

Unit 3: The All-Hazards Planning Cycle  
U.S. Fire Administration (USFA)  
Type 3 All-Hazards Incident Management Team  
(AHIMT) Introduction

## **STUDENT MANUAL**

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## Unit Overview and Objectives

### Unit Objectives

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By the end of this unit, students will be able to:

- Identify components of the All-Hazards Planning Cycle.
- Respond to leadership challenges within the context of an incident.
- Identify characteristics of Specific, Measurable, Action-Oriented, Realistic, Time-sensitive (SMART) objectives.
- Identify the purpose of the meetings and briefings in the All-Hazards Planning Cycle.
- Identify and perform the major processes involved in Strategy, Tactics, and Planning Meetings and an Operational Briefing.

### Methodology

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The methodologies include lecture, discussion, demonstration, small and large group activities.

### Materials

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- Student Manual (SM).
- Easel pads.
- Incident Command System (ICS) 215 Operational Planning Worksheet and ICS 215A IAP Safety Analysis (wall size).
- (ICS) forms 8 ½ x11 (blank forms for completing Incident Action Plans (IAPs)).
- Materials included in the manual:
  - Appendix A: At a Glance Guides Numbers 1–17.
  - Handout 3-1: All-Hazards Planning Cycle.
  - Handout 3-2: Agency Administrator (AA) Briefing.
  - Handout 3-3: ICS 201: Incident Briefing.
  - Handout 3-4: Leadership Challenges.
  - Handout 3-5: Initial Strategy Meeting Agenda.
  - Handout 3-6: Tactics Meeting Agenda.
  - Handout 3-7: Planning Meeting Agenda.
  - Handout 3-8 Incident Action Plan (IAP) Checklist
  - Handout 3-9: Operational Period Briefing Agenda
  - Handout 3-10: Incident Map Jefferson County Hazmat.

## Unit Agenda

A suggested time frame for this unit is shown below. More time or less may be required, based on the experience level of the group.

<b>Task</b>	<b>Duration</b>
■ Introduction	5 minutes
■ Incident Action Planning Process	5 minutes
■ NIMS Planning P	5 minutes
■ Planning Cycle Comparison	5 minutes
■ What is the All-Hazards Planning Cycle?	5 minutes
■ Operational Period	5 minutes
■ Stem of the Planning P	5 minutes
■ Transfer of Command	5 minutes
■ Incident Timeline	5 minutes
■ Agency Administrator (AA) Briefing	10 minutes
■ Incident Briefing ICS-201	10 minutes
■ Initial Unified Command Meeting	10 minutes
■ Early Leadership Challenges	5 minutes
■ Activity 3-1: Responding to Leadership Challenges	30 minutes
■ IC/UC Set Initial Incident Objectives	10 minutes
■ Setting Objectives	15 minutes
■ Activity 3-2: Developing Incident Objectives	55 minutes
■ Initial Strategy Meeting and Information Sharing	10 minutes
■ Planning Cycle Video Chapters 4–5	8 minutes
■ Operational Periods	5 minutes
■ Planning Cycle Meeting Schedule	15 minutes
■ Operations Section – Organizational Elements	10 minutes
■ Preparing for the Tactics Meeting	25 minutes
■ Tactics Meeting (with Planning Cycle Video Chapter 6)	20 minutes
■ Relationship Between the ICS Forms 215 and ICS 215A	5 minutes
■ Activity 3-3: ICS Forms 215 and 215A Demonstration	45 minutes
■ Activity 3-4: Tactics Meeting Simulation	1 hour 45 minutes
■ Ordering Resources	5 minutes
■ Preparing for the Planning Meeting	10 minutes
■ Planning Meeting	20 minutes
■ Planning Cycle Video Chapters 7–8	15 minutes
■ Activity 3-5: Planning Meeting Simulation	60 minutes
■ IAP Preparation and Approval	15 minutes
■ ICS Forms Relationship: ICS Forms 215, 215A, 205 and 204	5 minutes

**Unit 3****The All-Hazards Planning Cycle**

■ ICS Forms – Information Sources	10 minutes
■ Activity 3-6: Demonstration ICS Forms 203 and 204	30 minutes
■ ICS Forms Common to the IAP (ICS 205, 206, 208)	15 minutes
■ Operational Period Briefing	10 minutes
■ Planning Cycle Video Chapters 9–11	12 minutes
■ Begin the Operational Period	5 minutes
■ Execute Plan and Assess Process	10 minutes
■ IC/UC Validates or Adjusts the Objectives	5 minutes
■ Strategy Meeting (if Objectives Are Adjusted)	10 minutes
■ Preparing for the Tactics Meeting	5 minutes
■ Additional Meetings	10 minutes
■ Activity 3-7: IAP Preparation and Operational Period Briefing Simulation	2 hours 15 minutes
■ Activity 3-8: Simulation Cypress Tornado	6 hours
<b>Total Duration</b>	<b>19 hours 45 minutes</b>

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## Unit 3: The All-Hazards Planning Cycle

The slide features a white background with a large blue title box at the top center containing the text "USFA Type 3 All-Hazards Incident Management Team Introduction". Below this is a blue horizontal bar with the text "Unit 3 The All-Hazards Planning Cycle". A dark grey horizontal bar contains the FEMA and U.S. Fire Administration logos on the left and the title "USFA Type 3 All-Hazards Incident Management Team Introduction" on the right. A second blue horizontal bar with the same text as the first one is positioned below the grey bar. At the bottom, a blue footer bar contains the U.S. Fire Administration logo, the FEMA logo, and the text "U.S. Fire Administration FEMA USFA Type 3 All-Hazards Incident Management Team Visual 3-1".

Notes:

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## Unit Objectives

### Unit Objectives

- Identify components of the All-Hazards Planning Cycle.
- Respond to leadership challenges within the context of an incident.
- Identify characteristics of Specific, Measurable, Action-oriented, Realistic and Time-sensitive (SMART) Objectives.
- Identify the purpose of the meetings and briefings in the All-Hazards Planning Cycle.



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### Unit Objectives

- Identify components of the All-Hazards Planning Cycle
- Respond to leadership challenges within the context of an incident
- Identify characteristics of SMART objectives
- Identify the purpose of the meetings and briefings in the Planning Cycle



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Visual 3-2  
The All-Hazards Planning Cycle  
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Notes:

**Unit Objectives (cont'd)**

## Unit Objectives

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- Identify and perform the major processes involved in Strategy, Tactics, Planning Meetings, and an Operational Period Briefing.



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## Unit Objectives

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- Identify and perform the major processes involved in Strategy, Tactics, Planning Meetings, and an Operational Period Briefing



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Visual 3-3  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team**Notes:**



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## Incident Action Planning Process

### Incident Action Planning Process

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Five phases:

- Understand the situation.
- Establish Incident Objectives, strategies, and tactics.
- Develop the plan.
- Disseminate the plan.
- Execute, evaluate, and if necessary, revise the plan.



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Notes:

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## Incident Action Planning Process (cont'd)

### Incident Action Planning Process

- Is central to managing incidents.
- Culminates with the completion of an Incident Action Plan (IAP).
- Contains sequential steps.
- Is repeated every Operational Period.



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### Incident Action Planning Process

- Is central to managing incidents
- Culminates with the completion of an IAP
- Contains sequential steps
- Is repeated every operational period



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Visual 3-5  
The All-Hazards Planning Cycle  
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#### Notes:

#### *Incident Action Planning Process*

An effective IAP provides clear direction. It contains the tactics, resources, and support needed to accomplish the Incident Objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP.

The development of IAPs is a cyclical process, and personnel repeat the planning steps every Operational Period. Personnel develop the IAP using the best information available during the development of the IAP.

During the initial stage of incident management, the Incident Commander (IC) typically develops a simple plan and communicates the plan through concise oral briefings.

In the beginning of an incident, the situation can be chaotic and Situational Awareness hard to attain, so the IC often develops this initial plan very quickly and with incomplete situation information.

As the incident management effort evolves, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and lessons learned. The steps of the planning process are essentially the same for the first responders on-scene determining initial tactics and for personnel developing formal written IAPs.

**Planning P**

## Planning P

Planning P  
National Incident Management System (NIMS) third edition  
October 2017.

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## Planning P

Planning P  
NIMS Third Edition  
October 2017

Visual 3-6  
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**Notes:**

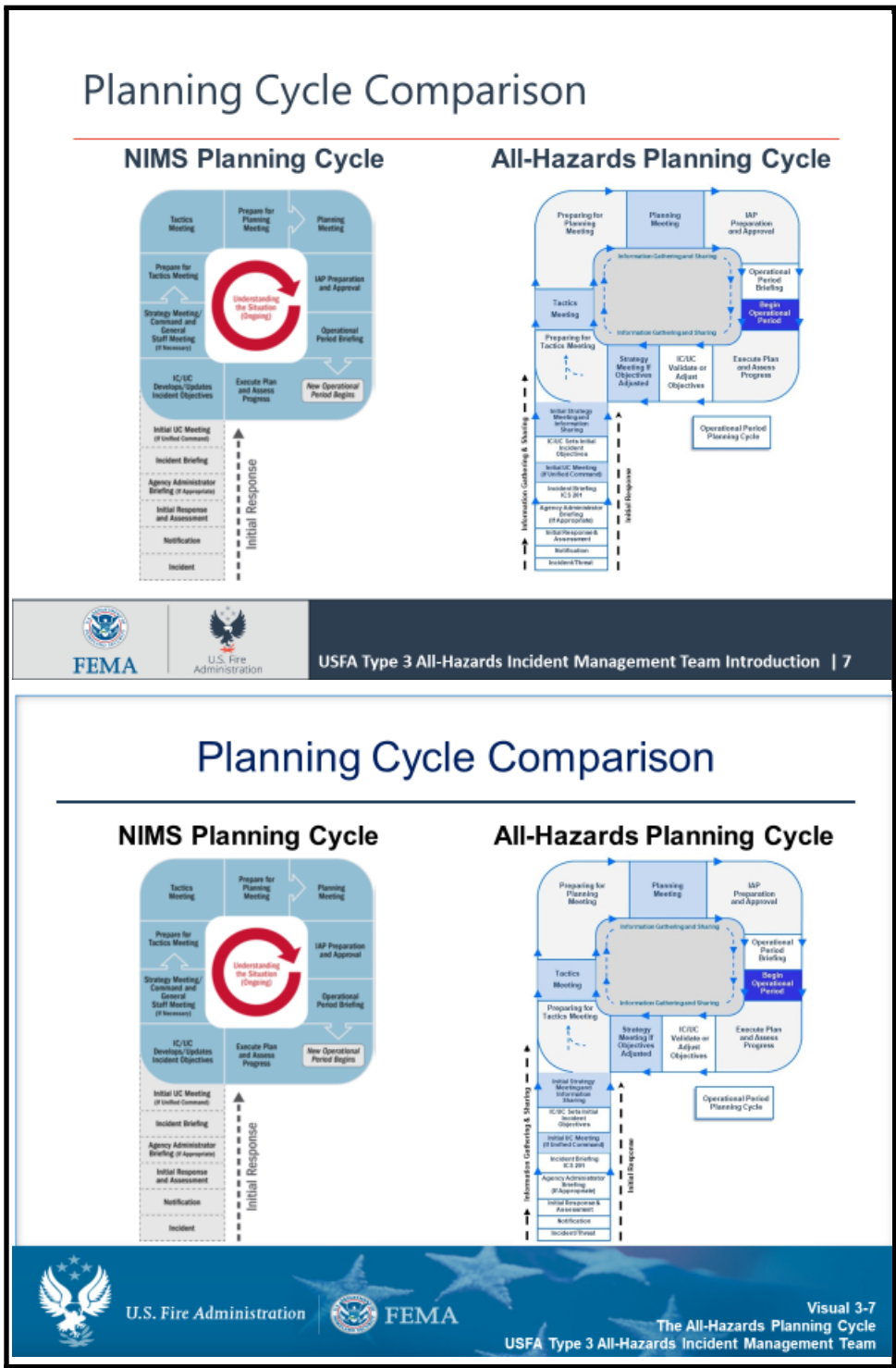
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***Planning P – National Incident Management System (NIMS) October 2017***

This graphic is the Planning P found in NIMS third edition (p. 106). Incident management organizations use a formal Planning Cycle with established meetings and deliverables to mark their progress through the planning process and enable coordination of the entire team.

This Planning P is a graphical representation of the sequence and relationship of the meetings, work periods, and briefings that comprise the Planning Cycle.

# Planning Cycle Comparison



**Notes:**

**Planning Cycle Comparison**

Most incident management organizations use a formal Planning Cycle with established meetings and deliverables to mark their progress through the planning process and enable coordination of the entire team. The term “Planning P” refers to a graphical representation of the

sequence and relationship of the meetings, work periods, and briefings that comprise the Planning Cycle.

There are several versions of the graphical representation of the Planning Cycle that comply with the concepts outlined in the NIMS Planning Process. The most widely used are referred to as the NIMS Planning Cycle and the All-Hazards Planning Cycle, both shown above. The United States Coast Guard (USCG) uses a version that varies slightly from those pictured above and is commonly referred to as the National Contingency Plan (NCP) version.

The use of different versions of the Planning Cycle (the All-Hazards and USCG version) is acceptable as stated in NIMS, Version 3, published in October 2017: “...**Other versions of the Planning P may be used as training and operational aids.**”

The Planning Cycle consists of two parts. The first part is completed only once during each incident or event and is represented by the “stem” portion of the Planning P.

The second part of the Planning Cycle is represented by the circular part of the P and is completed once each Operational Period. If properly followed, the primary product of the Planning Cycle will be a completed IAP which contains the Incident Objectives, Operational Period command emphasis, priorities, work assignments, safety considerations, and incident support needed for the Operational Period.

It is also very important to note that one version is not inferior or superior to the other version, but that each version represents critical, unique, and necessary differences within the Planning Cycle.

## What Is the All-Hazards Planning Cycle?

### What Is the All-Hazards Planning Cycle?

- Represented by the All-Hazards Planning P.
- A standardized approach to organizing the operational cycle.
  - Indicates which meetings/briefings to conduct.
  - Indicates which Incident Command System (ICS) forms/worksheets to complete.
  - Outlines each All-Hazards Incident Management Team (AHIMT) member's action/products.



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### What Is the All-Hazards Planning Cycle?

- Represented by the All-Hazards Planning P
- A standardized approach to organizing the operational cycle
  - Indicates which meetings/briefings to conduct
  - Indicates which ICS forms/worksheets to complete
  - Outlines each AHIMT member's action/products



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Visual 3-8  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

#### Notes:

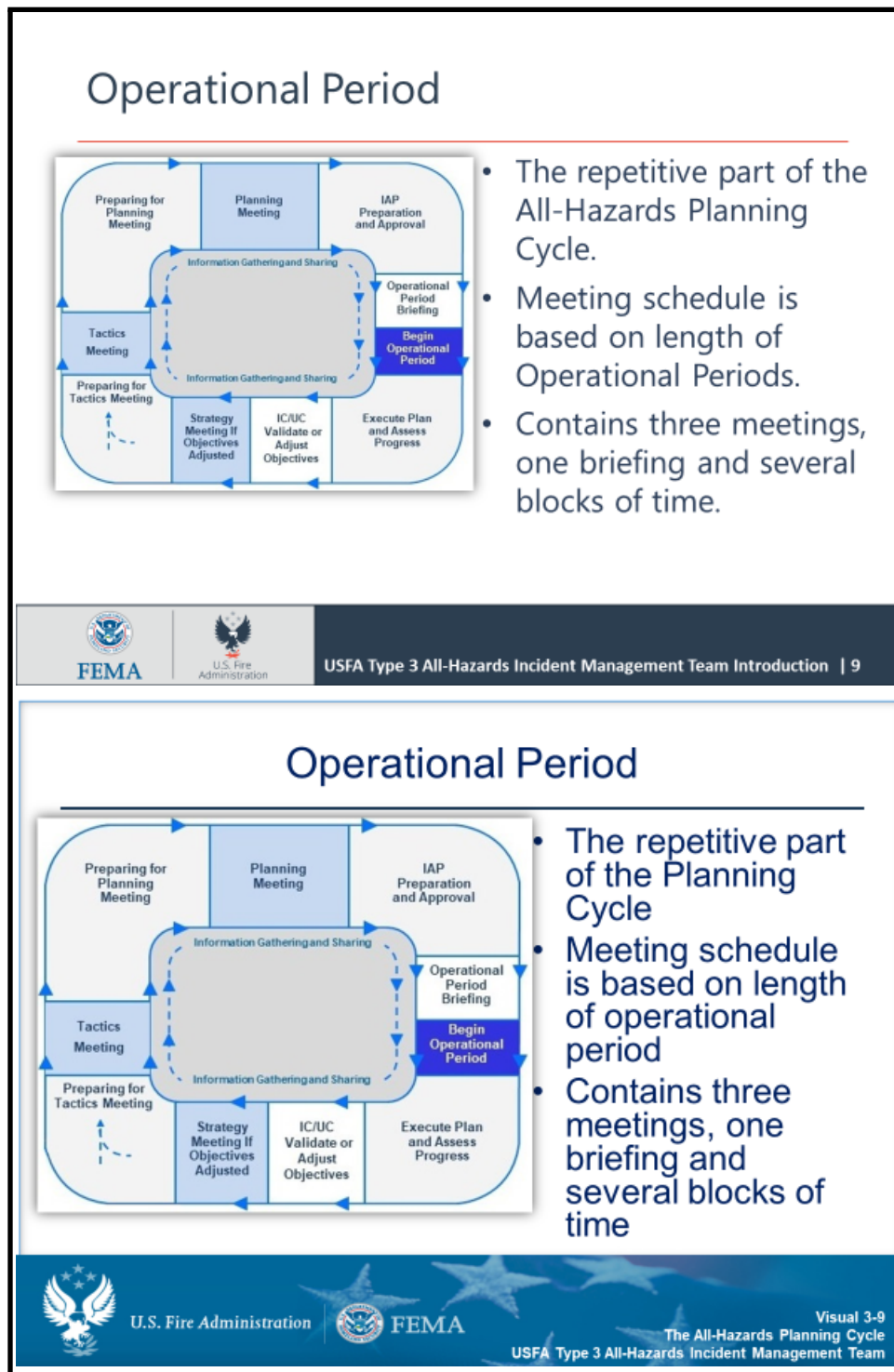
The All-Hazards Planning Cycle consists of the detailed steps necessary to guide the AHIMT through the five phases of the planning process to develop, disseminate, implement, and adjust an IAP based on the Incident Objectives.



