	Discuss potential incident complexity.
	Complete notifications.

Initial UC Meeting (If Unified Command)
At a Glance Guide 5
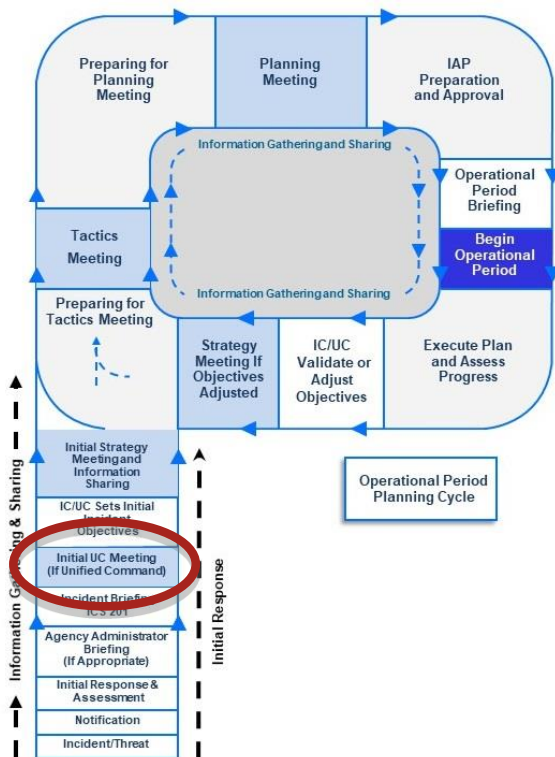
Purpose

When organized into Unified Command (UC), this meeting provides the UC members with an opportunity to discuss and concur on important issues prior to the UC Objectives Meeting.

Methodology

The meeting should be brief, with all important decisions and direction documented. Prior to the meeting, the ICs should review and prepare to address the agenda items. The results of this meeting will help to guide the overall response efforts.

Who facilitates? A member of UC or the PSC.

When should it occur? As soon as feasible after UC is selected and prior to the UC setting Initial Incident Objectives.

Who attends? The Incident Commanders, PSC, and DOCL as a scribe.

Considerations Prior to the Meeting

Prior to the meeting, the IC(s) will be prepared to discuss:

- UC membership.
- Jurisdictional objectives, policies and procedures, limitations, priorities, and boundaries.
- Delegation of Authority implications.
- Overall incident management organization.
- Location of incident facilities.
- Deputy IC assignments.
- Key Command, General Staff, or technical support needs.
- Resource ordering procedures.
- Cost-sharing requirements.
- Incident Information release procedures.
- Maintenance of classified, access-controlled, sensitive, compartmentalized, and/or restricted data.

At the meeting, Unified Commanders (UCs) must:

- Negotiate who will participate in the UC.
- Come to consensus on their agency/jurisdiction's priorities.
- Resolve any agency/mission conflicts.
- Determine the lead spokesperson for the UC.

- Negotiate and agree on key decisions:
    - Area(s) of responsibility and boundaries.
    - Name of the incident.
    - Overall response organization.
    - Location of the ICP, facilities, and support needed.
    - Operational Period start time and duration.
    - Who will fill the role of the OSC?
    - Composition of the Command and General Staff positions.

This meeting presents an excellent opportunity to determine the appropriate roles and responsibilities of all representatives involved, such as:

- Local and State governments.
- Tribal governments.
- Responsible party.
- Non-Governmental Organizations (NGOs) involved or needed.

Initial Unified Command Meeting Agenda	
Speaker	**Topic**
Unified Command	Bring meeting to order, review the ground rules, agenda, and introductions.
	Review jurisdictional/agency priorities, mission, and response objectives.
	Review jurisdictional limitations, concerns, response priorities, and restrictions.
	Agree on incident organizational structure and facilities.
	Designate the individual most qualified to be the Operations Section Chief.
	Agree on General Staff personnel designations.
	Discuss unique planning, logistical, or finance agreements and procedures.
	Agree on resource ordering process to be followed.
	Agree on cost-sharing procedures.
	Agree on incident information release procedures (within delegation).
	Agree on a process for the management of sensitive or classified information and intelligence.
	If necessary, designate one of the UCs to be the spokesperson for/represent the UC.

IC/UC Sets Initial Incident Objectives
At a Glance Guide 6
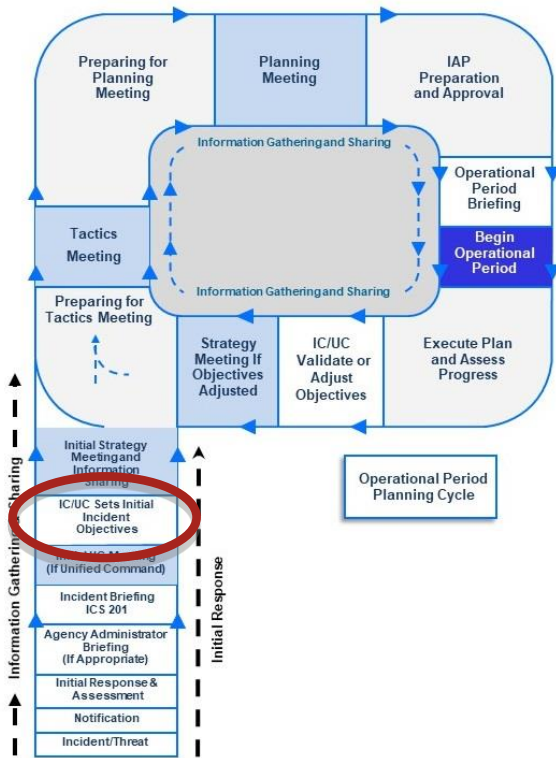
Purpose
The purpose of the IC/UC sets Initial Objectives Meeting is to allow the IC/UC to set the direction of the response. At this meeting the IC/UC will set response priorities, identify limitations and constraints, develop Incident Objectives using the (SMART) method Specific, Measurable, Action-oriented, Realistic, and Time-sensitive (if applicable) and establish guidelines for the AHIMT to follow.

Methodology
The Incident Priorities, Incident Objectives, and strategies from this meeting, along with decisions and direction from the Initial UC meeting (if needed), will be presented during the Initial Strategy Meeting and Information-Sharing.

When should it occur? As soon as feasible after the IC assumes command. If UC, as soon as the UC completes the Initial UC Meeting in the previous step.

Who attends? IC/UC members select C&GS and DOCL. Participation by the Operations Section Chief is advantageous in situations where an issue or issues needs or need clarification, or a particular expertise is needed.

Who facilitates? IC or member of UC, or PSC (if desired).

Priorities, Issues/Concerns, Objectives, Strategy, and Tactics

- **Priorities** – Regardless of the size or complexity of an event or incident, the fundamental response priorities remain consistent:
    - Life Safety.
    - Incident Stabilization.
    - Property/Environment Conservation.
- **Issues/Concerns** – Conditions at the incident/event that require action by responders to address, correct, mitigate or remove (i.e., missing/lost/injured people, released/spilled materials, fire, criminal action(s), fire, structural collapse, civil unrest, illness, etc.)
- **Objectives** – Broad descriptions or statements of the desired outcomes or actions to be achieved consistent with the Incident Priorities.
- **Strategies** – Action processes by which the objectives are met—What is to be done?
- **Tactics** – Action by resources by which the Strategy(ies) are accomplished—How is it to be done?

