
NIMS ICS Planning Section Chief Training Guide

Course Number 4962



FEMA



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Introduction

The Planning Section Chief (PSC) drives the planning process and maintains a forward-looking focus for the Incident Management Team (IMT). As the central point for collecting and analyzing incident information, the PSC ensures that data is translated into actionable intelligence to support decision-making. The PSC coordinates resource information to support operations, facilitates Planning Meetings, and oversees the development of the Incident Action Plan (IAP) for each operational period—a cornerstone document that guides incident response.

Often referred to as the “keeper of the planning cycle,” the PSC ensures the IMT remains aligned with the Operational Period Planning Cycle and is prepared for upcoming operational periods. By maintaining and sharing a common operating picture, the PSC enables coordination across the team and supports leadership in achieving incident objectives.

This guide provides an overview of the PSC’s roles, responsibilities, and key tasks, as well as the knowledge and tools required to perform effectively in this position. It is designed to support individuals preparing to serve as a PSC and to complement the ICS Training Reference Guide, which is used throughout the course. Students will use this guide to support pre-course work and in-class activities for the NIMS ICS Planning Section Chief Course.

Chapter 1: Overview of the Planning Section and Responsibilities

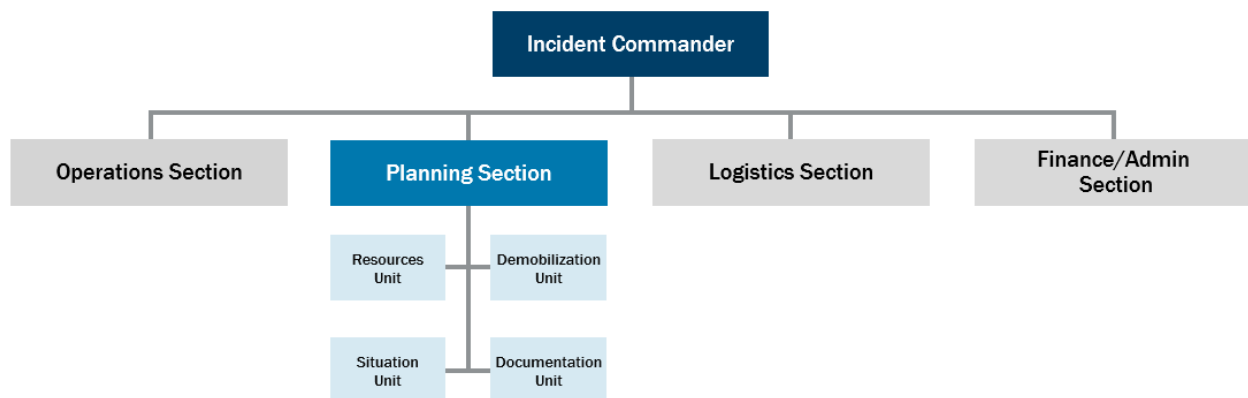
By the end of this chapter, you will be able to:

- Define the functional role of each unit within the Planning Section.
- Identify the core responsibilities of the Planning Section Chief based on the PSC Position Task Book.
- Identify the types of plans the PSC helps produce, including the Incident Action Plan (IAP), and the importance of each plan.
- Consider the characteristics of an effective PSC and the conditions that support successful recovery.
- Distinguish between leader's intent, incident objectives, strategies, and tactics.

Planning Section

The Planning Section collects, evaluates, and disseminates incident information. Personnel in this section maintain awareness of current and projected incident conditions and the status of assigned resources. The Planning Section prepares Incident Action Plans (IAPs), develops incident maps, and ensures relevant information is communicated to support operations.

Figure 1: Organizational Chart Highlighting the Planning Section



Planning Section Units

The Planning Section has four primary units and may incorporate technical specialists to provide expertise, support analysis, and assist in forecasting resource needs.

Table 1: Planning Section Unit Roles

Role	Responsibilities
Resources Unit	This unit ensures all personnel and other resources check in to the incident and maintains the status of assigned resources.
Situation Unit	This unit collects, processes, and organizes situational information; prepares summaries and reports; and develops maps, projections, and forecasts related to the incident.
Documentation Unit	This unit maintains files and records developed through the IAP process, collects documentation from IMT sections and units, and compiles the final incident package.
Demobilization Unit	This unit develops the Incident Demobilization Plan, tracks personnel and resources scheduled for release, and obtains missing information as the incident progresses and during check-in.

Responsibilities between the RESL and the Demobilization Unit Leader (DMOB) may overlap, and one individual may perform both roles. If unit leaders are not assigned, the PSC must delegate or perform those responsibilities.

PSC Core Responsibilities

The PSC supervises the Resources, Situation, Documentation, and Demobilization Units, as well as any assigned technical specialists. When one or more unit leaders are not staffed, the PSC assumes those responsibilities.

The PSC's core responsibilities include the following:

- Facilitate meetings and briefings.
- Supervise preparation of the IAP, including receipt and processing of required forms and IC/UC approvals.
- Ensure materials (e.g., maps, documents, and displays) are available for meetings and Operational Period Briefings.
- Delegate PSC responsibilities as appropriate.