The All-Hazards Planning Cycle provides a systematic, standardized, and effective approach to organizing an operational cycle. It:

- Prescribes the order in which meetings or briefings occur.
- Prescribes when and which ICS forms should be used.
- Assists in bringing order to chaotic situations by establishing expectations for each team member and providing a list of their duties and responsibilities during the process.

## Operational Period

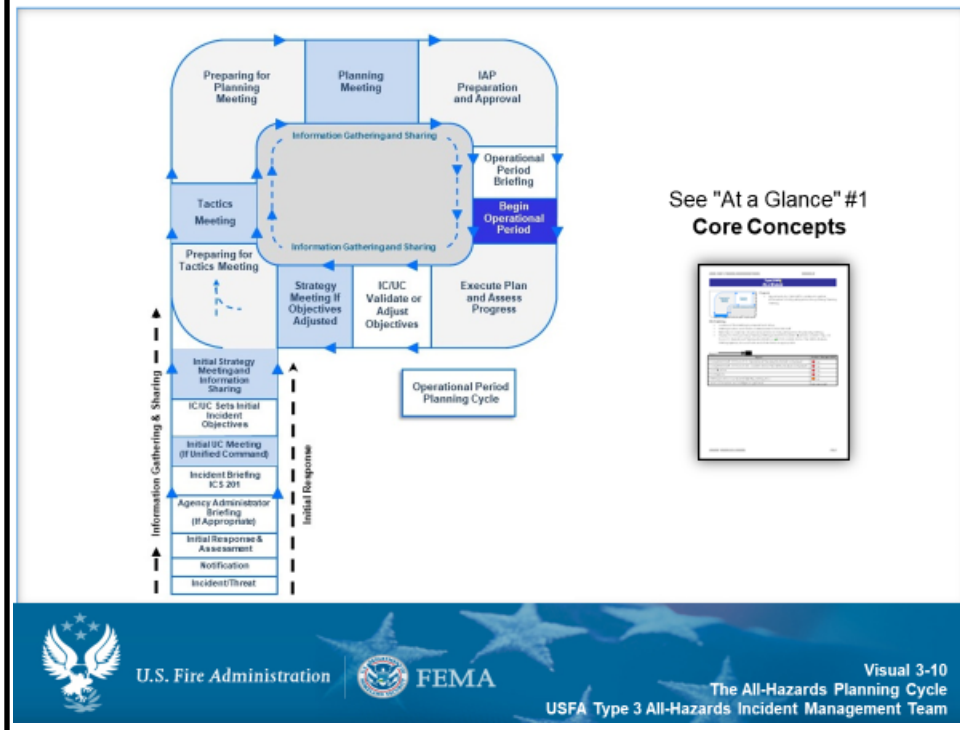
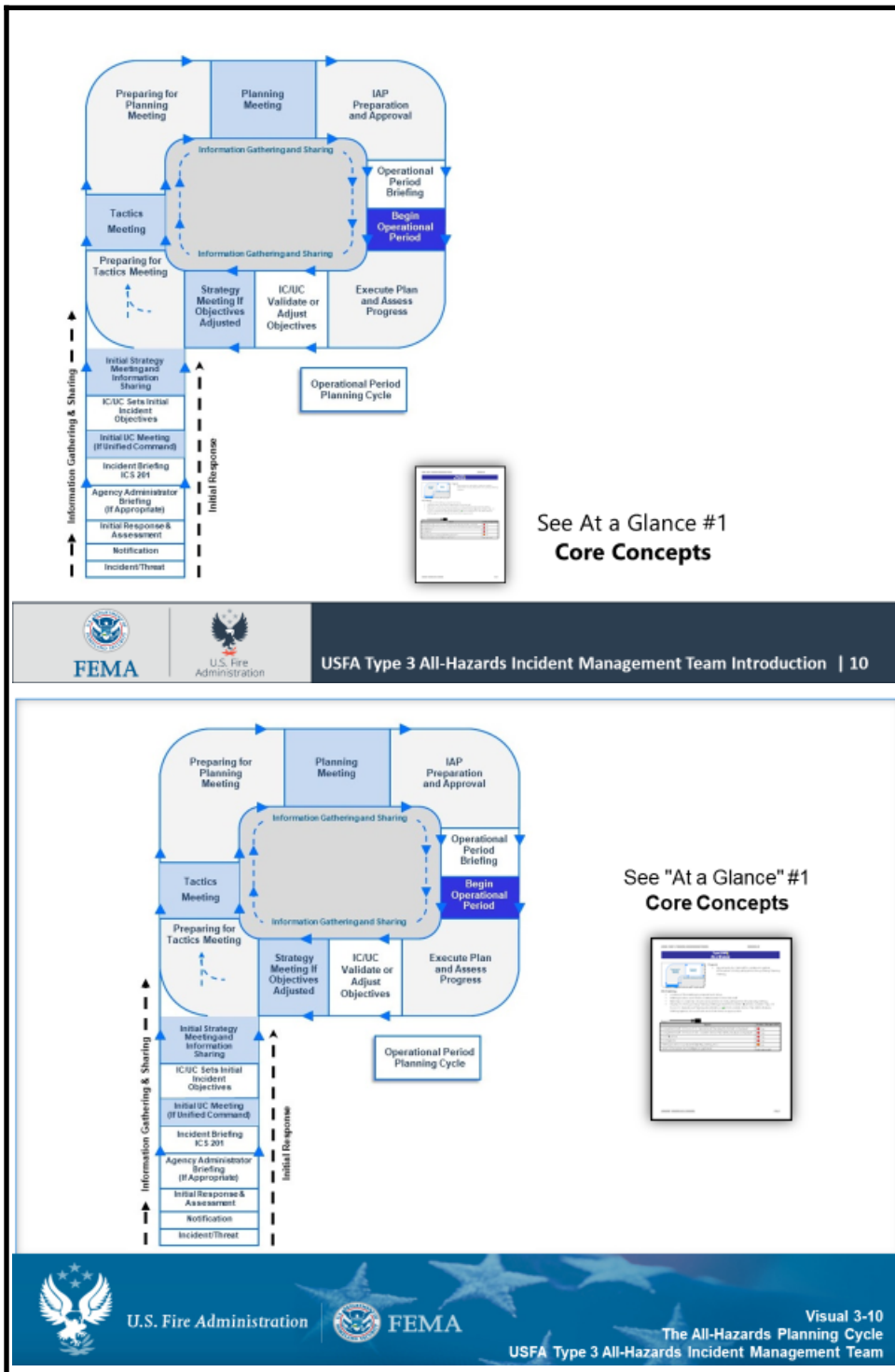


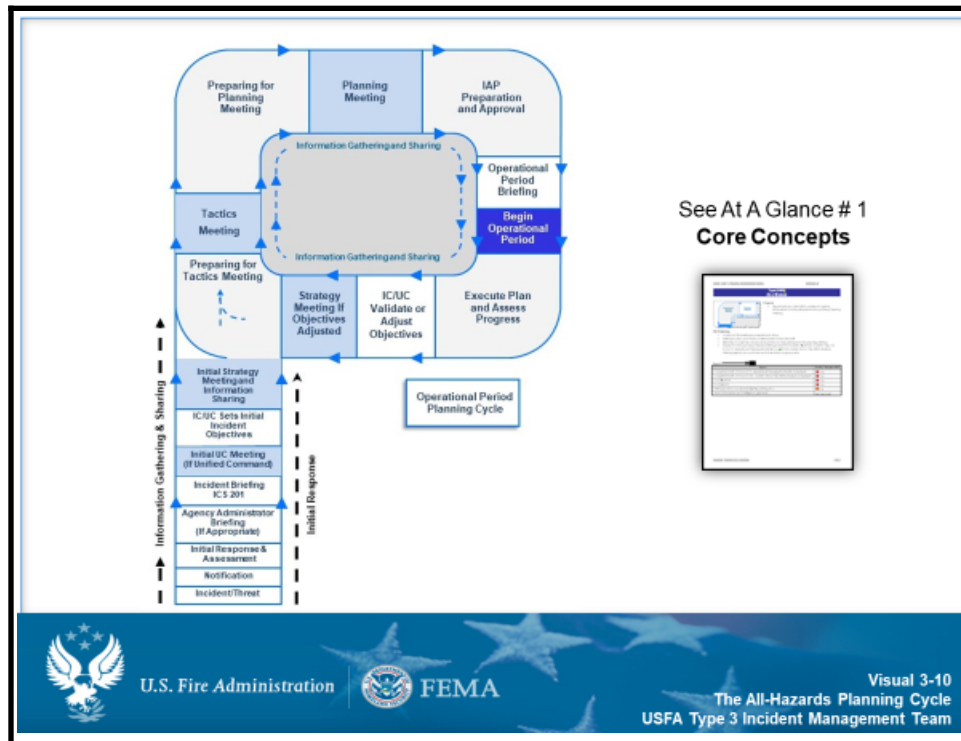
### Notes:

- The duration of the cycle is based on the length of the Operational Period.
- An Operational Period is defined as the period of time scheduled for the execution of an IAP.
- Operational Periods can be of various lengths but are not usually longer than 24 hours.

- The Operational Cycle contains three standard meetings and one briefing, which will be discussed shortly.

## **The Planning P Graphic**



**Notes:**

The process begins when the incident/threat occurs, shown at the bottom of the stem of the Planning P.

The Incoming AHIMT immediately begins to gather information about the incident.

The incoming AHIMT is briefed by the Agency Administrator (AA) and Initial Response IC.

The Incident Objectives are developed by the IC/UC as an extension of the Initial IC/UC Meeting. This occurs just before the Initial Strategy Meeting and Information Sharing which is at the top of the stem of the P.

These Incident Objectives are presented to the Command and General Staff at the Initial Strategy Meeting.

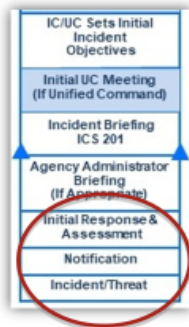
During the Operational Cycle, there are three standard meetings and one briefing; these are: The Strategy Meeting, the Tactics Meeting, the Planning Meeting, and the Operational Period Briefing.

The amount of time a cycle takes depends on the length of the Operational Period. This can change during an incident.

Refer to the Appendix A: At a Glance 1 **Core Concepts** in the back of the SM.

## Stem of the Planning P

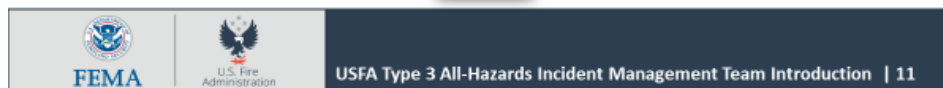
### Stem of the Planning P



- Begins when Incident/Threat occurs.
- After Notification, the AHIMT responds, conducting an assessment while en route and upon arrival.
- After gathering information, the AHIMT meets with the Agency Administrator (AA) (if appropriate) and Initial Response IC (ICS 201 Briefing).



See At a Glance #2  
**Initial Response**



#### Notes:

All the incoming AHIMT members immediately begin to gather information about the incident as they are notified, respond, and arrive at the incident. Sometimes they obtain critical information that is important to other members of the AHIMT; this information is then shared at the Initial Strategy Meeting.

The stem of the Planning Cycle represents the AHIMT's entry to the incident/event. It begins with the Incident/Threat. A key component while navigating the stem of the Planning Cycle is the gathering of information and the sharing of information of the AHIMT's Command and General Staff at the Initial Strategy Meeting.

Refer to the Appendix A: At a Glance #2 **Initial Response and Assessment** in the back of the SM.

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

**Notification** – The AHIMT is notified and dispatched to the incident. AHIMT members begin to gather information. Information-gathering should be done without disrupting the Initial Response IC (IRIC) or other personnel.

**Initial Response and Assessment (Upon Arrival)** – AHIMT members should conduct an individual size-up to develop Situational Awareness.

**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 Incident Briefing Form (ICS 201).





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## Transfer of Command

### Transfer of Command

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- Category of Transfer of Command:
  - From initial response.
  - Team-to-team.
  - Team to a higher-capability IMT.
  - Team back to local authority.
- May be assigned a management or support role.
- Must not affect safety or productivity.
- Most successful where a shadow period is included.



#### Notes:

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**Categories of Transfer of Command** – There are several categories of Transfer of Command.

**Initial Response to an AHIMT** — Occurs when an initial response organization is taxed beyond its capabilities or recognizes that either the length of time to mitigate the incident or the complexity of the incident indicates that deploying an AHIMT would be beneficial. The incoming AHIMT is assigned to either 1) function in an incident management role where the AHIMT assumes management of the incident, or 2) function in a support role to assist the current organization by providing experience, structure, and staffing.

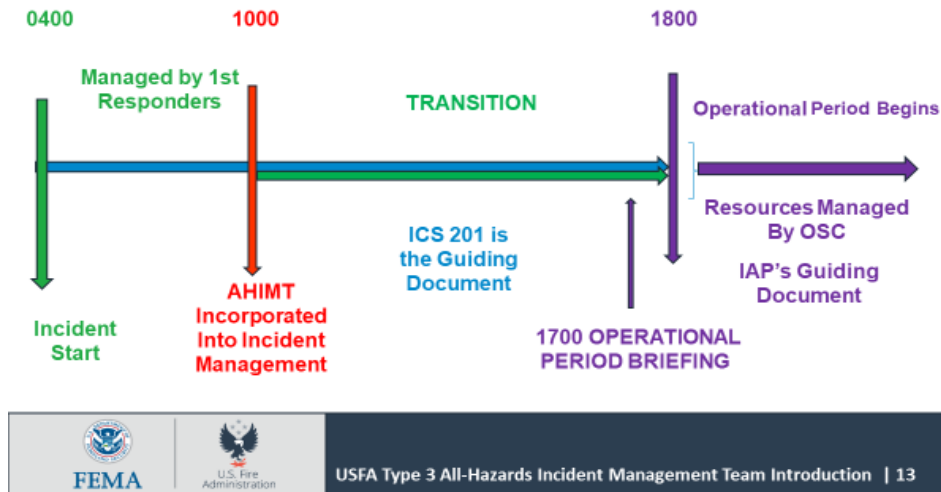
**From an AHIMT to an AHIMT** — Occurs when an AHIMT is nearing its agreed-to maximum length of commitment on an incident and a replacement AHIMT needs to continue management or support of the incident.

**From an AHIMT to a higher-capability Incident Management Team (IMT)** — Occurs because the incident escalates to the point at which the capability and experience level of the current AHIMT are taxed beyond their capabilities and qualifications. Under these situations it is standard practice to request a higher-typed team (i.e., higher qualifications and experience) to assume management or assist the current AHIMT in managing the incident. This is a common occurrence in the wildland fire discipline and the IMTs used there.

**From an AHIMT returning management back to the local entity** — Occurs when the AHIMT has completed its assignment or has mitigated the incident to the point where the local entity desires to resume the management of the remaining response or recovery effort.

## Incident Timeline (from Initial Response)

### Incident Timeline (from Initial Response)



#### Notes:

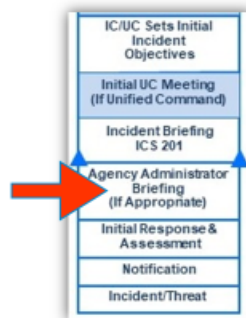
All incidents start as local. Typically, responders arrive and begin to take action. The great majority of incidents are addressed and completed by these local response organizations. On occasion, the scope, complexity, or duration of the incident moves beyond their capability. This often results in the request for an AHIMT.