SMART Objectives

SMART is a mnemonic used in project/incident management at the objective-setting stage. It is a way of evaluating whether the objectives will effectively guide the response organization to the desired end state.

A SMART objective is one that is:
- Specific.
- Measurable.
- Action-oriented.
- Realistic.
- Time-sensitive (If applicable)

Specific – A specific objective has a much greater chance of being accomplished than a general objective. To set a specific objective, you must answer these questions:
- Who is involved?
- What do I want to accomplish?
- Where does this objective take place?
- When is the deadline?
- What are the requirements and constraints?

Measurable – This establishes 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. To determine whether an objective is measurable, ask questions such as how much, how many, and how will I know when it is accomplished?

Action-oriented – Objectives should state how or what action needs to take place. Inserting an action verb will give direction to those needing to achieve the objective.

Realistic – To be realistic, an objective must represent an end state toward which you are willing and able to work. An objective can be both high and realistic. 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. Your objective is probably realistic if you believe that it can be accomplished.

Time-sensitive (when applicable) – An objective should be grounded in a time frame. If you anchor your objective in a time frame, you set your unconscious mind to begin working toward accomplishing the objective.

SMART Objective Example – Complete evacuation (what) of all (measure) visitors and management (who) from the main hotel building (location) by 1200 (when).

IC/UC Sets Initial Incident Objectives Agenda	
Speaker	**Topic**
Incident Commander/ Unified Command	• Bring the meeting to order.
	• Outline the ground rules.
	• Review the Delegation of Authority (if applicable).
	• Establish and agree on acceptable Incident Priorities.
	• Develop Incident Objectives.
	• Agree on overall strategies to accomplish objectives.
	• Close Meeting.

Initial Strategy Meeting and Information Sharing
At a Glance Guide 7
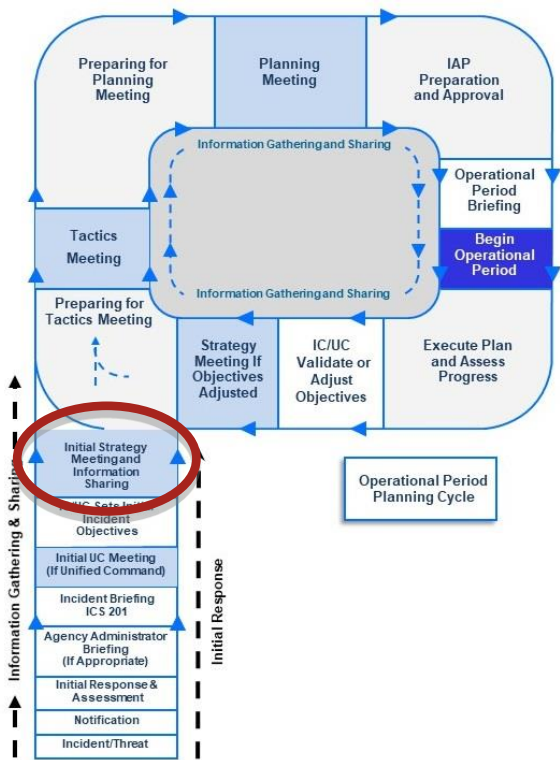
Purpose

The IC/UC meets with the Command and General Staff to brief them and discuss the IC/UC's priorities and Incident/Event Objectives.

During this time, the team will agree on the length and starting times of Operational Periods, the time frames, and the meeting schedule needed to support the Operational Periods; the strategies to meet the objectives; and other critical information gained from previous meetings, briefings, and observations.

Methodology

• The IC/UC shares the priorities, Objectives, strategies, and meeting schedule.

• Each team member shares information.

• This meeting should clarify and ensure understanding among the Command and General Staff of the decisions, objectives, priorities, procedures, and functional assignments/tasks and open action items that the UC has discussed and reached agreement on.

• The meeting covers items critical for the team to initiate managing the incident or event.

When should it occur? As soon as feasible after the IC/UC Objectives Meeting.

Who attends? **The** Command and General Staff members.

Who facilitates? IC/UC or Planning Section Chief.

NOTE: Do not have an open discussion of tactics—the OSC and the SOF have the responsibility to develop these tactics during the Tactics Meeting.

Inputs

| Input	Role(s) Responsible
Incident Objectives.	IC/UC.
Share information relevant to the Incident Objectives.	All C&GS.
Present Priorities, Limitation/Constraints, Decisions.	IC/UC.

Outputs

Output	Role(s) Responsible
• Information that will be carried over to the ICS 202 (Incident Objectives, Operational Period Command Emphasis, and General Situational Awareness) and is developed and supported. • Discussion of the Incident Objectives and information-sharing providing the AHIMT direction for how they will approach the incident, within the selected strategy.	All Command and General Staff.

Roles and Responsibilities

Role		Responsibilities
IC/UC	Incident Commander	• Give overall direction, communicate with staff. • Set the Operational Periods for the incident in concert with the OSC. • Define incident boundaries (with Agency Administrator). • Work with PSC to establish meeting schedule. • Present Decisions, Priorities, Incident Objectives, Procedures, Issue/Concerns, and functional assignments.
PSC	Planning Section Chief	• Work with IC to establish meeting schedule. • Facilitate the meeting (if directed). • Ensure that staff captures important decisions and assignments.
ALL	Command and General Staff	• Communicate information. • Clarify issues or concerns. • Consolidate resource orders. • Cover items critical for team to initiate managing the incident or event.

Initial Strategy Meeting & Information Sharing Agenda	
Speaker	**Topic**
PSC	• Bring the meeting to order, roll call, set ground rules and agenda.
IC/UC	• Identify Incident Priorities. • Identify and discuss Incident Objectives. • Establish Incident Operational Period.
PSC	• Establish meeting schedule to match planning cycle. • Open Discussion: Priorities, Objectives, Strategies, and Issues/concerns.
IC/UC	• Describe resource ordering procedures. • Describe information release procedure. • Assign any incomplete tasks.
PSC	• Close Meeting.