- Request and assign personnel to perform subordinate unit leader duties.
- Monitor completion of Planning Section assignments.
 - Oversee incident-related information gathering.
 - Manage analysis related to incident operations and assigned resources.
- Keep the IMT on task and on time for meetings, briefings, and documents produced as part of the Operational Period Planning Cycle.

IAP Responsibilities

The PSC facilitates and supports the Incident Action Plan (IAP) process throughout the Operational Period Planning Cycle. Under the PSC's direction, the Planning Section collects, evaluates, and processes situation and resource information used to develop the IAP. That information is then communicated through the IAP, formal briefings, maps, and displays.

When creating, finalizing, producing, and distributing the IAP, the PSC should:

- Delegate: Assign appropriate sections and units to provide required input.
- Collect: Gather all required components (e.g., the Medical Plan from Logistics).
- Review: Verify the IAP for accuracy, completeness, and consistency.
- Finalize: Obtain IC/UC approval and signature(s) and prepare the document for production.
- Distribute: Make the IAP available for the Operational Period Briefing and submit it to the Documentation Unit for filing.

Leader's Intent, Incident Objectives, Strategies, and Tactics

Understanding leader's intent, incident objectives, strategies, and tactics is fundamental to the PSC's role in the planning process. Together, these elements provide the framework for developing the Incident Action Plan (IAP).



Refer to the ICS Training Reference Guide for general information on leader's intent, incident objectives, strategies, and tactics.

Other Plan Responsibilities

The PSC is responsible for ensuring the development and dissemination of incident plans used for preparedness and active response. Other plans the PSC may help coordinate include the following:

Table 2: Other Types of Plans

Plan	Details
Incident Within an Incident Plan	Outlines the process and procedures to follow if an accident or medical emergency directly involves IMT personnel or assigned resources during incident response.
Control and Containment Plan	Identifies prevention and control measures to minimize impacts from spills of fuels, petroleum products, or other regulated substances during an incident.
Evacuation Plan	Provides guidelines for incident personnel to establish and conduct emergency evacuations as quickly and safely as possible.
Severe Weather Plan	Provides baseline guidance for planning and responding to emergencies caused by severe weather or other natural events.
Transition Plan	Details the process, documentation, and meetings needed to plan for and implement the transition of responsibility from one IMT to an incoming IMT.
Demobilization Plan	Details the process, documentation, and meetings needed to demobilize an IMT and transition incident responsibility from the current IMT back to the Authority Having Jurisdiction (AHJ).
Technical Specialist Plan (as needed)	Provides information about the technical expertise needed for a specific incident.
Traffic/Transportation Maps	Identifies ingress and egress for incident personnel. The PSC coordinates with the Logistics Section Chief (LSC) and Operations Section Chief (OSC) to ensure responding personnel and units have safe access. For some incidents, these maps may be included in the IAP.
Facility Plan	Details the layout of facilities at the base, camp, or Incident Command Post (ICP), including travel pathways and, when needed, facility evacuation plans and the locations of first-aid stations and automated external defibrillators (AEDs).

Characteristics of an Effective PSC

An effective Planning Section Chief combines strong delegation, supervision, organization, and communication skills. These qualities help the PSC lead the section efficiently and maintain coordination throughout the planning process.

PSC Characteristics

- Accessible
- Disciplined
- Organized
- Collaborative
- Flexible
- Perceptive
- Detail-oriented
- Effective communicator
- Effective public speaker
- Diligent
- Proactive
- Task-oriented

PSC Supervisory Roles

- Advisor
- Bridge-builder
- Information seeker
- Analyst
- Communicator
- Mediator
- Active listener
- Facilitator/coach
- Motivator

Position Task Book (PTB)



The National Qualification System (NQS) Position Task Books (PTBs) define the competencies and tasks associated with ICS positions. Use FEMA's Resource Typing Library Tool (RTLTL) to locate the PTB for a given position. PTBs assigned by an agency or jurisdiction may vary.
(<https://rtlt.preptoolkit.fema.gov/Public>)

Pause and Reflect



Let's take a moment to assess your current skills against the required competencies for the role.

The classroom portion of this training involves group work, so you'll have an opportunity to collaborate with peers to learn and apply your skills.

1. Locate and download the NQS Position Task Book (PTB) for the Planning Section Chief (PSC) in FEMA's Resource Typing Library Tool: <https://rtlt.preptoolkit.fema.gov/Public>
2. Review the PTB and list the competencies or tasks you want to develop during training. Be prepared to share at least one of these areas with the class.

3. What characteristics do you currently possess that will help you be an effective PSC?

Chapter 2: Interacting with IMT and Non-IMT Personnel

The PSC helps the IMT operate efficiently and effectively during an incident. By coordinating the planning process, the PSC helps align the team around shared objectives and maintain readiness for upcoming operational periods. In addition to managing the planning cycle, the PSC plays a critical role in facilitating communication, building relationships, and ensuring accurate information flows among all parties involved in the response effort.