During transition an AHIMT may also find itself in the position where the initial ICS organization managing the incident is understaffed and/or inexperienced and without a counterpart for some or many of the Command and General Staff positions or without any staff in most Units within the ICS Sections. This may require the AHIMT to engage in management of the incident shortly after their arrival. When this situation occurs the incoming AHIMT will often face the challenge of engaging and accounting for assigned resources without complete situational awareness.

The timeline above is an example of the engagement of an AHIMT at an incident.

## **Agency Administrator Briefing**

## Agency Administrator Briefing

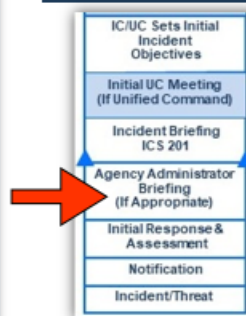


- Necessary when the Incident Command (IC) assumes incident management duties outside normal position description or is from a jurisdiction that doesn't possess authority to manage the incident.
- Used to convey critical information needed to achieve management's goals.



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## Agency Administrator (AA) Briefing



- Necessary when the IC assumes incident management duties outside normal position description or is from a jurisdiction that doesn't possess authority to manage the incident
- Used to convey critical information needed to achieve management's goals




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Visual 3-14  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team


## Agency Administrator Briefing


IC/UC Sets Initial Incident Objectives
Initial UC Meeting (If Unified Command)
Incident Briefing ICS 201
<b>Agency Administrator Briefing (If Appropriate)</b>
Initial Response & Assessment
Notification
Incident/Threat



- The incoming AHIMT first briefing
  - Find out details of incident
  - Briefed on Administrator's intentions, restrictions (leader's intent)
  - Delegation of Authority
  - Team role (management or support)
  - Political considerations the team needs to be aware of (back story)

See "At a Glance" #3  
**Agency Administrator Briefing**





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Visual 3-14  
The All-Hazards Planning Cycle  
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**Notes:**

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.

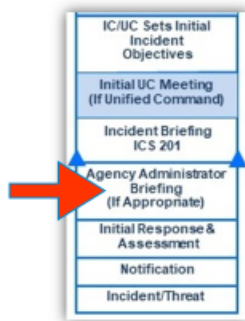
In those cases, the incoming IC must be delegated that authority from an official responsible for administering policy for the agency, jurisdiction, or entity that has authority or responsibility for the incident.

The AA Briefing is not only valuable to the AHIMT, but also shows how AA(s) fit into the process and how their role is critical to the success of the AHIMT. This interaction with AHIMT at the beginning and throughout the incident ensures that the agency policies and regulations are met.

The AA Briefing is used to convey critical information that the incoming IC or AHIMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the AA(s).

## **Agency Administrator Briefing (cont'd)**

## Agency Administrator Briefing



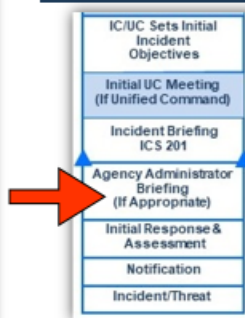
- The incoming AHIMT first briefing
  - Find out details of incident.
  - Briefed on Agency Administrator's (AA) intentions, restrictions (leader's intent).
  - Delegation of Authority (DoA).
  - Team role (management or support).
  - Political considerations the team needs to be aware of (back story).



See At a Glance #3  
**Agency Administrator Briefing**



## Agency Administrator Briefing



- The incoming AHIMT first briefing
  - Find out details of incident
  - Briefed on Administrator's intentions, restrictions (leader's intent)
  - Delegation of Authority
  - Team role (management or support)
  - Political considerations the team needs to be aware of (back story)



See "At a Glance" #3  
**Agency Administrator Briefing**



## Incident Briefing ICS 201

- The ICS 201 contains overview information about the incident
- Used as a briefing tool
- Provides information on:
  - Map/sketch (area of responsibility)
  - Situation Summary and Health and Safety Briefing
  - Current and Planned Objectives
  - Current and Planned Actions, Strategies and Tactics
  - Current Organization
  - Resources Summary (assigned and en route)



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Visual 3-15  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

### Notes:

The scope of the incident and/or the experience of the AA may alter the process through 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. The team should ask about any political, fiscal, operational, and public perception (media) concerns.

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 given to Incident Commanders prior to their assuming command on larger incidents.

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

- Mission assignment.
- Memorandum of Understanding (MOU).
- Letter of Expectation.
- Financial Spending Authority.

Refer to the Appendix A: At a Glance #3 **Agency Administrator Briefing** in the back of the SM. Refer to **Handout 3-2: Agency Administrator Briefing** in Supplemental Materials Unit 3.



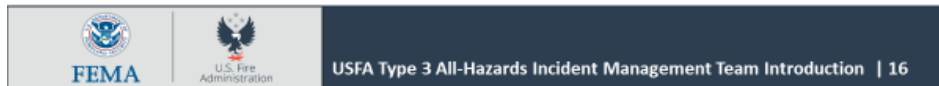
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## Incident Briefing ICS 201

### Incident Briefing ICS 201

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- The ICS 201 Incident Briefing contains overview information about the incident.
- Used as a briefing tool.
- Provides information on:
  - Map/Sketch (area of responsibility).
  - Situation Summary and Health and Safety Briefing.
  - Current and Planned Objectives.
  - Current and Planned Actions, Strategies and Tactics.
  - Current Organization.
  - Resources Summary (assigned and en route).



#### Notes:

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In the beginning phases of every incident, there is an initial response organization and IC. When this initial organization must be replaced by an AHIMT, the process is called a “Transfer of Command.” To maintain continuity and safety of the current responders and the public, the Transfer of Command must be controlled and orderly. The ICS Form 201 is a tool used to share information about the incident, briefing the incoming AHIMT.

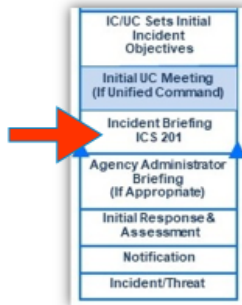
#### ICS 201: Incident Briefing

- Incident Briefing is to the incoming AHIMT delivered by the initial response IC/UC using an ICS 201.
- The ICS 201 provides basic current information regarding the incident.
- ICS 201 includes:
  - Map/Sketch (Area of responsibility).
  - Situation Summary and Health and Safety Briefing.
  - Current and Planned Objectives.
  - Current and Planned Actions, Strategies, and Tactics.
  - Current Organization.
  - Resource Summary (assigned and en route).

Refer to **Handout 3-3: ICS 201: Incident Briefing**. This handout is in Unit 3 Supplemental Materials.

## Incident Briefing-Considerations

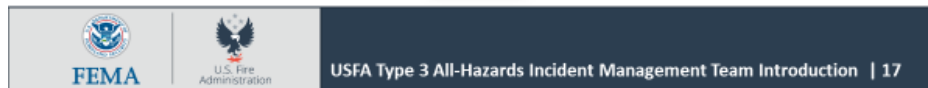
### Incident Briefing-Considerations



- The AHIMT receives the incident briefing from the current IC or Operations Section Chief (OSC).
- Used to assess the situation.
- Assist the Team in evaluating and validating the incident situation vs. the Incident Briefing.



See At a Glance #4  
**Incident Briefing**



#### Notes:

During the Transfer-of-Command process, the Initial Response IC (IRIC) can use the ICS 201 to brief the incoming IC/UC with basic information regarding the incident situation and the resources requested/assigned to the incident. Most important, the ICS 201 Incident Briefing serves as the Incident Action Plan (IAP) for the initial response until either the planning process results in a completed IAP for the next Operational Period, or the response ends.

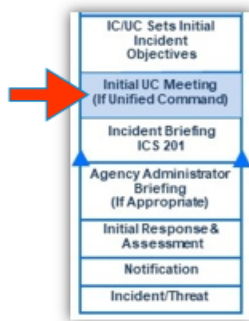
When the AHIMT is first engaging, incident information may be incomplete or missing and the General Staff functions are just starting to become operational.

The ICS 201 facilitates documentation of the current situation, initial response objectives, current and planned actions, resources assigned and requested, on-scene organizational structure, and incident potential. This form is essential for future planning and the effective management of initial response activities.

Refer to Appendix A: At a Glance #4 **Incident Briefing** in the back of the SM.

## **Initial UC Meeting (If Unified Command)**

## Initial UC Meeting (If Unified Command)



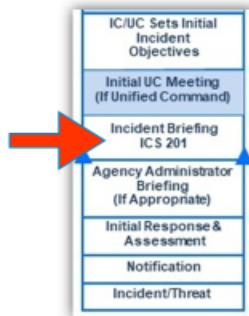
- Is necessary when in Unified Command (UC).
- Provides the ICs the opportunity to discuss and concur on important issues.
- Documents decisions and directions.



See At a Glance #5  
**Initial UC Meeting**



## Incident Briefing-Considerations



- The AHIMT receives the incident briefing from the current IC or Operations Section Chief (OSC).
- Used to assess the situation.
- Assist the Team in evaluating and validating the incident situation vs. the Incident Briefing.



See At a Glance #4  
**Incident Briefing**





## Initial UC Meeting

IC/UC Sets Initial Incident Objectives
Initial UC Meeting (If Unified Command)
Incident Briefing ICS 201
Agency Administrator Briefing (If Appropriate)
Initial Response & Assessment
Notification
Incident/Threat

- Is necessary when in Unified Command
- Provides the ICs the opportunity to discuss and concur on important issues
- Documents decisions and directions

See "At a Glance" #5  
**Initial UC Meeting**





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Visual 3-19  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

**Notes:**

The Initial UC Meeting (if Unified Command) provides the IC(s) working in UC an opportunity to discuss and concur on important issues affecting UC. The meeting should be brief and document all important decisions and directions. Prior to the meeting, the IC(s) should have an opportunity to review and prepare to address the meeting points and agenda items.

The Initial UC Meeting should occur as soon as feasible after UC is selected and prior to setting initial UC objectives, and may be facilitated by a member of UC or the PSC.

**At the meeting, Unified Commanders (UC) 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.
  - Determine who will be the OSC.
  - Determine Command and General Staff composition.

Refer Appendix A: At a Glance #5 **Initial UC Meeting** in the back of the SM.

## Early Leadership Challenges

### Early Leadership Challenges

AHIMTs need to recognize sensitive political, legal, and security issues.

- Lines of authority.
- Accountability Procedures.
- Delegation of Authority.
- Personnel relief and rehabilitation.
- Situational awareness.
- Environmental considerations.
- Evacuations.
- Financial constraints.
- Incident-within-an-incident.



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### Early Leadership Challenges

AHIMTs need to recognize sensitive political, legal, and security issues.

- Lines of authority
- Accountability procedures
- Delegation of authority
- Personnel relief and rehabilitation
- Situational awareness
- Environmental considerations
- Evacuations
- Financial constraints
- Incident-within-an-incident



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Visual 3-20  
The All-Hazards Planning Cycle  
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#### Notes:

Refer to **Handout 3-4: Leadership Challenges** this Handout is in Unit 3 Supplemental Material.

## **Activity 3-1: Responding to Leadership Challenges**

### Activity 3-1: Responding to Leadership Challenges

10 min.	Using the list of Issues/Concerns from Activity 2-1 teams will work together to select two issues to be addressed.
10 min.	Teams will propose strategies to address each selected issue.
10 min.	Teams will present their strategies for each selected issue to the rest of the class.

**Total Time: 30 minutes**



### Activity 3-1: Responding to Leadership Challenges

15 min	1. Using the list of Issues/Concerns from Activity 2-1 teams will work together to identify at least two leadership challenges related to the incident
15 min	2. Teams will propose solutions to each leadership challenge
15 min	3. Teams will present their challenges and solutions to the rest of the class

**Total Time: 45 minutes**



## Activity 3-1: Responding to Leadership Challenges

15 min	1. Teams will work together to identify at least two leadership challenges related to the incident from the AA Briefing on the Planning P DVD
15 min	2. Teams will propose solutions to each leadership challenge
15 min	3. Teams will present their challenges and solutions to the rest of the class

**Total Time: 45 minutes**

Visual 3-21  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

**Notes:****Purpose**

Provide practice in anticipating and planning for leadership challenges that may arise during an incident and developing strategies to address these issues/concerns.

**Duration**

Duration	Task
10 minutes	Identify challenges.
10 minutes	Identify solutions.
10 minutes	Debrief.
<b>30 minutes</b>	

**Directions**

1. Using the list of issues/concerns developed in Activity 2-1 Identifying Issues/Concerns as a reference teams will work together to select two issues/concerns that need to be addressed.
2. Teams will propose strategies to address each selected issue/concern.
3. Teams will present their strategies for each of the selected issues to the rest of the class.

## IC/UC Sets Initial Incident Objectives

### IC/UC Sets Initial Incident Objectives

IC/UC Sets Initial Incident Objectives

Initial UC Meeting (If Unified Command)

Incident Briefing ICS 201


Agency Administrator Briefing (If Appropriate)

Initial Response & Assessment

Notification



Incident/Threat

- Develop Incident Objectives within the scope of the DoA.
- Take into consideration Incident Priorities, strategies, limitations, concerns, and constraints.



See At a Glance #6  
**IC/UC Sets Initial Incident Objectives**

---



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### IC/UC Sets Initial Incident Objectives

IC/UC Sets Initial Incident Objectives

Initial UC Meeting (If Unified Command)

Incident Briefing ICS 201


Agency Administrator Briefing (If Appropriate)

Initial Response & Assessment



Notification

Incident/Threat

- Develop Incident Objectives within the scope of the Delegation of Authority
- Take into consideration incident priorities, strategies, limitations, concerns, and constraints



See "At a Glance" #6  
**IC/UC Sets Initial Incident Objectives**

Visual 3-22  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

**Notes:**

### IC/UC Sets Initial Incident Objectives

The IC or UC members (if in UC), develop Incident Objectives within the scope of their DoA, Incident Priorities, strategies, limitations, and constraints.

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3.42

The Incident Objectives, priorities, 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 step.

Refer to Appendix A: At a Glance #6 ***IC/UC Sets Initial Incident Objectives*** in the back of the SM.



## Setting Objectives

### Setting Objectives

---

Set by the IC (or UC if Unified Command)  
Follows the **SMART** format



- **S**pecific - is the wording precise and unambiguous?
- **M**easurable - How will achievements be measured?
- **A**ction-oriented - Is an action verb used to describe expected accomplishments?
- **R**ealistic - Is the outcome achievable with given available resources?
- **T**ime-sensitive - What is the timeframe? (if applicable)



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### Setting Objectives

- Set by the IC (or UC if Unified Command)
- Follows the **SMART** format
  - **S**pecific - is the wording precise and unambiguous?
  - **M**easurable - How will achievements be measured?
  - **A**ction-oriented - Is an action verb used to describe expected accomplishments?
  - **R**ealistic - Is the outcome achievable with given available resources?
  - **T**ime-sensitive - What is the timeframe? (if applicable)


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Visual 3-23  
 The All-Hazards Planning Cycle  
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### Notes:

- **Specific** stresses the need for concrete goals. The goal must be clear and unambiguous. Goals must tell a team exactly what is expected, why it is important, who is involved, where it is going to happen, and which attributes are most important.

- **Measurable** emphasizes criteria for measuring progress toward the attainment of the objective. If a goal is not measurable, it is not possible to know whether a team is making progress toward completion.
- **Action-oriented** stresses the importance of setting goals that prescribe a specific course of action. Action-oriented objectives outline a specific course of action to follow to meet the objective.
- **Realistic** stresses that objectives must represent goals that teams are realistically able to work towards. Unrealistic goals come in two forms: those that are too low, and those that are too high. Either does a disservice to the team.
- **Time-sensitive** stresses the importance of grounding objectives within a specific time frame. A commitment to a deadline helps a team focus their efforts on completion of the objective.

## Operational vs. Management Objectives

### Operational vs. Management

- Objectives can be categorized as Operational or Management Objectives.
- Operational Objectives will need to be addressed in the tactical plan using the ICS 215 Operational Planning Worksheet.
- Management Objectives are usually addressed by other AHIMT members.



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### Operational vs. Management

- Objectives can be categorized as Operational or Management Objectives
- Operational Objectives will need to be addressed in the tactical plan using the ICS 215 Operational Planning Worksheet
- Management Objectives are usually addressed by other AHIMT members



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Visual 3-24  
The All-Hazards Planning Cycle  
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#### Notes:

Most IMTs categorize Incident Objectives into two areas, Operational or Management related.

Operational Objectives are those Incident Objectives that are mission-oriented and need to be addressed by the Tactical Plan as developed by the Operations Section. The other

members of the AHIMT (particularly the Planning, Logistics, and Finance Sections) offer support to the Operations Section in accomplishing the Operational Objectives (mission) by accomplishing the responsibilities of their functional units.

Management Objectives are those Incident Objectives that are not primarily operational by nature, but still critical to the overall success of managing the incident/event. Management Objectives are carried out by other members of the Command and General staff.