Preparing for the Tactics Meeting
At a Glance Guide 8
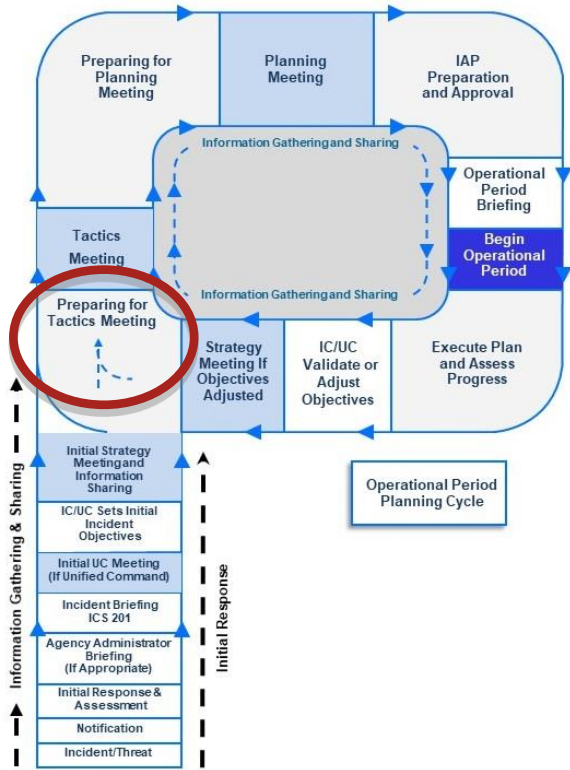
Purpose

Prepare for an effective Tactics Meeting.

Methodology

- Tactics Meeting participants develop/refine their meeting products for presentation at the Tactics Meeting.
- The OSC gathers input from the Branch Directors, Division and/or Group Supervisors on their needs for the next Operational Period, consolidates it into the Draft Tactical Plan.
- The SOF, in coordination with the Operations Section Chief, begins to identify the hazards/risks and required mitigations.
- The LSC assesses logistical service and support capabilities.
- The OSC reviews the Incident Objectives and identify those that are Operational Incident Objectives.
- Develop the strategy(s) and tactic(s) for the plan.
- The OSC completes a draft ICS 215 Operational Planning Worksheet for the next Operational Period.
- The SOF completes a draft ICS 215A Incident Action Plan Safety Analysis for the next Operational Period.
- The PSC and staff assist and support this process by supplying information, projections, displays, materials, and available resources.
- The LSC supports this process by supplying information on incident facilities and resource ordering.

When should it occur? Prior to the Tactics Meeting.

Who facilitates? No one. This is not a meeting but a period of time in which to prepare for a meeting.

Who participates? The OSC, SOF, LSC and the PSC or RESL, and any other positions requested to attend the Tactics Meeting prepare for the meeting during this time.

NOTE: The OSC and the SOF work together, allowing the OSC to develop the Draft Tactical Plan and the SOF to identify the hazards/risks involved and develop mitigations for the selected Tactical Plan.

Inputs

Input	Role(s) Responsible
Completed draft ICS 215 Operational Planning Worksheet.	OSC.
Completed draft ICS 215A Incident Action Plan Safety Analysis.	SOF.
Meeting location and setup (lighting, seating, displays, etc.).	LSC, PSC.
Latest information and intelligence (situational awareness).	All Tactics Meeting Participants.

Roles and Responsibilities

	Role Name	Responsibilities
OSC	**Operations Section Chief**	• Review the Incident Objectives. • Identify the Operational Incident Objectives. • Communicate with the Operations organization staff to determine progress achieved, work assignments, and the resource needs for the next Operational Period. • Complete the ICS 215 identifying work assignments, resources (quantity, kind, type), and reporting location and time addressing all the Operational Incident Objectives.
PSC	**Planning Section Chief (and staff)**	• Work with the OSC to identify Operational Incident Objectives. • Support the process with materials, information, projections, and resource status information. • Have the Planning Section staff ready the meeting location with the needed displays, maps/charts, objectives, etc.
LSC	**Logistics Section Chief**	• Working with the FSC, support the OSC by identifying sources for the anticipated resources needed for the next Operational Period. • Provide the needed logistical support for the meeting space (location, seating, lighting, heating/air conditioning, etc.).
RESL	**Resources Unit Leader**	• Be prepared to offer information to the OSC on the status of operational resources (available, assigned, out of service) for the next Operational Period.
SOF	**Safety Officer**	• Work in conjunction with the OSC. • Review the ICS 215. • Evaluate the work assignments, the environment the work will be performed in, and resource kind/type, to identify the hazards/risks and the corresponding mitigations. • Complete the ICS 215A.

Tactics Meeting
At a Glance Guide 9
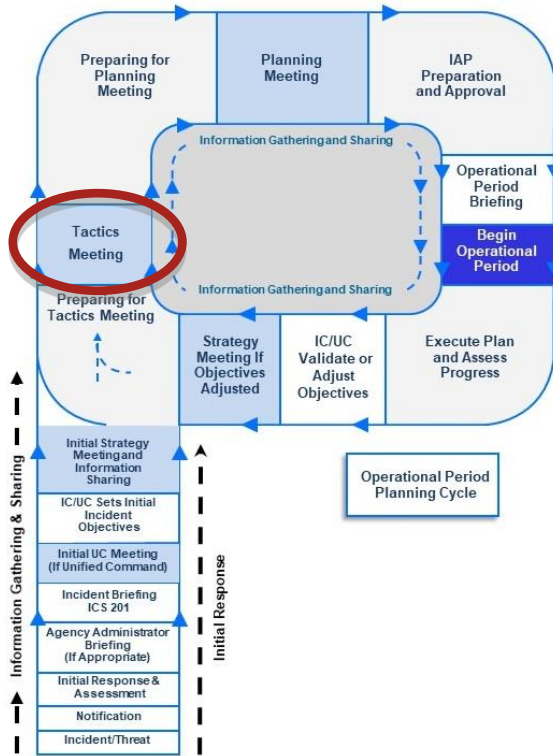
Purpose

At this informal meeting, the OSC communicates and establishes support from a small internal AHIMT group for tactics for the next Operational Period.

Methodology

- The draft ICS 215 Operational Planning Worksheet is presented by the OSC and adjusted if needed.
- The ICS 215A Incident Action Plan Safety Analysis is presents by the SOF.
- Discuss tactics, hazard/risk, mitigation, and resources required, available, or needed.
- Attendees offer support for the Draft Tactical Plan.

When should it occur? Usually 1.5 to 2 hours prior to Planning Meeting (or as agreed).

Who facilitates? The OSC leads the discussion.

Who attends? OSC, LSC, SOF, RESL (or PSC), and others by invitation only.

Inputs ➡️

NOTE: The ICS 215 is a blueprint of tactical deployment for the next Operational Period and may be refined prior to the Planning Meeting. The ICS 215 will be used to communicate the resource quantity/kind/type, deployment and work assignments of resources at the Planning Meeting to solicit support by the Command and General Staff and approval of the IC/UC.

| Inputs	Role(s) Responsible
Present the proposed Operations Section Organization.	OSC.
Present the draft ICS Form 215.	OSC.
Present the draft ICS Form 215A.	SOF/OSC.
Discuss the latest incident Intelligence (Situational Awareness).	OSC / SITL.
List of available external resources.	LSC.
List of available resources on incident.	RESL.

Outputs ➡️

Outputs	Role(s) Responsible
Support for the draft ICS Form 215.	All participants
Support for the draft ICS Form 215A.	All participants

Roles and Responsibilities

	Role	Responsibilities

PSC	**Planning Section Chief**	• Uses staff:
		   • SITL to develop situation status, predictions, and information on alternative strategies.
		   • RESL to supply resource information and resource status.
		• Gather intelligence and other data in support of the OSC.