Management Objectives typically include the Public Information Officer, Safety Officer, and the Finance/Administration Section Chief. Examples of management objectives may be.

- The Public Information Officer may have an objective of “keep the affected public and stakeholders informed of the incident and its potential affects to them.
- The Safety Officer may have a safety related objective of “provide for the safety of the responders throughout the duration of the incident.”
- The Finance/Administration Section Chief may have a fiscally related management objective of “maintain costs commensurate with the values at risk.”

**Operational vs. Management Objectives (cont'd)**

### Operational vs. Management Objectives

<b>Operational Objectives</b>	<b>Management Objectives</b>
<ul style="list-style-type: none"> <li>• Provide protection of environmentally sensitive areas, including wildlife, and historic properties throughout the incident.</li> <li>• Initiate actions to control the source of the leak and minimize the volume released by 1300 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep the public, stakeholders, and elected officials informed of operational activities throughout the incident.</li> <li>• Ensure that appropriate financial accounting practices are established by 1300 hours.</li> </ul>

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### Operational vs. Management Objectives

<b>Operational Objectives</b>	<b>Management Objectives</b>
<ul style="list-style-type: none"> <li>• Provide protection of environmentally sensitive areas including wildlife, and historic properties throughout the incident</li> <li>• Initiate actions to control the source of the leak and minimize the volume released by 1300 Hours</li> </ul>	<ul style="list-style-type: none"> <li>• Keep the public, stakeholders, and elected officials informed of operational activities throughout the incident</li> <li>• Ensure that appropriate financial accounting practices are established by 1300 Hours</li> </ul>

Visual 3-25  
 The All-Hazards Planning Cycle  
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**Notes:**

The above are examples of Operational and Management Objectives.




**SMART Objectives: Example 1 of 3**


## SMART Objectives Example 1 of 3

---

“Get the situation under control.”

- Is this statement
  - **S**pecific?
  - **M**easurable?
  - **A**ction-oriented?
  - **R**ealistic?
  - **T**ime-sensitive?

  
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## SMART Objectives Example 1 of 3

---

“Get the situation under control.”

- Is this statement
  - **S**pecific?
  - **M**easurable?
  - **A**ction-oriented?
  - **R**ealistic?
  - **T**ime-sensitive?

  
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Visual 3-26  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

**Notes:**

Is this a SMART Objective?




**SMART Objectives: Example 2 of 3**


## SMART Objectives Example 2 of 3

---

“Establish a secure perimeter as soon as possible and maintain perimeter control throughout the incident.”

- Is this statement
  - **S**pecific?
  - **M**easurable?
  - **A**ction-oriented?
  - **R**ealistic?
  - **T**ime-sensitive?

  
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## SMART Objectives Example 2 of 3

“Establish a secure perimeter as soon as possible and maintain perimeter control throughout the incident.”

- Is this statement
  - **S**pecific?
  - **M**easurable?
  - **A**ction-oriented?
  - **R**ealistic?
  - **T**ime-sensitive?

  
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Visual 3-27  
The All-Hazards Planning Cycle  
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**Notes:**

Is this a SMART Objective?





**SMART Objectives: Example 3 of 3**

## SMART Objectives Example 3 of 3

---

“Establish a medical treatment group to provide medical care for victims throughout the incident.”

- Is this statement
  - **S**pecific?
  - **M**easurable?
  - **A**ction-oriented?
  - **R**ealistic?
  - **T**ime-sensitive?



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## SMART Objectives Example 3 of 3

“Establish a medical treatment group to provide medical care of victims throughout the incident.”

- Is this statement
  - **S**pecific?
  - **M**easurable?
  - **A**ction-oriented?
  - **R**ealistic?
  - **T**ime-sensitive?

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The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

**Notes:**

Is this a SMART Objective?

## **Activity 3-2: Developing Incident Objectives**

## Activity 3-2: Developing Incident Objectives

- |         |  |
|---------|--|
| 45 min. | <p>Using the list of Issues/Concerns developed in Activity 2-1, and completed ICS 201 as a reference:</p> <ul style="list-style-type: none"> <li>• Develop SMART Incident Objectives on an easel pad.</li> <li>• Determine whether the Objective is an Operational or Management Objective.</li> </ul> |
|---------|--|

- |         |   |
|---------|---|
| 10 min. | Each team’s spokesperson will report out their Incident Objectives. |
|---------|---|

**Total Time: 55 minutes**



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## Activity 3-2: ICS 202: Incident Objectives

- |        |  |
|--------|--|
| 45 min | <p>Using the list of Issues/Concerns developed in Activity 2-1 and completed ICS 201 as a reference:</p> <ul style="list-style-type: none"> <li>• Develop SMART Incident Objectives on an easel pad</li> <li>• Determine whether the Objective is an Operational or Management Objective.</li> </ul> |
|--------|--|

- |        |  |
|--------|--|
| 10 min | Each team’s spokesperson will report out their Incident Objectives |
|--------|--|

**Total Time: 55 minutes**

Visual 3-29  
The All-Hazards Planning Cycle  
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## Activity 3-2: ICS 202: Incident Objectives Demonstration

45 min	<p>Using the Activity 2.1 Issues/Concerns Worksheet as a reference:</p> <ul style="list-style-type: none"> <li>• Develop SMART Objectives on an Easel Pad or ICS 202: Incident Objectives</li> <li>• Determine whether the objective is an Operational or a Management objective.</li> </ul>
10 min	Each team's spokesperson will report out their Incident Objectives

**Total Time: 55 minutes**

Visual 3-29  
The All-Hazards Planning Cycle  
USFA Type 3 All-Hazards Incident Management Team

### Notes:

#### **Purpose**

Develop SMART Incident Objectives. Teams will use the scenario described in the Planning P DVD, **Handout 3-2 the Agency Administrator Briefing**, and **Handout 3-3 the ICS 201: Incident Briefing** included in the student manual.

<b>Duration</b>	<b>Task</b>
45 minutes	Development of Incident Objectives.
10 minutes	Report out.
55 minutes	

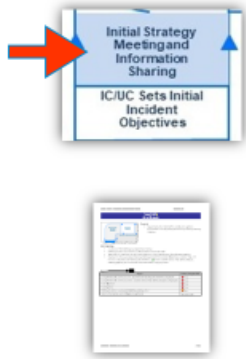
#### **Directions**

1. Teams will review the incident information found in Handout 3-2 the Agency Administrator Briefing, and Handout 3-3 the ICS 201: Incident Briefing to develop a complete set of Incident Objectives. Objectives should be identified as Operational or Management Objective.
2. A spokesperson will report out the team's Incident Objectives.





## Initial Strategy Meeting and Information Sharing - Purpose

### Initial Strategy Meeting and Information Sharing – Purpose



See  
*At A Glance #7*  
**Initial Strategy Meeting**

- Communicate priorities, Incident Objectives.
- Discuss the Strategies to be used to meet the Incident Objectives.
- Discuss issues observed during transition.
- Establish Operational Periods.
- Establish the Planning Cycle meeting and briefing schedule.
- Communicate additional resource needs.

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### Notes:

The Initial Strategy Meeting and Information Sharing is a forum for the ICs to issue their decisions and direction, as well as for all AHIMT members to share any critical information they have obtained up to that point.

The most successful AHIMTs are the ones that have developed highly effective communication skills. Information-sharing and follow-up cannot be overemphasized.

The IC/UC meets with the Command and General Staff to brief them and discuss the IC/UC's priorities, issues/concerns, and Incident Objectives and the strategies to be used to accomplish the objectives. During this Initial Strategy Meeting, the team will agree on the length and starting times of Operational Periods, the time frames and meeting schedule needed to support the Operational Periods, the strategies needed to meet the objectives, and other critical information gained from previous briefings, issues that surfaced during the transition, and observations.

The information discussed, and decisions agreed to, will form a COP of the incident/event situation and the IC/UC's expectations during the management of the incident/event.

*“The initial Strategy Meeting, which is held the first time through the planning cycle, is particularly important, because it allows team members to share information and jointly determine the initial approach to response operations. The initial Strategy Meeting may include the initial Incident Commander and a representative from the Agency Administrator.” NIMS 2017 third edition, p. 108.*

Refer to the Appendix A: At a Glance #7 **Initial Strategy Meeting and Information-Sharing Meeting** in the back of the SM.



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## Initial Strategy Meeting and Information Sharing – Considerations

### Initial Strategy Meeting and Information Sharing – Considerations

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- May be facilitated by the Planning Section Chief (PSC).
- Provides the first opportunity of the Command and General Staff to share critical incident information.
- Makes specific assignment to AHIMT members for tasks not included in normal duties.



#### Notes:

The Initial Strategy Meeting and Information Sharing should occur as soon as feasible after incoming incident management personnel have received their Incident Briefing and have had an opportunity to assess the incident situation.

The meeting is facilitated by either the IC/UC or the Planning Section Chief (PSC). IC/UC can make specific assignments to AHIMT members for tasks not included in checklists of normal duties.


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## Initial Strategy Meeting and Information Sharing - Actions

### Initial Strategy Meeting and Information Sharing – Actions

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- Share concerns, assessments, and observations necessary for the AHIMT to form a Common Operating Picture (COP).
- Describe resource ordering procedure.
- Clarify issues and/or concerns.
- Share information.



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### Notes:

#### All members of the Command and General Staff:

Share concerns, assessments, and observations necessary for the team to form a COP and manage the incident successfully.

IC/UC:

- Identify Incident Priorities.
- Present the Incident Objectives.
- Discuss strategies.
- Discuss resource ordering procedures.
- Describe public information release procedures.

---

## Operational Period- Considerations

### Operational Period- Considerations

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- Safety concerns, unsafe conditions.
- Conditions of resources.
- Length of time necessary or available to achieve the tactical assignments.
- Availability of resources.
- Future involvement of additional jurisdictions or agencies.
- Environmental conditions.
- Planned event schedule.



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### Notes:

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The specific length of time and start time of the Operational Period varies based on a list of factors, such as:


- Safety concerns, unsafe conditions.
- Condition of resources.
- The length of time necessary or available to achieve tactical assignments.
- Availability of resources.
- Future involvement of additional jurisdictions or agencies.
- Environmental conditions.
- Planned events schedule.

At times Operational Periods are scheduled for the duration of a planned event (e.g. 8, 10, or 14 hours.) Other incident may limit operations to daylight hours. The needs of the incident/event drive duration and start times of the Operation Planning Cycle.

## Operational Period Examples

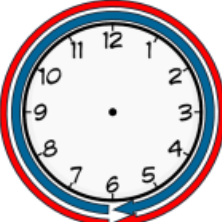
### Operational Period Examples

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**Dawn to Dusk**

- Often used if only working during the daylight hours.
- Risk versus reward; safety concerns.
- No life safety, e.g. Recovery mission.




**12-hour Operational Periods**

- Two 12-hour Operational Periods; one during the day, one at night enabling continuous work.
- Life safety, e.g. missing person.
- Often 0600-1800 hrs., 1800-0600 hrs.



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### Notes:

Common lengths of Operational Periods are:

- Daylight to dusk-often used if only working daylight hours.
  - Risk versus reward, safety concerns, e.g. recovery mission.
- Two 12-hour Operational Periods, one during the day one at night.
  - Continuous operations, dynamic incident, life safety issues, e.g. missing person.
  - Often 0600-1800 hours and 1800-0600 hours.
- 4, 6, 8-hour duration for hazardous materials incident (dictated by the incident).
- 24-hour Operational Periods for relatively stable situations or conditions.



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## Planning Cycle Meeting Schedule

### Planning Cycle Meeting Schedule

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- Developed by the PSC after discussion with the OSC, LSC and IC/UC.
- Approved by the IC/UC.
- PSC works backward from the start of the Operational Period.
- Allow time to accomplish each step.

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### Notes:

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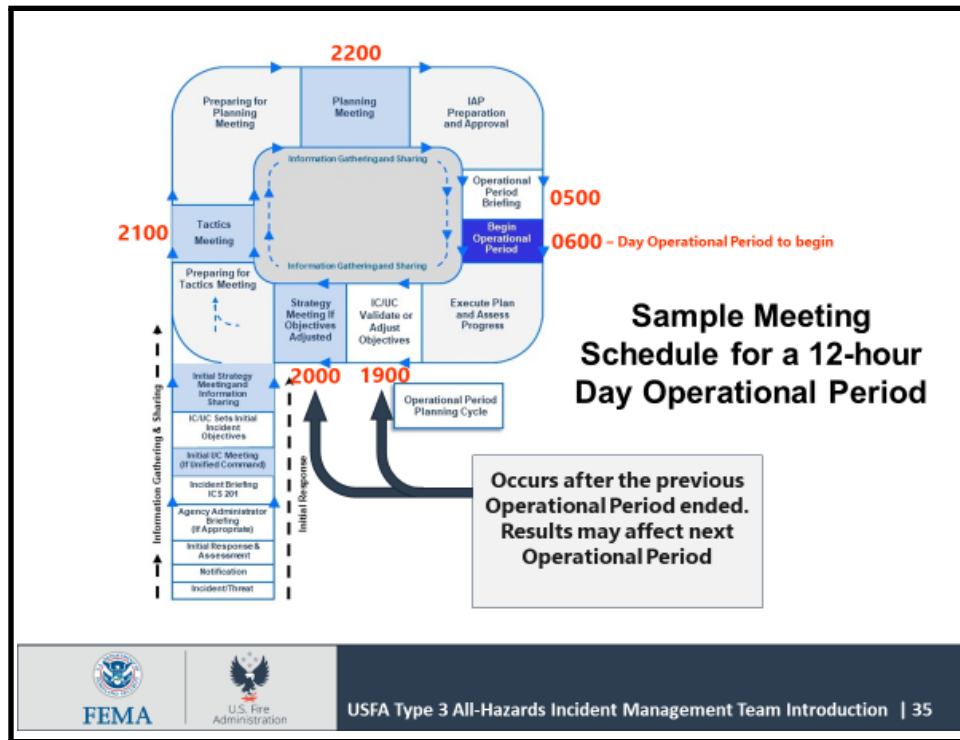
#### Planning Cycle Meeting Schedule

The Operational Period is a designated length of time in which a team wants to achieve a specific amount of work or a set of operational actions.

The purpose of the Operational Period Planning Cycle is to follow a standard sequence of meetings, briefings, and timeframes for completion of an IAP.

During the Initial Strategy Meeting the team must agree on the length and starting times of Operational Periods. Once the Operational Periods are agreed to the PSC will develop the meeting schedule working backward from the time selected for the start of the Operational Period after discussing it with the OSC, LSC, and IC/UC. The IC/UC approves the meeting schedule and then the PSC is responsible for ensuring the Operational Period Planning Cycle meeting schedule, process, and time frames are adhered to.

## Sample Meeting Schedule 12-Hour Day Operational Period



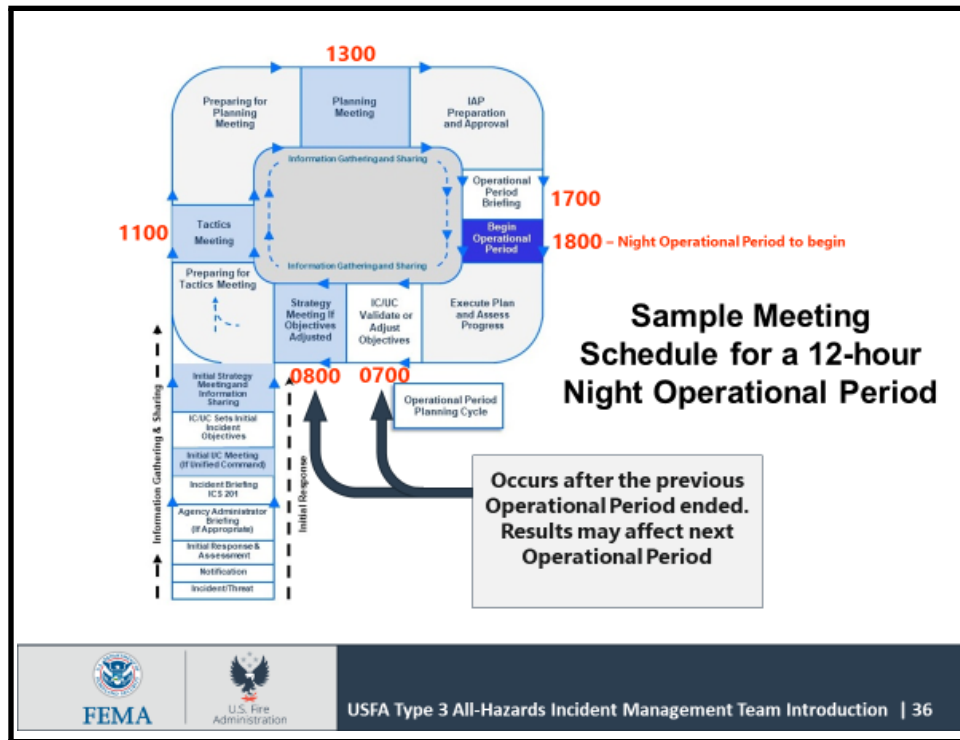
**Notes:**

The graphic above represents an example of a meeting schedule for a 12-hour Operational Period which begins at 0600 and ends at 1800, often referred to as a day Operational Period. A day Operational Period would be used if resources needed to work around the clock following a night Operational Period or operations are only during daylight hours. In this case the duration of the Operational Period would be adjusted to match the hours of daylight.