OSC	**Operations Section Chief**	• Determine probable strategies and tactics. • Identify contingency and alternate strategy(s). • Present the Operations Section Organization. • Present the draft ICS 215.
LSC	**Logistics Section Chief**	• Contribute logistical information as necessary. • Determine service and support needs for the incident.
SOF	**Safety Officer**	• Work with OSC on tactical safety issues • Identify hazards/risks and mitigation measures using ICS 215A.
RESL	**Resources Unit Leader**	• Develop resource status information noting resource status and availability for the next Operational Period

Tactics Meeting Agenda	
Speaker	**Topic**
OSC	• Discuss current operations and completed actions and strategies. • Outline the proposed section organization. • Outline specific tasks and present the draft ICS 215. • Identify the resources required for the draft ICS 215. • Identify any additional logistical needs.
RESL (or PSC)	• Present resource status. • Determine the needed resources.
SOF	• Identify hazards/risks and mitigations. • Present the ICS 215.
LSC	• Contribute logistics information (facilities). • Determine the service and support requirements based on the draft ICS 215.
OSC	• Request consensus/support for the Draft Tactical Plan. • Close the meeting.

Preparing for the Planning Meeting
At a Glance Guide 10
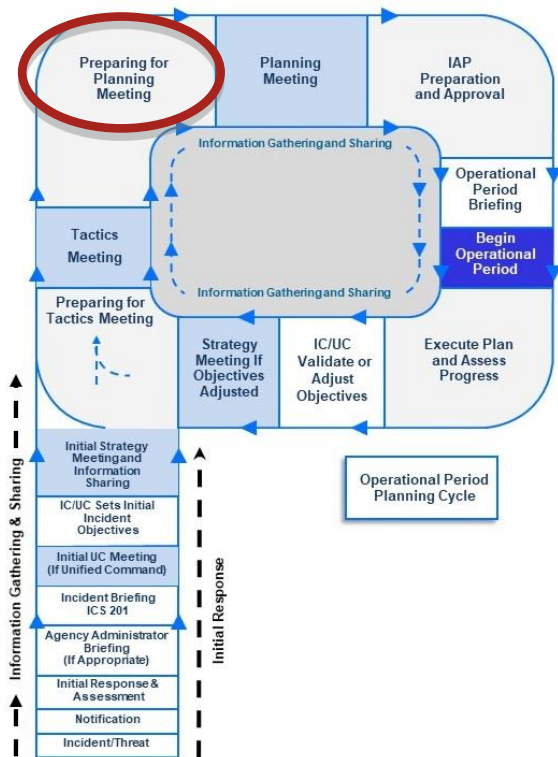
Purpose
Prepare for an effective Planning Meeting.

Methodology
During this time frame, the OSC must finalize the ICS 215, Operational Planning Worksheet, and the SOF must finalize the ICS 215A, Incident Action Plan Safety Analysis; they deliver their forms to the PSC in sufficient time for the PSC to prepare wall-size versions for the Planning Meeting. The PSC and staff will:
• Determine and establish the meeting location.
• Communicate meeting location and time (done at the Initial Strategy Meeting).
• Maintain Situational Awareness.
• Prepare displays.
• Gather and share information.

When should this occur? Prior to the Planning Meeting.

Who facilitates? No one. This is not a meeting but a period of time to prepare for the meeting.

Who participates? not a meeting but a period of time. The Planning Section Chief usually supervises the process to ensuring that the team is ready for the Planning Meeting.

Inputs

Input	Role(s) Responsible
Display of draft ICS 215.	PSC/Staff.
Display of draft ICS 215A.	PSC/Staff.
Display of the Operations Section Organization.	PSC/Staff.
Display of the Incident Objectives.	PSC/Staff.
Display of meeting agenda.	PSC/Staff.
Display of ground rules.	PSC/Staff.
Display of Incident Map(s)/Chart(s).	PSC/Staff.
Display of other items as appropriate.	PSC/Staff.
Meeting location and setup (lighting, seating, etc.).	LSC and PSC/Staff.
Latest intelligence and information (Situational Awareness).	All C&G staff.

Roles and Responsibilities

Role		Responsibilities
IC/UC	Incident Commander	• Give overall direction. • Communicate with Command and General Staff. • Play role of high-level manager (do not get involved in detail). • Confirm that objectives are still valid. • IC/UC meets with members or stakeholders informally as necessary.
PSC	Planning Section Chief	• Prepare incident maps. • Develop resource status information. • Prepare and displays Planning Meeting materials. • Develop situation status, predictions, and information on alternative strategies in support of the OSC.
OSC	Operations Section Chief	• Discuss the planned tactics with the AHIMT members who were not at the Tactics Meeting to ensure they can support the Draft Tactical Plan. • Obtain and communicate latest situational and intelligence information. • Make minor adjustment(s) to the approved draft ICS 215 as needed. • Prepare ongoing operations update. • Continue to manage the Operations Section for the current period. • No major changes without reconvening the Tactics Meeting.
LSC	Logistics Section Chief	• Help determine meeting location and set up equipment as needed. • Determine service and support needs for the incident. • Determine communications needs. • Review draft ICS 215 for needed resources. • Identify sources of potential required resources for the next operational period.
FSC	Finance Section Chief	• Collect information on rental, land use agreements and contracts. • Calculate costs of the incident (cumulative, per operational period and a projected final cost).
PIO	Public Information Officer	• Determine methods to be used for information flow. • Prepare to report on politically sensitive issues. • Determine which agencies may assist in the preparation of media releases.
SOF	Safety Officer	• Work with the OSC on tactical safety issues. • Provide safety info on establishment and operation of Incident Base. • Identify hazards/risks and mitigation measures using ICS 215A.
LOFR	Liaison Officer	• Identify cooperating, assisting agencies and stakeholders. • Identify special agency needs. • Determine capability/limits of cooperating and assisting agencies. • Confirm names and contact location of Agency Representatives.

Planning Meeting
At a Glance Guide 11
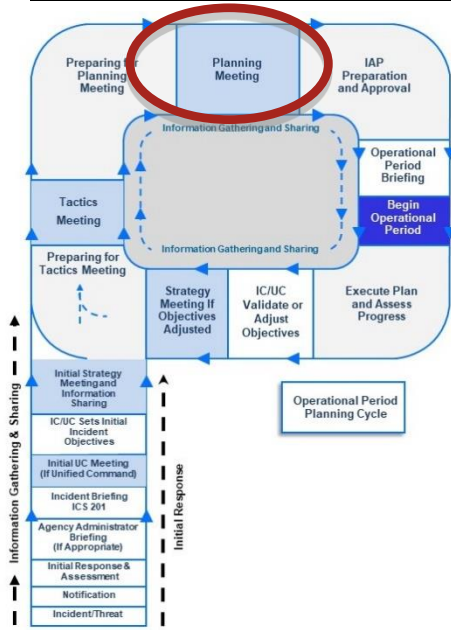
Purpose

- The Planning Meeting provides the OSC an opportunity to present details of the Draft Tactical Plan to achieve Command's Incident/Event Objectives, priorities, agreed-on strategies, and current direction.
- It provides the final opportunity for the Command and General Staff to hear all details of the Draft Tactical Plan and provide input.
- It permits the PSC to establish support from the Command and General Staff for the proposed plan and its support requirements.

Methodology

- OSC discusses strategies that were considered and chosen to best meet Command's direction.
- OSC presents ICS 215, Operational Planning Worksheet, line by line.
- SOF presents ICS 215A, Incident Action Plan Safety Analysis.
- An opportunity exists for Command and General Staff to discuss and resolve any issues/concerns and discuss alternative plans if necessary.
- Command and General Staff members indicate support of the proposed plan.
- IC/UC approve the plan.

When should it occur? After the Tactics Meeting as determined by the PSC.

Who attends? All Command and General Staff members and others by invitation. In some cases, VIPs, assisting and cooperating agencies, responsible parties, and stakeholders may attend.

Who facilitates? The Planning Section Chief.

Inputs

NOTE: The Tactical Plan is presented at the Planning Meeting. Open discussion of tactics does not/should not take place during the meeting. The development of tactics is the responsibility of the OSC and SOF; tactics were developed during the Tactics Meeting.

| Input	Role(s) Responsible
Overview of the current situation.	OSC / SITL.
Presentation of the draft ICS 215.	OSC.
Presentation of the draft ICS 215A.	SOF.
Description of intended tactics and resource commitment.	OSC.
Status of resources.	PSC, RESL.

Outputs

Output	Role(s) Responsible
Support for the proposed plan.	Command and General Staff.
Approval to prepare the IAP based on the information shared	IC/UC.

Planning Meeting Agenda	
Speaker	**Topic**
PSC	**Introduction** (Brings meeting to order, covers ground rules, and refers to agenda).
OSC	**Update on Operations** (Provides update on current operations and situation status).
PSC	**Incident Objectives and Priorities Review** (Reads the Incident Objectives for the group).
IC/UC	**Verification of Objectives** (Verifies that Objectives and priorities are still valid and achievable).
SITL (or any needed THSP)	**Weather and Projections** (Provides briefing on projected meteorological conditions and any needed plume modeling, ocean currents, structural stability, seismic, geologic, or other projections that could affect incident situation during next Operational Period(s)).
OSC	**Proposed Operations Plan** (Provides overview of the proposed Operations Section organization, strategy, and Operational Period emphasis and then, typically using the wall-sized ICS 215, provides details of tactical work assignments, resource requirements, management positions, specialized equipment, and needed support facilities (e.g., Staging Areas) required to execute proposed Draft Tactical Plan).
SOF	**Mitigation Measures/Safety Plan** (Using wall-sized ICS 215A, discusses hazards/risks, and measures employed to mitigate and manage risks presented by the operational plan and incident situation).
LSC	**Communications, Medical, Supply Approval** (Validates that Communications, Medical, Ground Support, and Supply Units concur with and can support the proposed draft plan. (May have Unit Leaders present for discussion and approval).
FSC	**Information-Sharing** (Indicates fiscal constraints and verifies that proposed plan fits within financial constraints).
PIO	**Information-Sharing** (Provides public information plan and methodologies to meet objectives. Verifies that public information outreach effort meets objectives).
LOFR	**Information-Sharing** (Confirms that interagency issues are being addressed).
PSC	**Final Confirmation and Support** (Polls Command and General Staff members to solicit their final input and commitment to the proposed draft plan).
IC/UC	**Approval of the Plan** (Provides approval as presented and committed to by Command and General Staff members and appropriate Unit Leaders).
IC/UC	**Closing Comments** (Provides any final or closing comments).
PSC	**Assignments and Deadlines** (Issues assignments and deadlines to appropriate AHIMT members for developing IAP components and supporting documentation).
PSC	**Meeting/Briefing Reminders** (Reminds participants of upcoming schedule and adjourns meeting).

IAP Preparation and Approval
At a Glance Guide 12
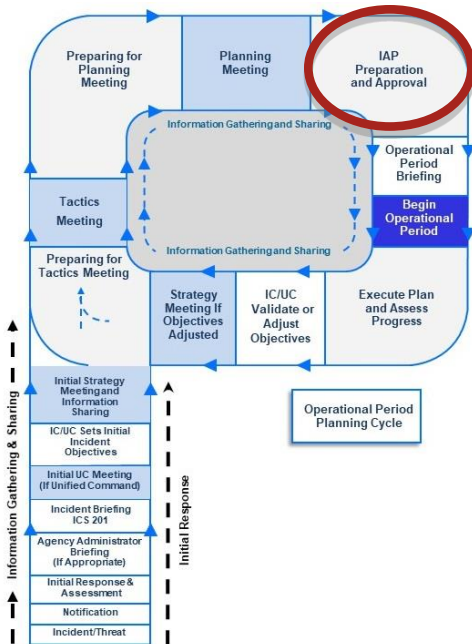
Purpose
Assemble/Duplicate the IAP in time for the Operational Period Briefing.

Methodology
- PSC determines the time when IAP components are due, allowing sufficient time for review of the IAP by the PSC and IC/UC and the IAPs duplication.
- Planning Section staff assembles the IAP and the PSC reviews the IAP.
- IC/UC reviews and approves the plan with signature(s).
- Planning Section staff makes sufficient copies of the IAP. At some incidents, this can take a significant amount of time, depending on the size of the IAP, quantity needed, and duplication capability.

When should it occur? After the conclusion of the Planning Meeting.

Who facilitates? No one. This is not a meeting but a period of time to prepare for the meeting. The PSC usually supervises the process to ensure that the IAP is ready on time.

Who participates? All members of the AHIMT who have deliverables for the IAP finalize and provide their documents.

Common IAP Components
- Cover.
- ICS 202 Incident Objectives.
- ICS 203 Organization Assignment List.
- ICS 204(s) Assignment List.
- ICS 205 Incident Radio Communications Plan.
- ICS 206 Medical Plan.
- ICS 208 Safety Message.
- Incident Map.
- Traffic Plan.
- Other components (if needed): Incident and Base Plan, fire behavior forecast, projections, models, tide forecast, weather forecast, demobilization list, contingency plan, human resource statement, etc.

Inputs ➝

| Input	Role(s) Responsible
Completed Cover.	PSC & Staff.
Completed ICS 202.	PSC & Staff / IC/UC (signature).
Completed ICS 203.	PSC & Staff.
Completed ICS 204.	PSC & Staff.
Completed ICS 205.	LSC & Staff.
Completed ICS 206.	LSC & Staff (completion) / SOF (approval).
Completed ICS 208.	SOF.
Incident Map.	PSC & Staff.
Traffic Plan.	LSC & Staff.
Other Components (as necessary).	PSC & Staff / Command and General Staff.

Outputs

Output	Role(s) Responsible
Assembled IAP.	PSC & Staff.
Approved IAP.	IC.
Duplicated IAP.	PSC & Staff.