In this example, the operational period starts at 0600 hrs. To achieve an 0600 hour start time the Operational Period Briefing must start at 0500. Back-tracking through the timing of the meetings and the time needed to complete each step will result in the time schedule that must be adhered to.



**Sample Meeting Schedule 12-Hour Night Operational Period**



**Notes:**

The graphic above represents an example of a meeting schedule for a 12-hour Operational Period which begins at 1800 and ends at 0600 the next morning, often referred to as a night Operational Period. A night Operational Period would be used if resources needed to work all night during rescues, searches for a missing or escaped individual, etc. A night Operational Period would be followed by the Day Operational Period when new resources would continue the work.

In this example, the operational period starts at 1800 hrs. To achieve an 1800 start time the Operational Period Briefing must start at 1700. Back-tracking through the timing of the meetings and the time needed to complete each step will result in the time schedule that must be adhered to.

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## Operations Section – Organizational Elements

### Operations Section-Organizational Elements

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**Single Resource** – an individual, equipment, personnel, crew or team.

**Strike Team/Resource Team** – same kind and type of resources.

**Task Force** – a combination of single resources.

**Division** – divides an incident into geographical areas.

**Group** – divides an incident into functions.

**Branch** – found between Operations Section Chief and Divisions/Groups (can be functional or geographic).



---

### Notes:

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

**Strike Team/Resource Team:** A specified combination of the same kind and type of resources with common communications and a leader.

**Task Force:** A combination of single resources assembled for a particular tactical need with common communications and a leader.

**Division:** Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch (when activated) and the Task Force and Strike Team/Resource Team (See Group below.) Divisions are identified by alphabetic characters for horizontal applications and often by floor numbers when used in buildings.

**Group:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic Division. (See Division above.) Groups are located between Branches (when activated) and resources in the Operations Section.

**Branch:** The organizational level having functional or geographic responsibility for major parts of the Operations or Logistics functions. The Branch (when activated) level is organizationally between Section and Division/Group in the Operations Section and the Section and the Units in the Logistics Sections.

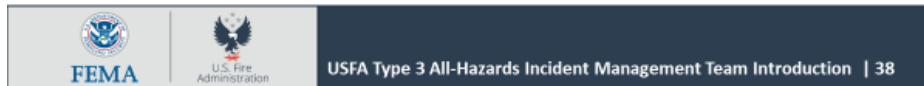


## Preparing for the Tactics Meeting

### Preparing for the Tactics Meeting



- This is a block of time, not a meeting:
  - OSC consults with section personnel to determine current situation, progress.
  - OSC documents proposed work assignments and required resources using the ICS 215.



#### Notes:

During this block of time, the OSC gathers input from the Branch Directors or Division and/or Group Supervisors on their needs for the next Operational Period, consolidates it into a Draft Tactical Plan, and typically documents it on an ICS 215 Operational Planning Worksheet.


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**Preparing for the Tactics Meeting (cont'd)**

### Preparing for the Tactics Meeting

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- Identify the strategy and tactics needed to meet the Operational Incident Objectives.
- Address all the Operational Objectives should be addressed on the ICS 215.
- Develop the organization, work assignments, and required resources.

  
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**Notes:**

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After the Initial Strategy Meeting, the OSC identifies the strategy and tactics needed to meet the Operational Incident Objectives developed by the IC/UC and develops the Operations Organization, work assignments, requires resources. These are the objectives the OSC will have to address in the Draft Tactical Plan.

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## Preparing for the Tactics Meeting (cont'd)

### Preparing for the Tactics Meeting

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- Logistics Section Chief (LSC) assesses logistical support capabilities.
- PSC determines resource availability, what displays, projections, etc. the OSC requires.
- Safety Officer (SOF) identifies/updates the hazards/risks and mitigation measures.



See At a Glance #8  
**Preparing for the  
Tactics Meeting**



#### Notes:

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The Safety Officer (SOF), in coordination with the OSC, begins development of the ICS 215A Incident Action Plan Safety Analysis, while the Logistics Section Chief (LSC) assesses logistical support capabilities.

The PSC determines the available resources and directs staff to develop any projections, displays, etc., the OSC requires.

Refer to the Appendix A: At a Glance #8 **Preparing for the Tactics Meeting** in the back of the SM.

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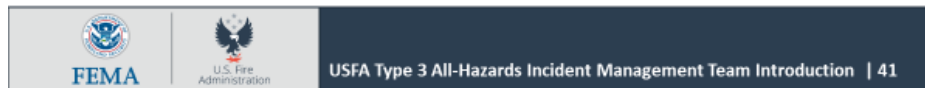
## Preparing for the Tactics Meeting (cont'd)

### Preparing for the Tactics Meeting

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Prior to the Tactics Meeting, the OSC should have:

1. Operational Incident Objectives.
2. Map (large enough to draw boundaries).
3. Wire chart (Divisions/Groups/Branches).
4. ICS 215 Operational Planning Worksheet.
5. ICS 215A IAP Safety Analysis being completed by the SOF.



#### Notes:

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Once the OSC has identified the Operational Incident Objectives, they begin the development of the Draft Tactical Plan. Using a map or chart, the OSC looks at the incident to determine if there are any logical boundaries. The OSC then starts to develop the Operations Section organization, namely, Divisions, Groups, and/or Branches.

The OSC uses the ICS 215 Operational Planning Worksheet to identify the:

- Resources (kind and type).
- Quantity of resources.
- Work assignment.
- Overhead.
- Special equipment.
- Reporting location and time.

The OSC works in conjunction with the SOF, who is completing the ICS 215A IAP Safety Analysis. Based on the ICS 215 worksheet, the SOF will use the ICS 215A to identify hazards and risks and the necessary mitigation measures for those hazards and risks.

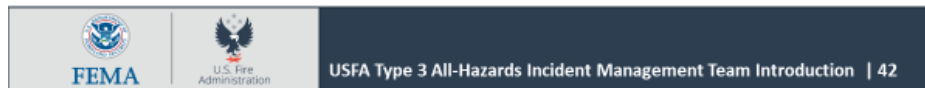
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## Prior to the Tactics Meeting

### Prior to the Tactics Meeting

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1. Set the incident perimeter.
2. Create work assignments to address Objectives.
3. Determine required resources (kind/type) and overhead.
4. Build the organization within span-of-control limits.
5. Review the map/chart to identify boundaries (Division/Branch).
6. Determine Staging Area location(s), Drop Points, Helispots, etc.



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#### Notes:

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#### Preparing for the Tactics Meeting: Considerations

##### Operations:

- Consults with Operations personnel to determine current situation, progress, **Conditions**, **Actions**, and **Needs** (the “CAN Report”) for current and next Operational Period.
- Document proposed work assignments and required resources.
- Develop/outline Operations Section organization for next Operational Period.
- Develop alternative and/or contingency strategies and tactics as necessary.

##### Planning:

- Needs to verify the resources (kind/type, quantity) available for the next Operational Period.
- Needs to provide resource information for placement on the ICS 215.
- Needs to create necessary projections, displays (maps, charts, etc.) as requested by the OSC.

##### Safety Officer:

- Identify/Update the hazards/risks and mitigation measures and document on the ICS 215A.

##### Logistics:

- Needs to assess current and potential logistical support capabilities.
- Needs to contact the ordering point to assess availability of additional resources and supplies.

## Tactics Meeting – Purpose

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## Tactics Meeting – Purpose

- OSC communicates and establishes support for Draft Tactical Plan from a small group:
  - SOF.
  - LSC.
  - PSC (Resources Unit Leader (RESL) if staffed).
  - Others by invitation only.

See At a Glance #9  
**Tactics Meeting**

FEMA

U.S. Fire Administration

USFA Type 3 All-Hazards Incident Management Team Introduction | 43

### Notes:

The purpose of the Tactics Meeting is for the OSC to communicate tactics and receive support from the PSC, LSC, and SOF for the Draft Tactical Plan. The Resources Unit Leader (RESL) (if staffed) generally represents the Planning Section at the Tactics Meeting.

The size of the meeting is deliberately kept small.

An effective Tactics Meeting is critical because it helps prevent major revisions from occurring later in the process.

Reiterate that a common understanding, agreement, and Situational Awareness can avoid disagreement during later phases of the All-Hazards Planning Cycle.

Refer to Appendix A: At a Glance #9 the ***Tactics Meeting*** in the back of the SM.

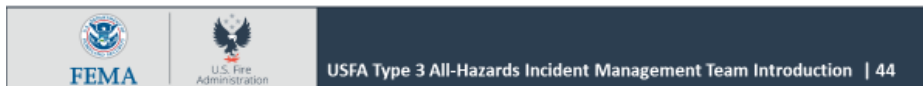
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## Tactics Meeting – Actions

### Tactics Meeting – Actions

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- OSC completes/presents the ICS 215 Operational Planning Worksheet.
- SOF completes/presents the ICS 215A Incident Action Plan Safety Analysis.



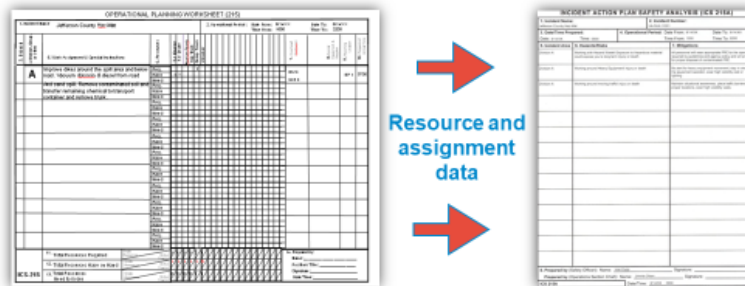
#### Notes:

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The attendees at the Tactics Meeting include the OSC, LSC, SOF, a representative from Planning Section, - typically the RESL, and other Technical Specialists (THSPs) or team members if requested by the OSC, LSC or SOF.

## Relationship Between ICS 215 and ICS 215A

### Relationship Between ICS 215 and ICS 215A

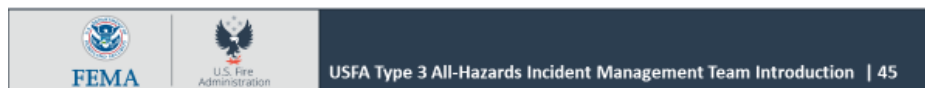


#### ICS 215

Gives direction on which resources (quantity, kind, type) to be deployed and their work assignment to meet the Incident Objectives.

#### ICS 215A

Identifies safety hazards/risks faced by these resources and mitigation strategies to be employed.



#### Notes:

- The ICS 215 determines the deployment of resources (quantity, kind, and type) and their work assignment to accomplish the Incident Objectives. A draft of this document may be brought to the meeting by the OSC, and the document is completed during the meeting.
- The ICS 215A lists safety hazards/risks and mitigation strategies. These list items are based on deployed resources considering the work they are performing as well as the environment they will be working in.

## Activity 3-3: ICS Form 215 and 215A Demonstration

### Activity 3-3: ICS 215 and 215A Demonstration

45 min. Instructors will demonstrate how to complete ICS Forms 215 and 215A.

**Total Time: 45 minutes**



#### Notes:

#### **Purpose**

Demonstration the completion of the ICS Form 215 and an ICS Form 215A.

#### **Duration**

Duration	Task
45 minutes	Observe demonstration.
<b>45 minutes</b>	

#### **Directions**

Students will watch the animated ICS Forms 215 and 215A demonstrations.

Activity 3-3 (cont'd): ICS 215 Demo

OPERATIONAL PLANNING WORKSHEET (215)

1. Incident Name: <b>Jefferson County Haz-Mat</b>						2. Operational Period : Date From: <b>8/14</b> Time From: <b>1800</b>						Date To: <b>8/15</b> Time To: <b>0600</b>					
3. Branch	4. Division, Group or Other	5. Work Assignment & Special Instructions										6. Resources	7. Overhead Position(s)	8. Support Equipment & Supplies	9. Priority Location	10. Resources Assigned	
	<b>A</b>	Improve dikes around the spill area and below the road. Vacuum diazinon & diesel from roadway. Remove absorbent sand. Remove the contaminated soil and transfer remaining chemical to transport container and removal truck.										1.1 Engine 1.2 Dump Trk 1.3 Dozer 1.4 Low Trk 1.5 Vac Trk, HDMR 1.6 PUL Trk, 1 Ton		DVS ASO-HM	Sand, 2-ton 75-Traffic cones	DP 1	1800
		11. Total Resources Required		Single Resource		1	1	2	1	1	1	2					
		12. Total Resources Have on Hand		Single Resource													
ICS-215		13. Total Resources Need to Order		Single Resource													
		14. Prepared By: Name: <u>Rich Olson</u>															
		Position/ Title: <u>OSC</u>															
		Signature: <u>Rich Olson</u>															
		Date/Time: <u>8/14 1300</u>															

Notes:

## Activity 3-3 (cont'd): ICS 215A Demo

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)		
1. Incident Name: Jefferson County Haz-Mat		2. Incident Number: VA-FAX-1101
3. Date/Time Prepared: Date: 8/14 Time: 1130		4. Operational Period: Date From: 8/14 Date To: 8/15 Time From: 1900 Time To: 0600
5. Incident Area	6. Hazards/Risks	7. Mitigations
Division A	Working with Hazardous Waste/ Exposure to Hazardous material could expose you to long term injury, or possible death.	All personnel will wear appropriate PPE for the operation as required by MOSH guidelines and agency policy. Follow accepted protocol for proper disposal of used PPE.
Division A	Working around heavy equipment/ Injury or death	Be alert for heavy equipment movement, stay in view of the equipment operator ; wear high visibility vests and clothing; Use lighting.
Division A	Working around moving traffic/Injury or death	Maintain situational awareness; place traffic barriers in proper locations; wear high visibility vests and clothing.
8. Prepared by (Safety Officer): Name: Dan Olney		Signature: <i>Dan Olney</i>
ICS 215A	Date/Time: 8/14, 1130 hrs	

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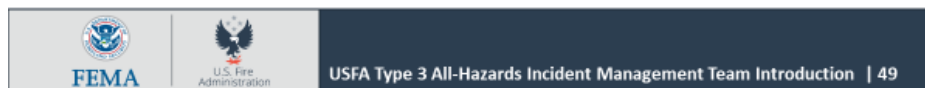
Notes:

## Activity 3-4: Tactics Meeting Simulation

### Activity 3-4: Tactics Meeting Simulation

1 hour, 30 min.	Teams will work in their breakout rooms to complete ICS Forms 215 and 215A as part of a practice Tactics Meeting.
15 min.	The Instructor will debrief the activity.

**Total Time: 1 hour 45 min.**



#### Notes:

#### *Purpose*

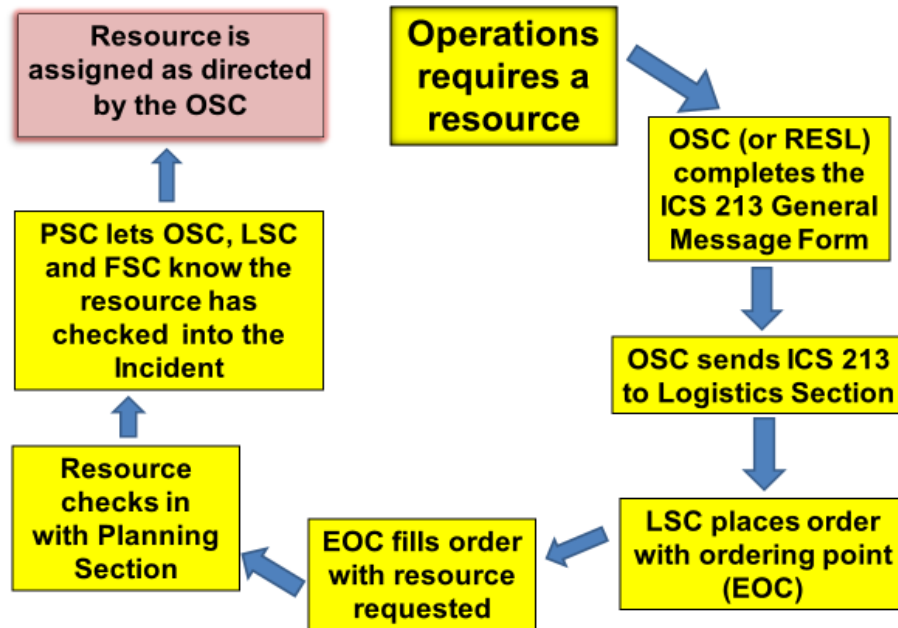
Complete drafts of the ICS 215 and ICS 215A. Teams will share their draft forms with the class.