Roles and Responsibilities

	Role	Responsibilities
IC/UC	Incident Commander	• Approve IAP (signature block on ICS 202). • Prepare for next Operational Period.
PSC	Planning Section Chief and Staff	• Prepare cover page (if one is used). • Prepare ICS 202, for IC/UC approval. • Prepare ICS 203. • Work with staff to prepare an ICS 204 for each Division, Group, or Staging Area. • Prepare weather forecast. • Prepare/assemble other needed projections. • Prepare incident map(s). • Prepare resource demobilization list as necessary. • Supervise assembly and duplication of IAP. • Prepare for next Operational Period.
OSC	Operations Section Chief	• Manage the Operations Section during current Operational Period • Review the completed ICS 204(s) (optional). • Prepare for next Operational Period.
LSC	Logistics Section Chief and Staff	• Prepare Communications Plan, Medical Plan, Traffic Plan. • Prepare logistical information for presentation at the Operational. • Briefing on where to obtain supplies, water, food, and other support needs. • Prepare for next Operational Period.
FSC	Finance Section Chief	• Support PSC as needed. • Provide cost data to LSC for current and future resources. • Prepare for next Operational Period.
PIO	Public Information Officer	• Prepare media release/message • Prepare for next Operational Period
SOF	Safety Officer	• Prepare a general safety message using ICS 202, Incident Objectives • Approve ICS 206, Medical Plan • Prepare the ICS, 208 Safety Message/Plan • Prepare for next Operational Period
LOFR	Liaison Officer	• Support PSC as needed • Advise IC/UC on participating agencies and stakeholders • Prepare for next Operational Period

Operational Period Briefing
At a Glance Guide 13
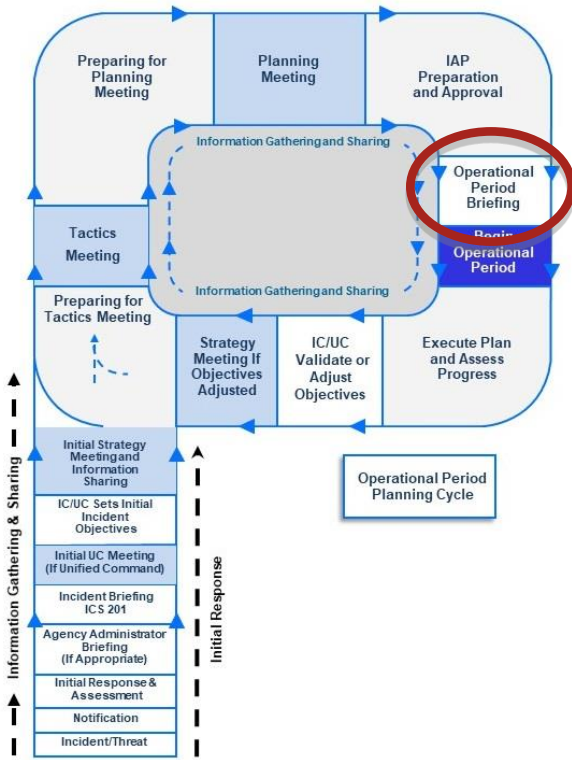
Purpose
The Command and General Staff communicates details of approved plan to tactical supervisors and representatives of supporting and cooperating agencies.

Methodology
The IC/UC determines the time of briefing. The PSC facilitates the briefing with support of the Command and General Staff, who details the assignments and other relevant information in the IAP for the next Operational Period.

When should it occur? One hour prior to the start of the Operational Period is the optimal amount of time to provide for a full Operational Period Briefing followed by the Division/Group Breakout Briefings. However, when Operational Periods are short and/or less time is available due to exigent circumstances, provide the briefing prior to personnel commencing work during that Operational Period.

Who facilitates? Planning Section Chief.

Who attends? Presenters: IC/UC and Command and General Staff (and others as necessary).

Audience: Tactical Supervisors for the Operational Period and representatives of supporting and cooperating agencies.

Outputs ➡

NOTE: Upon conclusion of the briefing, breakout locations will be announced for each Division/Group, allowing Supervisors to have a short face-to-face meeting with the resources assigned to them.

Output	Role(s) Responsible
Presents IAP assignments to Tactical Supervisors.	All Command and General Staff.
Issues/reviews assignments to Tactical Resources (At Division/Group breakouts).	All Tactical Supervisors.
Brief tactical resources on who they are working for, what work they are expected to perform, where they are working, how they will communicate, how they are organized, how to get support, and emergency medical procedures.	All Command and General Staff.

Operational Period Briefing Agenda is on the following page.

Operational Period Briefing Agenda	
Speaker	**Topic**
PSC	**Introduction** (Brings meeting to order, covers ground rules, and refers to agenda).
OSC (Current)	**Update on Operations** (Provides latest updates and the current status of operations and situation).
PSC	**Incident Objectives** (Refers personnel to Incident Objectives and Operational Period Command Emphasis priorities on ICS 202 and reviews, as needed).
PSC	**Organization** (Refers personnel to the ICS 203 Organizational Assignment List for the Operational Period Organization).
SITL (or other needed THSP)	**Weather and Projections** (Provides briefing on projected meteorological, plume modeling, ocean currents, structural stability, seismic, or other projections that could affect incident/event situation during next Operational Period).
OSC (Incoming)	**Operational Plan** (Provides an overview of the strategy and Operational Period emphasis, and then, referring to each individual ICS 204 Assignment List, quickly performs a roll call (when practical) of supervision and personnel. Highlights the details of tactical work assignments, specialized equipment, and special instructions. If the communications methods are not covered by the Logistics Section Chief or Communications Unit Leader, then briefs on the methods explained on the bottom of each ICS 204).
SOF	**Mitigation Measures/Safety Plan** (Refers to the ICS 208 Safety Message/Plan highlighting hazards/risks, and mitigation measures that should be discussed with subordinates).
LSC or COML	**Communications** (Refers personnel to the ICS 205 Incident Radio Communications Plan and ICS 205A Communication List and highlights plan and updates, unless covered by OSC).
LSC or MEDL	**Medical Plan** (Refers personnel to the ICS 206 Medical Plan and highlights information/updates and procedures to be used to access medical care for injured responders).
LSC	**Logistical Concerns** (If needed, provides information on accessing available logistical infrastructure).
FSC	**Financial Concerns** (If needed, highlights needed information, concerns, or important points).
PIO	**PIO Concerns** (If needed, provides public information/outreach plan and information regarding upcoming public meetings and media briefings).
LOFR	**LOFR Concerns** (If needed, highlights needed information or concerns).
As Needed*	**Additional Presentations** (If required, keeping in mind time limitations).
IC/UC	**Closing Comments** (Provides any final or closing comments).
PSC	**Adjournment** Identifies (Points to locations or areas and announces Division/Group Breakout Briefing locations; then adjourns the Operational Briefing).

*If required, additional personnel may provide presentations during the Operations Briefing to assist the OSC in properly briefing the incoming personnel performing the tactical work assignments.

Begin Operational Period
At a Glance Guide 14
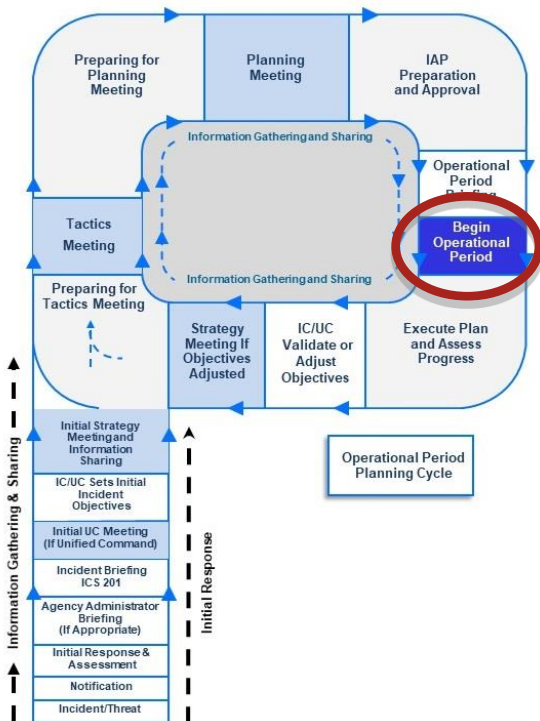
Purpose

Begin implementing the approved Tactical Plan as developed by the Operations Section Chief.

Methodology

- Immediately following the Operational Period Briefing supervisory personnel will attend their respective Division/Group Breakout at the location identified by the PSC during the Briefing.

- At this Breakout, the Division or Group Supervisor of each Division/Group will review the details of the work assignments as outlined on their respective ICS 204 Assignment List. This informal meeting enables questions and answer from Supervisors that aren't practical at an Operational Period Briefing.

- Once the Breakout is complete, resources pick up needed supplies/equipment and travel to their work location on their own equipment or using transportation as provided by the Logistics Section.

- An important step is to meet face-to-face with the individual they are relieving to receive a clear, current, detailed briefing of conditions at their assigned work location.

- Command and General Staff Members check in with their staff, checking on progress and issues/concerns, with an emphasis on solving those that arise. Command and General Staff members also prepare for the upcoming meetings of the next Operational Period.

When should this occur? Immediately following the Operational Briefing and shift change**.**

Who facilitates? No one. This is not a meeting, but the start of an Operational Period.

Who participates? All members of the AHIMT.

Outputs   ➡️

Output	Role(s) Responsible
Review the incident response.	Command and General Staff.
Issue/review assignments of tactical resources (at Division/Group breakouts).	Command and General Staff.
Hold face-to-face Briefings with the individual being relieved.	Field supervisors.

NOTE: Upon conclusion of the Operational Period Briefing, the AHIMT responsibilities continue as they measure the effectiveness of their decisions, make adjustments, and prepare to continue repeating the Planning Cycle. A complex incident may require 24-hour-a-day staffing. If the duration of the Operational Period is 12 hours, the Planning Cycle would need to be accomplished twice a day, once for each 12-hour Operational Period.

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Executing Plan and Assess Progress
At a Glance Guide 15
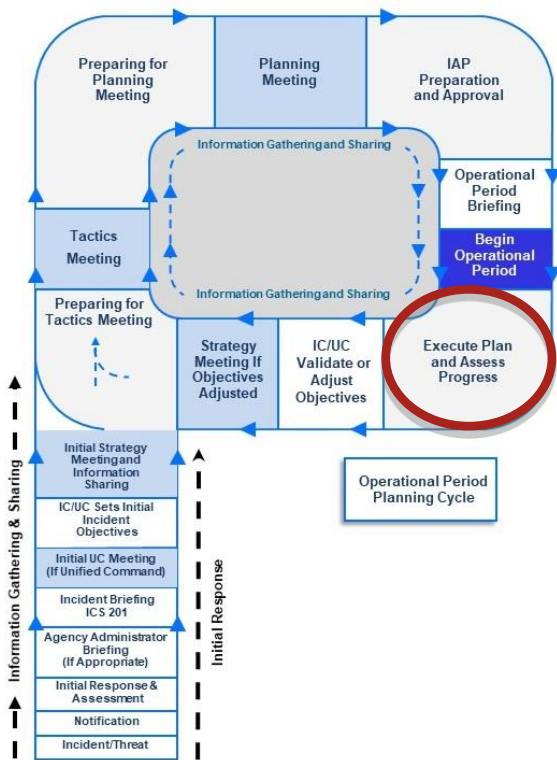
Purpose
To ensure that the actions as outlined in the IAP are effective in responding to the incident/event conditions and situation.

Methodology

• Assessment is an ongoing, continuous process to assist in determining whether current or planned operations should be adjusted to meet changing conditions.

• Following the briefing and Operational Period change, all Command and General Staff members assess the incident response progress against the current objectives and strategies and provide recommendations to the IC/UC.

• Feedback is continuously gathered from various sources, including personal observations, Field Observers (FOBSs), responder debriefs, stakeholders, etc.

• The IC/UC should encourage Command and General Staff members to view, first-hand, the functional areas of the incident they are supporting. If feedback indicates that it's necessary, a Strategy Meeting may be conducted to discuss current Objectives, strategy, priorities, and the possible necessity of modifying the Objectives or strategies to meet changing conditions. Revised Incident Objectives and/or strategies are presented at the Strategy Meeting.

When should this occur? Following the Operational Briefing and shift change.

Who facilitates? No one. This is not a meeting but a process.

**Who participates?** All members of the AHIMT.

■ Outputs ➡

Output	Role(s) Responsible
Review the incident response.	All Command and General Staff.
Issue/Review assignments of tactical resources (at Division/Group breakouts).	All Command and General Staff.
Review the Assessment Checklist (below).	All Command and General Staff.

Note: Upon conclusion of the Operational Period Briefing, the AHIMT responsibilities continue as they measure the effectiveness of their decisions, make adjustments and prepare to continue repeating the Planning Cycle. A complex incident may require 24-hour-a-day staffing. If the duration of the Operational Period is 12 hours, the Planning Cycle would need to be accomplished twice a day, once for each 12-hour Operational Period.

Assessment Checklist	Yes/No
• Is progress being made toward achieving objectives and completing tasks?	
• Are the Objectives still valid?	
• Are operations being conducted safely?	
• Is the response organization size appropriate?	
• Is the response organization structure appropriate?	
• Are there gaps in incident information?	
• Is media coverage satisfactory?	
• Are local government(s) and citizens involved appropriately?	
• Have impacted stakeholder(s) been kept informed?	
• Are external information demands being met?	
• Is the response organization working together effectively?	
• Is the response organization communicating effectively?	
• Is the response operating within fiscal limits?	
• Is the workload distributed appropriately?	
• Are efforts being duplicated?	
• Is there an appropriate work-rest schedule for members on the AHIMT?	
• Is the morale of the AHIMT satisfactory?	
• Is the stress level reasonable?	
• Are support facilities sufficient?	
• Is the contingency planning sufficient?	
• Are operations consistent with the ICS framework?	
• Are demobilization plans appropriate?	
• Are service needs of the incident being met?	
• Are the most efficient/effective resources being used to complete the work?	
• Have emergency procedures been established and tested?	
• Are expectations clearly understood?	