Duration	Task
1 hour 30 minutes	Work in teams.
15 minutes	Debrief.
<b>1 hour 45 minutes</b>	

#### *Directions*

- Each team will move to a breakout room with a Mentor.
- Teams will use the Incident Objectives they previously developed to determine the Operations Section Organization and complete the ICS Forms 215 and 215A to address the Operational Incident Objectives.
  - Completed on wall-sized ICS 215 and 25A.
  - Teams can use Appendix A: At a Glance Guides, Mentor guidance, and SM materials to complete this activity and Incident Objectives developed in Activity 3-2 Developing Incident Objectives.
- After 90 minutes, teams will bring their organizational charts into the classroom and share with the class.

## Ordering an Operational Resource



### Notes:

#### Resource Ordering

Operational resources are requested by the OSC. These are identified in the **required** row of the ICS 215. The Planning Section (typically the Resources Unit Leader – RESL) will identify available resources and place this information in the **have** row of the ICS 215. Shortages are displayed in the **need** row of the ICS 215, and needed resources are requested by sending to the Logistics Section an ICS 213 General Message Form completed by the RESL and signed by the OSC.

Logistics orders the needed resource from the ordering point. Once the order is filled by the ordering point, the identity and estimated time of arrival (ETA) of the resource are shared with the Logistics Section. The Logistics Section will share this information with others on the AHIMT.

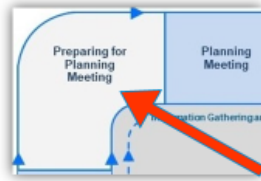
Upon arriving at the incident, the resources check-in with the Planning Section. The Planning Section shares this information with the OSC, LSC, and FSC.

The Resource(s) is then assigned as directed by the OSC.



## Preparing for the Planning Meeting

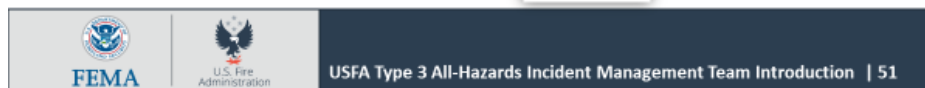
### Preparing for the Planning Meeting



- This is a block of time.
- IC/UC meets informally with members or stakeholders as necessary.
- OSC prepares ongoing update on current operations.
- PSC assists setting up the meeting room and visual displays.



See At a Glance #10  
**Preparing for the  
Planning Meeting**



#### Notes:

This is a block of time not a meeting or briefing. During the time frame between the Tactic Meeting and the Planning Meeting the OSC must finalize the ICS 215 Operational Planning Worksheet and deliver it to the PSC in sufficient time for the PSC to prepare a display version for the Planning Meeting.

The OSC must also coordinate and work with other team members involved in or affected by the plan. The SOF must complete the ICS 215A Incident Action Plan Safety Analysis and deliver to the Planning Section in sufficient time for the PSC to prepare a display version for the Planning Meeting. The PSC ensures that the material, intelligence, resources, displays, etc., that will be used or discussed in the Planning Meeting are prepared, displayed, and ready for presentation during the meeting. These preparations include posting the agenda, Incident Objectives, updated map, ICS 215, ICS 215A, etc.

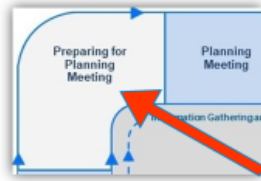
Refer to Appendix A: At a Glance #10 **Preparing for the Planning Meeting** in the back of the SM.

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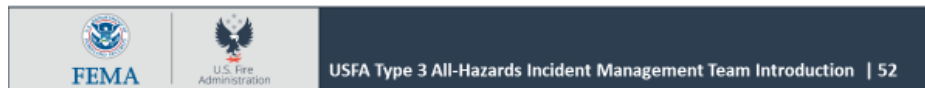
## Preparing for the Planning Meeting (cont'd)

### Preparing for the Planning Meeting

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- LSC verifies support requirements.
- The IC and Command and General Staff should exchange information about the proposed plan.
- If possible, conflicts should be resolved or mitigated prior to the meeting.



#### Notes:

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The IC and Command Staff and General Staff members should exchange information about the proposed plan to ensure that all members are able to support the plan when presented at the Planning Meeting. If possible, all conflicts should be resolved or mitigated prior to the actual Planning Meeting.

## Planning Meeting—Purpose

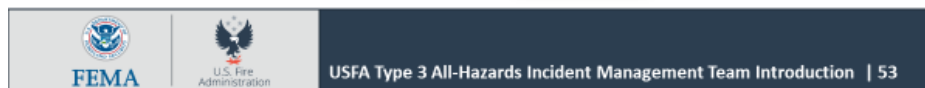
### Planning Meeting – Purpose



- OSC presents the Draft Tactical Plan and PSC solicits support for the proposed plan from the Command and General Staff and approval of the IC/UC.



See At a Glance #11  
**Planning Meeting**



#### Notes:

The Planning Meeting provides the opportunity for the Command and General Staff, as well as other AHIMT personnel, to review and validate their ability to support the Draft Tactical Plan as proposed by the OSC. Other agency officials and assisting/cooperating agencies and organizations also have the opportunity to hear the tactical work assignments, the hazard mitigations, and the support solutions.

The PSC facilitates the meeting. The critical portion of the meeting is that in which the OSC outlines the Draft Tactical Plan and describes the work assignments, quantity, kind, and type of resources needed for each Division and Group using the ICS 215. The SOF then describes the hazards/risks and mitigation measures identified using the ICS 215A.

Refer to Appendix A: At a Glance #11 the **Planning Meeting** in the back of the SM.

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## Planning Meeting – Considerations

### Planning Meeting – Considerations

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- Final opportunity for the Command and General Staff to hear the proposed plan and provide input.
- All Operational Objectives must be addressed by the proposed work assignments/organization.
- Logistical support is adequate.
- Hazards/Risks are identified and mitigated.
- Meeting is documented.
- Financial and administrative reporting requirements are met.



#### Notes:

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This meeting provides the final opportunity for the Command and General Staff to hear all details of the Draft Plan and provide any needed or requested input. After hearing the details, input, and updates, the Command and General Staff and appropriate subordinates then commit to supporting the Draft Plan.

After they have agreed to support the Draft Plan and the IC/UC approves the Plan, the PSC indicates when all forms, support documents, and attachments to the plan must be submitted. The IC/UC may then offer some closing remarks prior to the PSC adjourning the meeting.

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## Planning Meeting – Actions

### Planning Meeting – Actions

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- OSC presents ICS 215.
- SOF presents ICS 215A.
- Team develops alternative plans if necessary.
- Team shares critical information.
- Team members indicate support of the proposed plan.
- IC/UC approves the plan.



### Notes:

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Everyone on the team must demonstrate his or her leadership ability. The Draft Tactical Plan represented by the ICS 215(s) developed in the Tactics Meeting is approved during the Planning Meeting. The Planning Meeting is designed to create mutual understanding and give attending VIPs the team's vision for accomplishing the Incident Objectives for the next Operational Period.

## Activity 3-5: Planning Meeting Simulation

### Activity 3-5: Planning Meeting Simulation

1 hour	<ol style="list-style-type: none"> <li>1. Teams will work in their breakout rooms to conduct a Planning Meeting (using the Planning Meeting Agenda as a guide)</li> <li>2. Rooms will be organized for the meeting with necessary displays, maps, and agenda posted.</li> </ol>
--------	---

**Total Time: 1 hour**



#### Notes:

#### **Purpose**

Conduct a Planning Meeting.

#### **Duration**

Duration	Task
1 hour	Work in teams.
<b>1 hour</b>	

#### **Directions**

1. Each team will move to a breakout room with a Mentor.
2. Teams will use their incident map, agenda, Incident Objectives, draft ICS Forms 215 and 215A created during Activity 3-4 the Tactics Meeting simulation.
  - a. Teams may use Handout 3-7 Planning Meeting Agenda or the Planning Meeting Agenda from Appendix A: At a Glance #11 **Planning Meeting**.
  - b. Teams can use Appendix A: At a Glance Guides, Mentor guidance, and SM materials to complete this activity.

## IAP Preparation and Approval

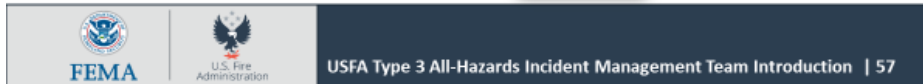
### IAP Preparation and Approval



- This is a block of time where the details and documentation of the IAP are completed.
- Components of the IAP are delivered to the Planning Section to the location and time frame determined by the PSC.
- The IAP is assembled by the Planning Section.



See At a Glance #12  
**IAP Preparation  
Approval**



#### Notes:

Command and General Staff members and appropriate Unit Leaders who have deliverables needed to complete the IAP, finalize their products and provide their completed documents(s) and product(s) within the time schedule.

The PSC/Planning Section Units assemble the IAP components and check for clarity and completeness. The deadline should be early enough to permit timely IC/UC review, approval, and duplication of sufficient copies for the Operational Period Briefing and other AHIMT members.

During the conclusion of the Planning Meeting, the PSC indicates the time when all documents and products that support the IAP are due.

The PSC usually supervises the process to ensure that the IAP components are ready on time.

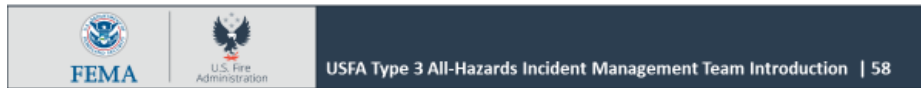
Refer to Appendix A: At a Glance #12 the ***IAP Preparation and Approval*** in the back of the SM.

## IAP Preparation and Approval (cont'd)

### IAP Preparation and Approval



- After the PSC reviews it, the IAP is delivered to the IC/UC for review and approval.
- IC/UC reviews and signs the IAP.
- The approved IAP is then duplicated for distribution at the Operational Period Briefing.



**Notes:**

**Items Included in an IAP**

Required	Optional
- ICS 202: Incident Objectives.	- Cover.
- ICS 203: Organization Assignment List.	- Traffic Plan.
- ICS 204: Assignment List.	- Weather Forecast.
- ICS 205: Incident Radio Communications Plan.	- Demobilization List.
- ICS 206: Medical Plan.	- Incident and/or Base Plan.
- ICS 208: Safety Message/Plan.	- Site Safety Plan.
- Incident Map.	- Fire Behavior Forecast.
	- Human Resource Statement.
	- ICS 205A: Communication List.
	- ICS 214: Activity Log (blank).

Working together as a team can help ensure that deadlines are met. Each AHIMT member must recognize the tasks they must accomplish and must understand what interactions will be necessary to complete the job. The Planning Section has the bulk of the responsibility for the completion and duplication of the IAP.

**Action during the block of time IAP Preparation and Approval**



**IC/UC:**

- Review, approve, and sign IAP.

**Safety:**

- If necessary, provide safety direction in the Situational Awareness section of the ICS 202 Incident Objectives.

**Liaison:**

- Develop/Confirm the list of stakeholders, assisting and cooperating agencies.
- Coordinating with the Logistics Section, verify the location/time for the cooperators' meeting.
- Communicate with the AHIMT members needed to attend the cooperators' meeting to answer questions.

**Public Information Officer:**

- Develop/Review the media strategy.
- Develop/Review the critical media messaging points.

**Operations:**

- Provide required information for inclusion in IAP, including ICS 220: Air Operations Summary, if required.
- Work with Planning Section to ensure that preferences for resource placement are identified and accomplished.

**Planning:**

- Facilitate gathering of required components and assemble IAP.
- Review IAP for completeness.
- Provide completed IAP to IC/UC for review/approval.
- Make sufficient copies of the IAP.
- Distribute IAP to appropriate team members and file originals with the Documentation Unit.

**Logistics:**

- Review Logistics Section products for completeness (ICS 205, ICS 205A, ICS 206, etc.).
- Provide logistical support information for IAP.
- Verify resources ordered/status.

**Finance/Administration:**

- Verify financial and administrative requirements for IAP.

## ICS Forms Relationship: ICS 215, ICS 215A, ICS 205, ICS 204

### ICS Form Relationship: ICS 215, ICS 215A, ICS 205, and ICS 204

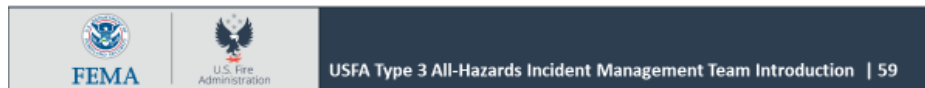


**ICS 215** - Contains information on resources (quantity, kind, type) and work assignment.

**ICS 215A** - Hazards/Risks identification and mitigation.

**ICS 205 Incident Radio Communication Plan** - Communication methods.

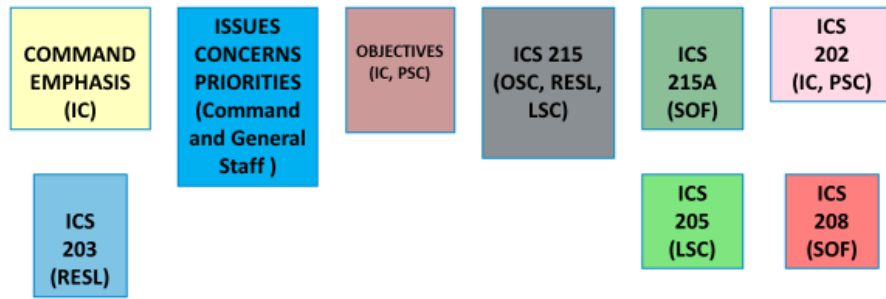
**ICS 204 Assignment List** - Identifies specific resources and includes assignments, safety information, special instruction and communication methods.



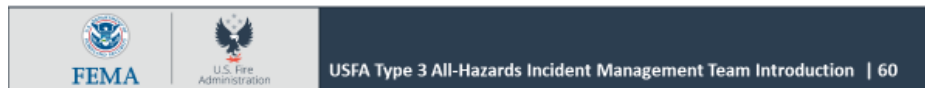
#### Notes:

- The ICS 215 lists the kinds, types, quantities, and work assignments of the resources to be deployed.
- The ICS 215A identifies the hazards/risks and mitigation for those resources, given their work assignments and environment.
- The ICS 205 identifies the assigned Communication Plan – specifically, Tactical, Command, Air to Ground, Air to Air, and Support Frequencies.
- The ICS 204 specifies how these resources will be assigned.

## ICS Forms – Information Sources



**Color Key Indicates  
ICS Form or Team Member  
Providing Information for  
Completion.**

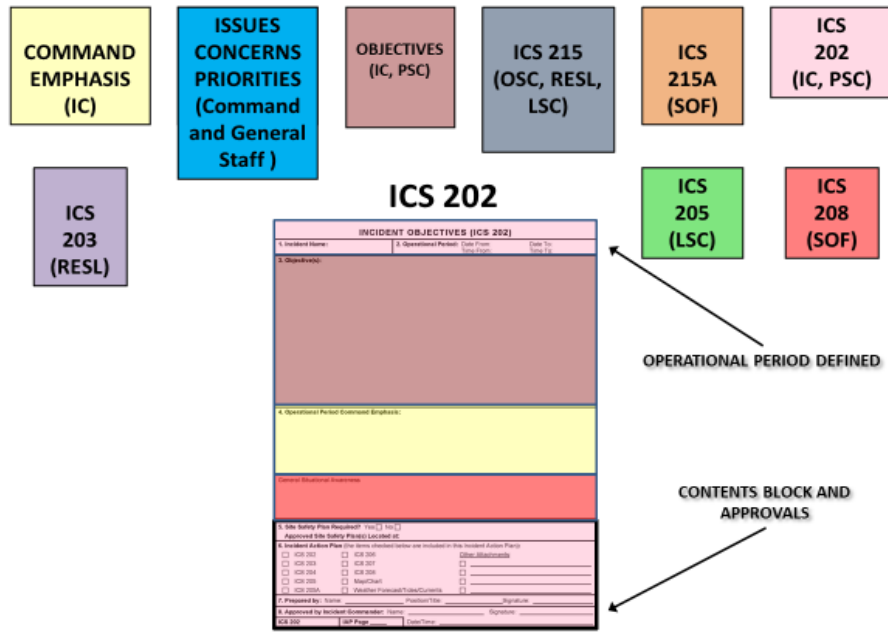


### Notes:

#### Color Key for ICS Forms

The next few slides will show the sources documents/team members where the information is found to place on the ICS forms.