IC/UC Validate or Adjust Objectives
At a Glance Guide 16
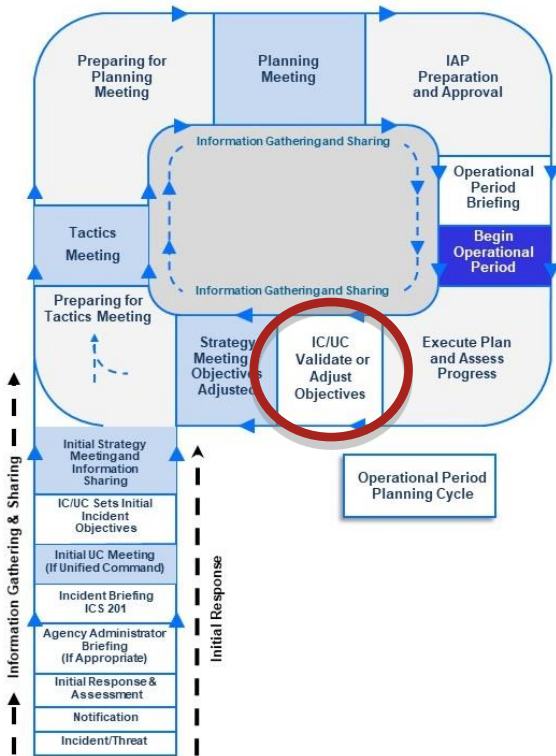
Purpose

Based on input from the Command and General Staff members (particularly the Operations Section Chief) the IC/UC will determine whether the Incident Objectives need to be modified or adjusted. If the Incident Objectives require adjustment, amendment, or alteration, the IC/UC will meet to draft the changes.

Methodology

The IC/UC meets to determine, discuss, validate, and/or adjust the current Incident Objectives to ensure that they address the needs of the incident/event. If in single command, the IC reviews the Incident Objectives while considering the input received from members of the AHIMT. If in Unified Command, the UC meets together to review the Incident Objectives while considering the input received from members of the AHIMT.

When should this occur?

After the tactics outlined in the current IAP have been implemented and sufficient time has passed to assess progress and changes in conditions and the current and anticipated situation.

Who attends?

When in UC, the Unified Commanders meet. If in single command, the IC will make the adjustments.

Who facilitates? If in Unified Command, the UC members meet informally to review the Incident Objectives, considering the input received from members of the AHIMT to determine whether the Incident Objectives need adjustment. If so, the UC members come to consensus on the necessary adjustment.

Situations That May Necessitate Modifying Incident Objectives

- Change in Agency Administrator goals, constraints, or direction.

- Change in available resources – kinds or types.

- Failure or unexpected success of tactical efforts.

- Improved incident intelligence.

- Cost factors.

- Political considerations.

- Environmental or weather considerations or changes.

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Strategy Meeting If Objectives Adjusted
At a Glance Guide 17
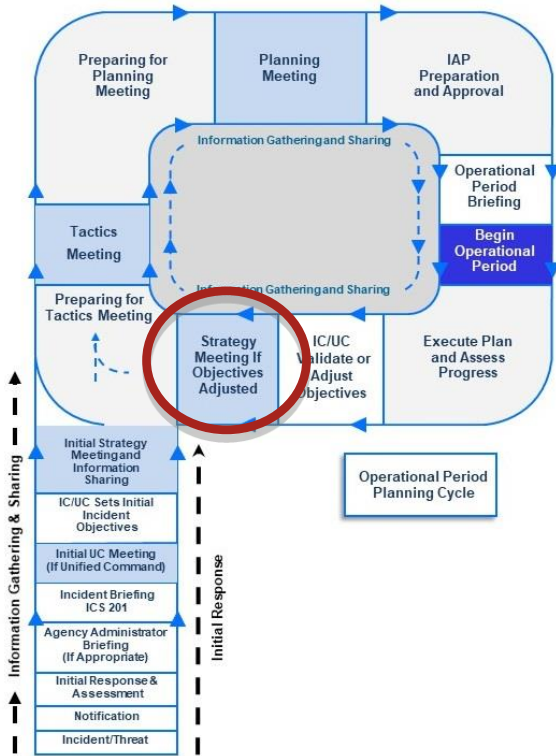
Purpose

The IC/UC meets with the Command and General Staff to brief them and discuss the IC/UC's adjustment to the Incident Objectives and/or strategies.

Methodology

If the validation of Incident Objectives in the previous step, "IC/UC Validate or Adjust Objectives," results in adjustment or modification to the current Incident Objectives or strategies, a Strategy Meeting must be convened. The IC/UC will task the PSC with scheduling a Strategy Meeting, notifying the attendees, and preparing the revised Incident Objectives for display at the Strategy Meeting.

Who attends? Command and General Staff members.

Who facilitates? PSC or IC.

When should it occur? As soon as practical after the Incident Objectives or strategies have been adjusted during the previous step, "IC/UC Validate or Adjust Objectives." The OSC needs the results of this meeting to prepare for the next Tactics Meeting in support of the next Operational Period.

Inputs ➡️

Input	Role(s) Responsible
Present the adjusted Incident Objectives.	IC/UC.
Share information relevant to the Incident Objectives.	Command and General Staff
Present Priorities, Limitation/Constraints, Decisions.	IC/UC.

Outputs ➡️

Output	Role(s) Responsible
Information that will be carried over to the ICS 202 (Incident Objectives, Operational Period Command Emphasis, and General Situational Awareness) is developed and supported.	Command and General Staff
Discussion of the Incident Objectives and information-sharing provides the AHIMT direction on how they will approach the incident, within the selected strategy.	Command and General Staff

The Strategy Meeting Agenda is on the following page.

Strategy Meeting Agenda	
Speaker	**Topic**
PSC or IC	**Introduction and Purpose** (PSC or IC brings meeting to order and covers ground rules and agenda).
OSC	**Current Incident Situation** (Review).
IC/UC	**Reasons for adjusting the Incident Objective(s)** (Review).
IC/UC	**Key Decisions** (Review and/or update).
IC/UC	**Incident Objectives Review** (Adjusted and existing).
IC/UC	**Response Priorities, Limitations, Constraints, and Progress** (Review/update).
IC/UC, OSC	**Review Strategies** (Discuss and adjust, as needed).
IC/UC	**Key Procedure Review and Update**, including: • Management of sensitive information. • Information flow. • Resource ordering. • Cost-sharing and cost accounting. • Operational security issues.
PSC Facilitates	**Discussion** (Share information and address issues/concerns regarding priorities, Objectives, strategies, etc.).
IC/UC	**Closing Remarks.**
PSC	**Adjourn Meeting.**