## ICS 202 – Incident Objectives



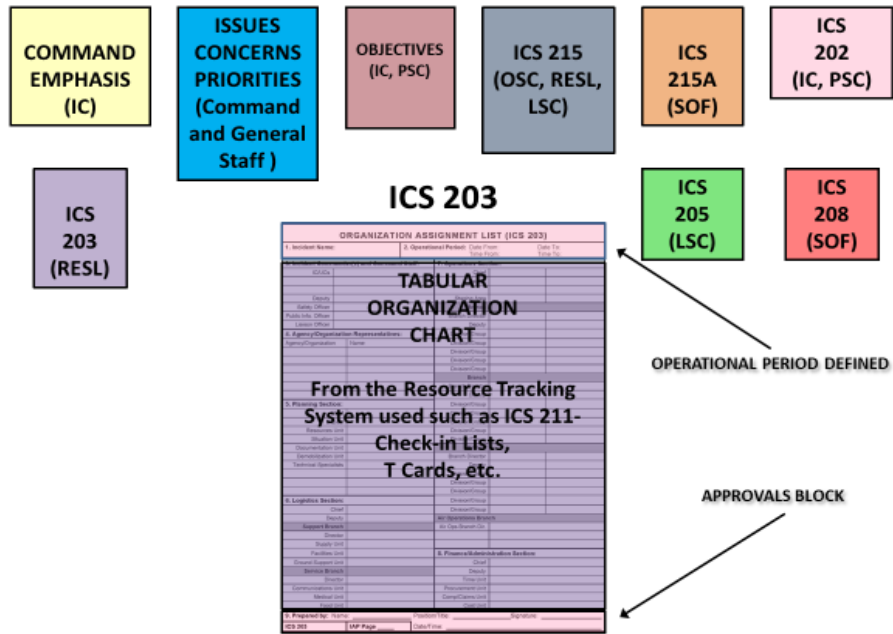
61

### Notes:

#### ICS 202 Incident Objectives

The colored boxes depict the source of the information needed to complete the ICS 202 Incident Objectives.

## ICS 203 – Organization Assignment List



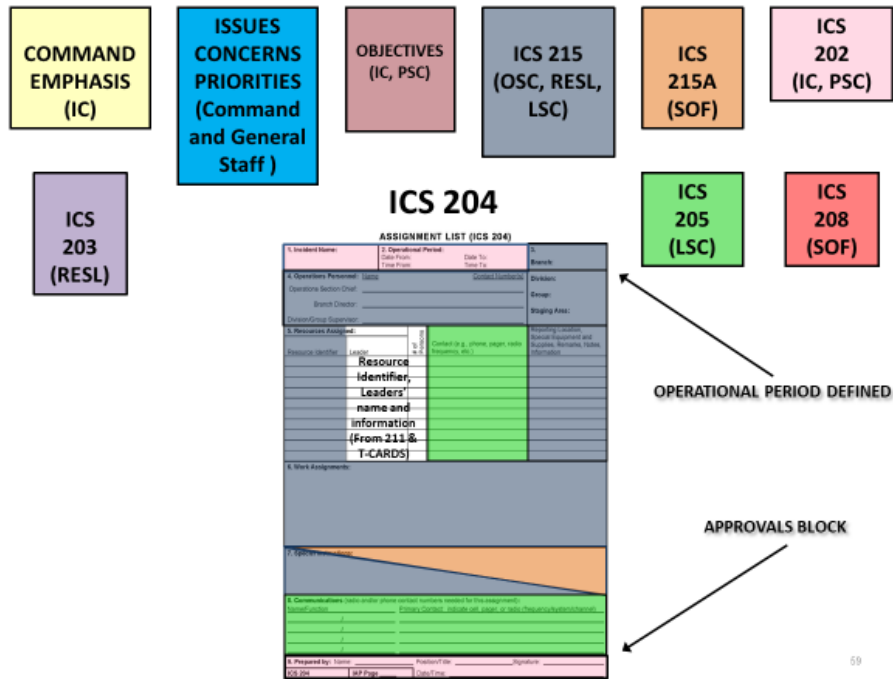
58

### Notes:

ICS 203 Organizational Assignment List

The colored boxes depict the source of the information needed to complete the ICS 203 Organizational Assignment List.

## ICS 204 – Assignment List



### Notes:

ICS 204 Assignment List

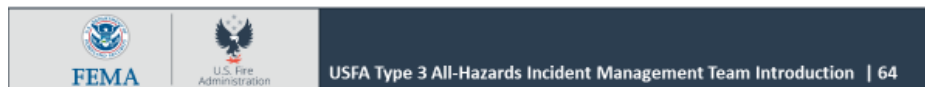
The colored boxes depict the source of the information needed to complete the ICS 204 Assignment List.

## Activity 3-6: Demonstration: ICS 203 Organization Assignment List and ICS 204 Assignment List

### Activity 3-6: Demonstration ICS Forms 203 and 204

30 min.	The Instructors will demonstrate information transfer to the ICS 203 Organization Assignment List and ICS 204 Assignment List.
---------	--

**Total Time: 30 minutes**



#### Notes:

#### **Purpose**

Demonstration how to transfer information from the ICS 215 to the ICS 204. The ICS 204 will be included in the IAP. Watch the Information build on the ICS 203 and the ICS 204.

#### **Duration**

Duration	Task
30 minutes	Watch demonstration and ask questions.
<b>30 minutes</b>	

#### **Directions**

1. Students will watch the animated ICS 203 and ICS 204 demonstration.
2. Students will have the opportunity to ask questions about the transfer and can go into further detail with Mentors in breakout rooms during the next activity.

## Activity 3-6: (cont'd): Organization Assignment List

ORGANIZATION ASSIGNMENT LIST (ICS 203)			
1. Incident Name: Jefferson County Haz Mat		2. Operational Period: Date From: 8/14 1800 Date To: 8/15 0600	
3. Incident Commander(s)/Command Staff:		7. Operations Section:	
IC/UCs		Chief Rich Olson	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division A Ronnie Hamm	
Agency/Organization Name		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
		Division/Group	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: Kate Magn		Position/Title: REL	
Signature: Kate Magn		Date/Time: 8/14 1435 hours	
ICS 203	IAP Page		

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### Notes:

#### ICS 203 Organization Assignment List

**Purpose.** The ICS 203 Organization Assignment List provides ICS personnel with information on the Sections and Units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the ICS 207 Incident Organization Chart, which is posted on the ICP display. An actual organization will be incident- or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name.

**Preparation.** The Resources Unit prepares and maintains this list under the direction of the PSC. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a “t” in parentheses after the name (e.g., “Andrea Smith (t)”).

**Distribution.** The ICS 203 is part of the IAP, which is distributed at the Operational Period Briefing. The original and a “redlined” corrected copy of the IAP are given to the Documentation Unit for inclusion in the incident file.

### Notes:

- The ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203 and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations function can be embedded in several different places within the organizational structure.



## Activity 3-6: (cont'd): Assignment List

ASSIGNMENT LIST (ICS 204)				
1. Incident Name: <b>Jefferson County Haz-Mat</b>		2. Operational Period: Date From: <b>8/14</b> Time From: <b>1800</b>		Date To: <b>8/15</b> Time To: <b>0600</b>
4. Operations Personnel: Name Operations Section Chief: <b>Rich Olson</b>			Contact Number(s) <b>555-512-1212</b>	
Branch Director: Division Supervisor: <b>Ronnie Hamm</b>			<b>555-512-1313</b>	
3. Branch: Division: <b>A</b> Group: Staging Area:				
5. Resources Assigned:				
Resource Identifier	Leader	ICRS	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Fairfax Eng. 2102	Ray Holbrook	5	555-512-1111	DP-1 1800
Fairfax Dozer 1	Regina Smith	1	555-512-1001	DP-1 1800
Fairfax Dump 1	Kevin Harrelson	1	555-512-1222	DP-1 1800
Fairfax Dump 2	Mary Williams	1	555-512-1232	DP-1 1800
Grey's Vac Truck #30	Joe Calvert	2	555-512-3332	DP-1 1800
Fairfax P/U #76	Alan Moffett	1	555-512-1234	DP-1 1800
Corey's Tow Srv #121	Fran Varner	1	555-512-2233	DP-1 1800
ASO-HM	Brian Shield	1	555-512-7777	DP-1 1800
6. Work Assignments: Improve dikes around the spill area and below the road. Vacuum diazinon & diesel from roadway. Remove absorbent sand. Remove the contaminated soil and transfer remaining chemical to transport container and removal truck. Wrecker will be released from incident as soon as it removes truck from the scene. The truck will be delivered to the transport company.				
7. Special Instructions: Personnel working near water must wear PFD; appropriate PPE for Haz-Waste operation required, proper disposal of contaminated PPE; Watch for heavy equipment movement; situational awareness of deteriorating weather conditions; Provide appropriate work/rest periods				
8. Communications (radio and/or phone contact numbers needed for this assignment): Name/Function Primary Contact: Indicate cell, pager, or radio (frequency/system/channel) Motorola Jeff. Co. / Tactical Channel 1 - 154.280 Motorola Jeff. Co. / Command Channel 5 - 152.875				
9. Prepared by: Name: <u>Katie Magin</u> Position/Title: <u>RESL</u> Signature: <u>Katie Magin</u> ICS 204 IAP Page: _____ Date/Time: <u>8/14 1400</u>				

### Notes:

### ICS 204 Assignment List

**Purpose.** The ICS 204 Assignment List informs Division and Group Supervisors of incident assignments that have been approved through the planning process.

**Preparation.** The ICS 204 is normally prepared by the Resources Unit, using guidance from the ICS 215, ICS 215A and ICS 205. It must be approved by the IC but may be reviewed and initialed by the PSC and OSC as well.

**Distribution.** The ICS 204 is part of the IAP, which is distributed at the Operational Period Briefing. The original and a "redlined" corrected copy of the IAP are given to the Documentation Unit for inclusion in the incident file.

### Notes:

- If additional pages are needed, use a blank ICS 204 and renumber as needed.

## ICS 205 Incident Radio Communication Plan

### ICS 205 Incident Radio Communication Plan

- Completed by the Communications Unit (COML) Leader or LSC if COML unstaffed.
- Outlines how the responders will communicate on the incident.



#### Notes:

### ICS 205 Incident Radio Communications Plan

**Purpose.** The ICS 205 Incident Radio Communications Plan provides information on all radio frequency (or trunked radio system talkgroup) assignments for each Operational Period. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the ICS 204s.

**Preparation.** The ICS 205 is prepared by the Communications Unit Leader (COML) (or LSC if unstaffed) and given to the PSC for inclusion in the IAP.

**Distribution.** The ICS 205 is part of the IAP, which is distributed at the Operational Period Briefing. The original and a “redlined” corrected copy of the IAP are given to the Documentation Unit for inclusion in the incident file.

#### Notes:

- Information from the ICS 205 is placed on the Assignment List ICS 204.

## ICS 206 Medical Plan

### ICS 206 Medical Plan

The image shows the ICS 206 Medical Plan form. It is a structured document with several sections:

- 1. Incident Name:** Includes Incident Name, Operational Period, Date, Time From, and Time To.
- 2. Medical Aid Stations:** A table with columns for Name, Location, and Capacity (Number of Responders).
- 3. Transportation (include air or ground):** A table with columns for Air Vehicle Service, Location, Capacity (Number of Responders), and Level of Service.
- 4. Hospitals:** A table with columns for Hospital Name, Address, City & Longitude, Contact Number, Primary Services (Air, Ground), Response Service, and Bed Capacity (Emergency, Inpatient).
- 5. Special Medical Emergency Procedures:** A section for detailing specific protocols.
- 6. Signatures:** Fields for Prepared by (Medical Unit Leader), Approved by (SOF), and ICS 206.

- Completed by the Medical Unit Leader (MEDL) or LSC if MEDL is unstaffed.
- Approved by the SOF.
- Outlines Special Medical Emergency Procedures for responders.
- Many jurisdictions and agencies have specific protocols and procedures.



#### Notes:

### ICS 206 Medical Plan

**Purpose.** The ICS Medical Plan provides information on incident medical aid stations, transportation services, hospitals, and emergency medical procedures for all incident management personnel. This form is not for describing the procedures for rendering aid to civilians, non-responders, or the public at large; it should be considered as “force protection” for the responders and incident management personnel only.

**Preparation.** The ICS 206 is prepared by the Medical Unit Leader (MEDL) (or LSC if unstaffed) and reviewed and approved by the SOF to ensure ICS coordination. If aviation assets are used, their use must be coordinated with the Air Operations Branch Director (AOBD) or OSC if the Branch Director position has not been established.

**Distribution.** The ICS 206 is part of the IAP, which is distributed at the Operational Period Briefing. The original and a “redlined” corrected copy of the IAP are given to the Documentation Unit for inclusion in the incident file.

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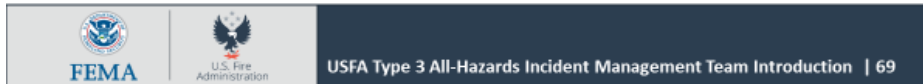
## Special Medical Emergency Procedures (ICS 206 block 6)

### Special Medical Emergency Procedures (ICS 206 block 6)

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**In the event of a medical emergency, provide the following information:**

1. Declare the nature of the emergency.
  - a. Medical injury/illness? Life-Threatening?
2. If life-threatening, request frequency be cleared for emergency traffic.
3. Identify the on-scene point of contact (POC) by resource and last name.
4. Identify nature of incident, number injured, location patient assessment(s).



#### Notes:

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#### Special Medical Emergency Procedures

**For non-emergency incident:** work through the chain of command to report and transport injured personnel as necessary.

**For medical emergency:** Identify on-scene POC by name and Position and announce “Medical Emergency” to initiate response from the IMT Communication/Dispatch. Note (some organizations identify this individual as an on-scene Incident Commander for an Incident-within-an incident).

Note that some organizations and jurisdictions may have specific medical procedures and protocols that must be followed.

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## Special Medical Emergency Procedures (cont'd)

### Special Medical Emergency Procedures (ICS 206 block 6)

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5. Identify on-scene medical personnel by position and name.
6. Identify preferred method of patient transport.
7. Request additional resources/equipment.
8. Document all information received/transmitted on the radio/phone.
9. As they occur, POC identifies any changes in:
  - a. On-scene POC or medical personnel.
  - b. Patient status.
  - c. Situation.



#### Notes:

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#### Special Medical Emergency Procedures

Note that some organizations and jurisdictions may have specific medical procedures and protocols that must be followed.

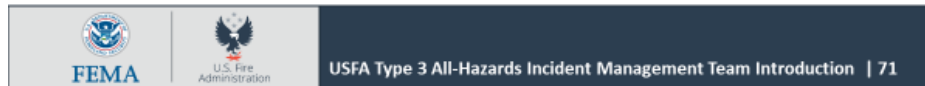
## ICS 208 Safety Message/Plan

### ICS 208 Safety Message/Plan



The image shows a form titled "SAFETY MESSAGE/PLAN (ICS 208)". It includes fields for Incident Name, Operational Period (Date From, Date To), and Safety Message/Operational Safety Message, Safety Plan, Site Safety Plan. At the bottom, there are checkboxes for "Site Safety Plan Required?" and "Approved Site Safety Plan/Incident #", along with fields for Incident #, Incident Name, Signature, ICS 208, IAP Page, and Date/Time.

- Completed by the SOF.
- Addresses an issue the SOF would like to highlight.
- The message often changes from one Operational Period to the next.
- Bullet items work best.



#### Notes:

#### ICS 208 Safety Message/Plan

**Purpose.** The ICS 208 Safety Message/Plan is used to communicate safety information for the Operational Period activities, both operational and support. The ICS 208 is used to identify hazards, risks, and approved methods used to mitigate those hazards and risks.

**Preparation.** The ICS 208 is a form completed by the SOF for inclusion in the IAP.

**Distribution.** The ICS 208 is part of the IAP, which is distributed at the Operational Period Briefing. The original and a “redlined” corrected copy of the IAP are given to the Documentation Unit for inclusion in the incident file.

## Operational Period Briefing – Purpose

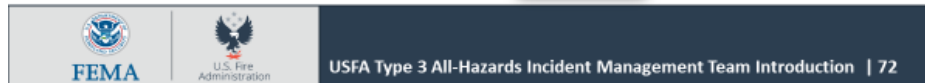
### Operational Period Briefing – Purpose



- Command and General Staff communicate details of IAP to Tactical Supervisors and representatives of supporting and cooperating agencies.
- Should be short—it's called a "briefing" for a reason!



See At a Glance #13  
**Operational Period Briefing**



#### Notes:

The IAP will be presented at the Operational Briefing. It must be completed, approved, and duplicated prior to the start of the briefing. This duplication can take hours on large incidents and depending on the number of copies required.

The Operational Period Briefing communicates the decisions, planning, and preparation to the Tactical Supervisors. The briefing must be complete and efficient, so the responders feel they are executing a logical, safe, well-thought-out plan.

A common practice after the Operational Period Briefing is to hold a short breakout session for each Division or Group on the incident. This allows that Division or Group Supervisor to review, work assignment, safety concern, etc., with their respective subordinate supervisors.

Refer to Appendix A: At a Glance #13 the **Operational Period Briefing** in the back of the SM.

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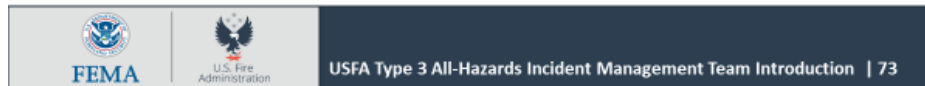
## Operational Period Briefing – Actions

### Operational Period Briefing – Actions

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- Presentations by the Command and General Staff and select Unit Leaders.
- Highlights important components of the IAP.
- Focused, relevant, and directed toward Operations Supervisory personnel.



#### Notes:

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The briefing highlights all important components of the IAP and should be focused, relevant, and directed towards the operations personnel who will be implementing the IAP.

Generally, this briefing occurs 1 hour prior to the start of the Operational Period.

Specific Tactical Supervisors that attend the Operational Period Briefing:

- Branch Directors.
- Division/Group Supervisors.
- Strike Team/Task Force Leaders.
- Single Resource Bosses.

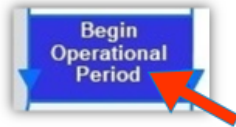


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## Begin the Operational Period – Actions

### Begin the Operational Period – Actions

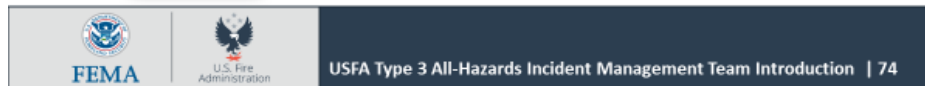
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- Resources travel to their assigned location.
- Starts with a face-to-face briefing from the individual being relieved.
- Operational resources begin the task of implementing their portion of the IAP.
- Specific tasks are assigned to individuals and individual resources as appropriate.



See At a Glance #14  
**Begin the Operational Period**



#### Notes:

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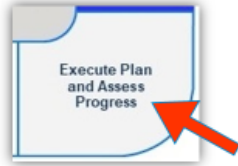
At the conclusion of the Operational Period Briefing and breakout sessions, resources travel to their assigned work locations. An important step once they arrive at their work locations is for each to meet face-to-face with the individual, being relieved to receive a clear, current, detailed briefing of conditions at their assigned work location.

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

Refer to Appendix A: At a Glance #14 the ***Begin the Operational Period*** in the back of the SM.

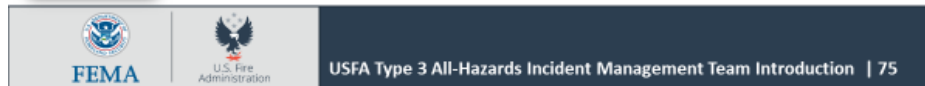
## Execute Plan and Assess Progress

### Execute Plan and Assess Progress



See At a Glance #15  
**Execute Plan and Assess Progress**

- This is a block of time.
- Resources execute their assigned portion of the tactical plan and note and report their progress in completing their assigned tasks.
- This progress and recommended changes in actions or resources (kind/type, quantity) are passed on to the next level of supervision.
- These recommendations are then incorporated into the planning process for the next Operational Period.



#### Notes:

Assessment is an ongoing, continuous process to help adjust current operations as appropriate or required and to help plan the future operations needed to meet the Incident/Event Objectives.

Resources begin their work assignments as outlined in the IAP. Strike Team and Task Force Leaders or Single Resource Bosses give assignments to the people working for them.

This progress and recommended changes in actions or resources (kind/type, quantity) are passed on to the next level of supervision.

These recommendations are then incorporated into the planning process for the next Operational Period.

Refer to the Appendix A: At a Glance **Execute Plan and Assess Progress** in the back of the SM.

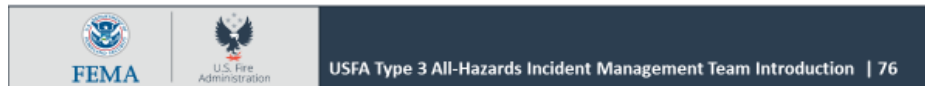
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## Execute Plan and Assess Progress – Actions

### Execute Plan and Assess Progress - Actions

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- After the Operational Period change the off-going supervisors are interviewed to validate the IAP's effectiveness.
- Command and General Staff members each evaluate progress and make recommendations.



#### Notes:

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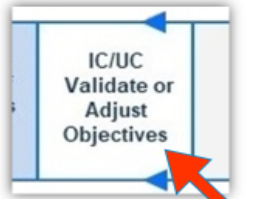
After the Operational Period change Supervisors should be interviewed by their relief and by the OSC and/or the Situation Unit in order to validate the previous IAP's effectiveness. Division/Group Supervisors may make last-minute adjustments to tactics over which they have purview. Similarly, a Supervisor may reallocate resources within that Division/Group to adapt to changing conditions.

Following the Operational Briefing, all Command and General Staff members review the progress of the incident management and make recommendations to the IC/UC. This feedback/information is continuously gathered from various sources, including Field Observers (FOBS), Assistant Safety Officer(s), responder debriefs, stakeholders, etc.

The IC/UC should encourage Command and General Staff members to view first-hand the areas of the incident they are supporting. If feedback indicates that it's necessity to adjust the Incident Objectives, a Strategy Meeting will be held to discuss current objectives, strategy, and priorities, and the necessity of modifying them to meet changing conditions.

## IC/UC Validate or Adjust the Incident Objectives

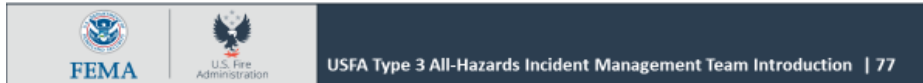
### IC/UC Validate or Adjust the Objectives



- Based on input from the Command and General Staff particularly the OSC, the IC/UC will determine if the Objectives need to be modified or altered.
- If needed, the IC/UC will draft the changes.
- The PSC may facilitate this discussion.



See At a Glance #16  
**IC/UC Validate or  
Adjust the Objectives**



#### Notes:

Based on input from the Command and General Staff members (particularly the OSC), the IC/UC will determine whether any of the Incident Objectives have been completed or need to be modified or altered. If the Incident Objectives require adjustment, amendment, or alteration, the IC/UC will meet to draft the changes.

The IC/UC meet to discuss, validate, or adjust the current Incident Objectives, making the necessary adjustments. If there is a single command, rather than a UC, the IC reviews the Incident Objectives, considering the input received from members of the AHIMT to determine whether the Incident Objectives need adjustment.

Refer to the Appendix A: At a Glance #16 **IC/UC Validate or Adjust the Objectives** “in the back of the SM.

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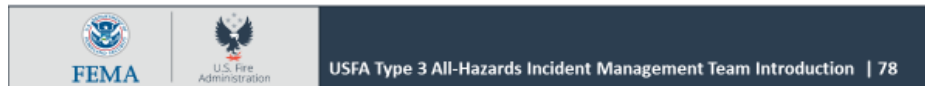
## Strategy Meeting (If Objectives Adjusted)

### Strategy Meeting (If Objectives Adjusted)

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- A Strategy Meeting must be scheduled if the IC/UC adjust/modify the Incident Objectives.
- Meeting should occur as soon as practical after the Incident Objectives have been adjusted.



#### Notes: 5

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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, a Strategy Meeting must be held.

IC/UC will task the PSC with scheduling a Strategy Meeting, notifying the required attendees, and preparing the Incident Objectives for display at the Strategy Meeting.

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## Strategy Meeting – Actions

### Strategy Meeting – Actions

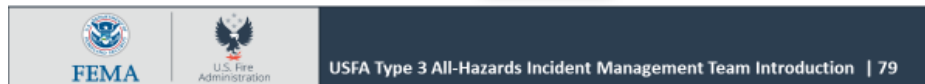
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- Present the revised Incident Objectives and/or new strategies.
- Evaluate Operational Periods/Meeting Schedule.
- Discuss limitations, issues and concerns.



See At a Glance #17  
**Strategy Meeting**



#### Notes:

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The Strategy Meeting, if required, should be scheduled as soon as practical after the Incident Objectives have been adjusted during the previous step. The OSC needs the results of this meeting to prepare for the next Tactics Meeting.

If the Incident Objectives change, there will be a corresponding change to the strategies. This information needs to be communicated to the Command and General Staff to provide a COP for all.

Discussion includes:

An update on the Current Incident Situation (review). The reasons for adjusting the Incident Objective(s), key decisions, the adjusted Incident Objectives, strategies, response priorities, limitations, constraints, and progress made.

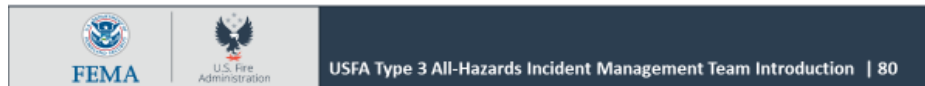
Refer to the Appendix A: At a Glance #17 **Strategy Meeting** in the back of the SM.

## Preparing for the Tactics Meeting

### Preparing for the Tactics Meeting



- Start the planning cycle once again.
- Adjust the plan as needed.
- The AHIMT continues to enhance their COP.
- OSC continues gathering updated incident information.
- The Draft Tactical Plan must reflect any changes to the Incident Objectives.



#### Notes:

Start the cycle once again. Adjust the plan as needed. The AHIMT continues to enhance their COP; OSC continues gathering updated incident information

The new Draft Tactical Plan must reflect any changes made to the Incident Objectives.

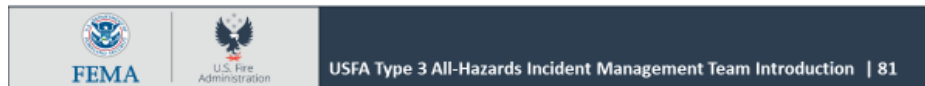
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## Additional/Optional Meetings

### Additional/Optional Meetings

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- Command and General Staff Meetings.
- Section Meetings.
- Public Meetings.
- Stakeholder Meetings.
- Transition Meeting.
- Team Closeout Meeting.
- Team Debriefing Meeting.



#### Notes:

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**Command and General Staff Meeting:** The IC often schedules a meeting of the Command and General Staff to assess general morale, ensure teamwork and communication, or provide additional direction. Most teams will schedule a daily Command and General Staff Meeting to “take the pulse” of the team members and the incident. The time of the meeting varies team to team.

**Section Meeting:** Section Chiefs may also schedule meetings of their staff at any time and for the same reasons as Command and General Staff Meetings. It is a time for the Section Chief to assess progress, address concerns, or disseminate information to the personnel in their section.

**Public Meetings:** The IC may find it useful or necessary to schedule or be asked to attend public meetings or focus group meetings to brief the public or special interest groups on incident activities. Such meetings should be planned carefully in advance and have a formal agenda. Usually the PIO is involved in advertising, organizing, and facilitating such public meetings.

**Stakeholders Meeting:** This meeting is held to provide specific information to the stakeholders involved or impacted by the incident to address and satisfy their concerns. The level of stakeholder concerns, types of concerns, and their perceived solutions will determine who is the most appropriate person from the AHIMT to conduct the meeting; – the IC/UC and/or the Liaison Officer (LOFR).

**Transition Meeting:** A Transition Meeting is a tool whereby one AHIMT transfers the management of the incident to another AHIMT. Transition Meetings are a good way to ensure that all information is shared between members of incoming and departing AHIMTs. A Transition Plan is the briefing tool used for these meeting.

**Team Closeout:** The AHIMT may want to hold a Team Closeout Meeting with the AA for whom the team worked. This would be a time for the team to present to the AA their observations of



the team's priorities, accomplishments, and challenges. The team should also look for input from the AA as to their thoughts on the team's performance at the incident.

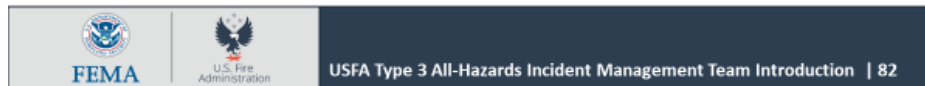
**Team Debriefing:** The AHIMT may hold a debriefing of the team's performance at the incident. This is a meeting for team members only. It is a time to discuss lessons learned, performance issues, changes in team practices, etc. It should be an open and frank discussion among members, sections, units, etc. The intent of this debriefing is to improve team performance in the future.

## Activity 3-7: IAP Preparation and Operational Period Briefing

### Activity 3-7: IAP Preparation and Operational Period Briefing

1 hour 30 min.	Teams will work in their breakout rooms to complete ICS Forms and other items included in the IAPs.
25 min.	Mentors will review the teams' IAP and offer feedback.
20 min.	Teams will practice an Operational Period Briefing in their breakout rooms.

**Total Time: 2 hours 15 minutes**



#### Notes:

#### **Purpose**

Practice building an IAP and then conduct an Operational Period Briefing.

#### **Duration**

Duration	Task
1 hour 30 minutes	Complete IAP Forms.
25 minutes	Review IAP with Mentor.
20 minutes	Conduct Operational Period Briefing.
<b>2 hours 15 min</b>	

#### **Directions**

1. Teams will go to their breakout rooms with their Mentors.
2. Teams will use the Appendix A: At a Glance #12 ***IAP Preparation and Approval*** and #13 ***Operational Period Briefing*** during this activity to prepare an IAP.
3. Teams may use **Handout 3-8 Incident Action Plan Checklist** when reviewing/approving their IAP.
4. Teams may use **Handout 3-9 Operational Period Briefing Agenda**, or the agenda found in Appendix A: At a Glance #13 ***Operational Period Briefing***.

## Part 1: IAP Preparation:

Using the Roles and Responsibilities listed on the back of the Appendix A: At a Glance' #12 ***IAP Preparation and Approval***, team members will complete their assigned forms on 8.5"x11" blank ICS forms.

- Forms that must be filled out during this activity include:
  - a. Cover Sheet
  - b. ICS 202: Incident Objectives
  - c. ICS 203: Organization Assignment List
  - d. ICS 204(s): Assignment List(s)
  - e. ICS 205: Incident Radio Communications Plan
  - f. ICS 206: Medical Plan
  - g. ICS 208 Safety Message/Plan
  - h. Incident Map
- At the discretion of the instructor/mentor, the following documents may also be required: Traffic Plan; Incident and Base Plan; Weather Forecast.

The PSC will determine when IAP materials are due. The IC will approve the IAP.

Once the IAP is complete, the Mentor will review the plan and offer feedback.

## Part 2: Operational Period Briefing

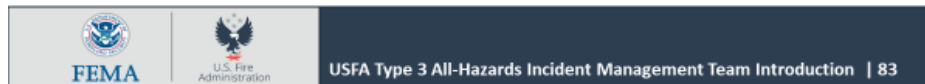
After their IAPs are turned in, teams will practice an Operational Period Briefing. The Mentor will provide guidance throughout the briefing as needed.

## Activity 3-8: Cypress Tornado

### Activity 3-8: Cypress Tornado

4 hours 30 min.	Teams will work in their breakout rooms to manage the incident, prepare an IAP, and conduct an Operational Period Briefing.
	Mentors manage the simulation distribution injects and monitor the team's response to the injects.
30 min.	Mentors will review the team's IAPs and offer feedback.
30 min.	Teams will practice an Operational Period Briefing.
30 min.	One or more teams will be selected to demonstrate the Operational Period Briefing to the rest of the class.

**Total Time: 6 hours 00 minutes**



#### - Notes:

#### **Purpose**

Develop an IAP for an ongoing incident while responding to incident conditions received via injects and delivering an Operational Period Briefing.

#### **Duration**

Duration	Task
4 hours 30 minutes	Work in teams manage the incident and IAP development.
30 minutes	IAP review and debriefing.
30 minutes	Operational Period Briefing (practice).
30 minutes	Operational Period Briefing.
<b>6 hours</b>	

#### **Directions**

1. Instructors will provide an overview of the incident.
2. Each team will move to a breakout room with a Mentor.
3. Teams will complete a full IAP for the next Operational Period. Team members can use all Appendix A: At a Glance **Guides** and Student Manuals during this activity.
4. Mentor will provide team with injects during this activity. Team members must respond in a timely manner to complete the activity.

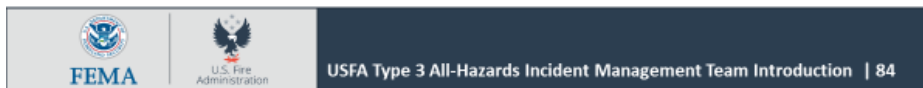
5. Upon completion of this activity, teams will return to the main classroom and may be called upon to present their work.

## Objectives Review

### Objectives Review

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- Identify components of the All-Hazards Planning Cycle.
- Respond to leadership challenges within the context of an incident.
- Identify characteristics of Specific, Measurable, Action-oriented, Realistic and Time-sensitive (SMART) Objectives.
- Identify the purpose of the meetings and briefings in the All-Hazards Planning Cycle.



### Notes:

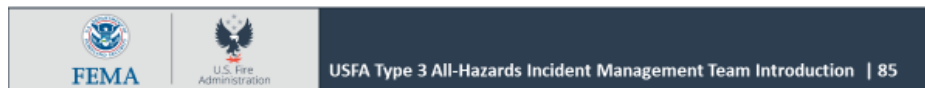
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## Objectives Review

### Objectives Review

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- Identify and perform the major processes involved in Strategy, Tactics, Planning Meetings, and an Operational Period Briefing.



Notes:

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