By the end of this chapter, you will be able to:

- Identify best practices for interacting with IMT and non-IMT personnel or groups.
- Identify how Unified Command and Area Command can affect the PSC's role.

PSC's Role to Support Effective Response and Recovery

Upon arrival at an incident, the PSC's immediate priority is to gain situational awareness. This involves gathering key information from the Agency Administrator and other IMT leaders. These initial conversations, combined with information from the Agency Administrator Briefing, establish the foundation for a shared understanding of the incident. That common operating picture supports effective decision-making and the efficient allocation of resources throughout response and recovery.

Situational Awareness

Situational awareness is the ability to identify, process, and understand critical information about an incident. It depends on both individual perception and how information is communicated across the team. Every IMT member is responsible for maintaining situational awareness. Each position contributes a different perspective, and those perspectives strengthen the team's overall understanding of the incident.

While the Situation Unit Leader (SITL) is responsible for collecting perspectives from across the team, the PSC assumes this responsibility if the SITL position remains unfilled.

Common Operating Picture

The IC/UC relies on the common operating picture to make timely, informed decisions. The PSC collects and compiles data from multiple sources and shares that information so the entire team maintains a common understanding of incident status.

- **Data integration:** Gather data from multiple sources, including field reports, Geographic Information Systems (GIS) products, maps, charts, and graphs, to visualize the current situation, including incident perimeters, resource locations, and affected areas.
- **Communication:** Continuously update the common operating picture and share it with relevant internal and external stakeholders to support coordinated decision-making.
- **Analysis:** Evaluate trends, patterns, and potential future developments reflected in the common operating picture to anticipate needs, identify gaps, and adjust response strategies as needed.

Community Lifelines

FEMA Community Lifelines serve as key indicators of the status of a community's critical government and business functions as an incident transitions into recovery. They provide a comprehensive view of incident impacts and highlight how essential services are interconnected and interdependent to support effective response and recovery operations.

By assessing Community Lifelines, incident personnel gain a clearer understanding of how a disaster affects critical infrastructure and essential services. That understanding helps inform the Incident Management Team's (IMT) incident objectives and resource decisions.

The PSC must recognize the value of Community Lifelines and their impact on the community. By collecting and analyzing information used to assess lifeline status, the PSC strengthens situational awareness, supports informed planning, and promotes unity of effort across the incident organization. Applying this framework in both response and recovery can help accelerate community stabilization.



Learn more about FEMA Community Lifelines and the Community Lifelines Toolkit: <https://www.fema.gov/emergency-managers/practitioners/lifelines>.

Opportunities for Interaction and Information Exchange

Interactions with IMT personnel and non-IMT partners provide valuable insight into the community, the current state of the incident, and the team. Opportunities to gather information and build situational awareness include:

- Formal meetings and briefings in the Operational Period Planning Cycle.
- One-on-one meetings.

- Casual conversations.
- Strategy Meetings/Command and General Staff Meetings.
- Team meetings.
- Transition meetings. These meetings provide an opportunity to exchange information with the outgoing IMT.
- Operational Period Briefings.
- Operational debriefings. After returning to the ICP, Operations personnel share valuable information when they debrief the Situation Unit. This exchange helps the Situation Unit refine the incident picture.
- Section meetings.
- Additional information exchange occurs through:
 - Coordination of information flow.
 - Troubleshooting problems with other members of the IMT.
 - Sharing additional information at Strategy Meetings/Command and General Staff Meetings that may affect incident objectives.
 - Active listening to identify issues that may affect IMT effectiveness.

PSC's Interactions with IMT Personnel

Table 3: Expectations Between PSC and IMT Personnel

IMT Personnel	PSC's Expectations of Other IMT Personnel	IMT Personnel's Expectations of the PSC
Incident Commander/Unified Command (IC/UC)	• Provides incident objectives. • Provides the Planning Meeting schedule and operational period information. • Provides deadlines for the IAP. • Reviews and approves the IAP.	• Provides leadership and organization for incident meetings and briefings. • Ensures the team follows the established planning process with an emphasis on accuracy and timeliness. • Maintains awareness of incident activities to support a complete planning picture. • Discusses accomplishments and challenges with the IC/UC.

IMT Personnel	PSC's Expectations of Other IMT Personnel	IMT Personnel's Expectations of the PSC
Public Information Officer (PIO)	• Provides times for press briefings. • Reviews press release information for accuracy.	• Summarizes incident developments. • Provides information on resource status. • Supports communication strategy. • Identifies information of interest to the media.
Liaison Officer (LOFR)	• Reviews the status of cooperating and assisting agency resources for accuracy. • Provides information regarding issues involving agency resources.	• Ensures the IAP accurately reflects the roles, assignments, and integration of cooperating and assisting agencies and organizations. • Provides assisting agencies and organizations with access to the current IAP, maps, and the Incident Status Summary (ICS Form 209). • Coordinates resource status, such as during planned demobilization.
Safety Officer (SOFR)	• Participates in the Strategy Meeting/Command and General Staff Meeting, Tactics Meeting, and Planning Meeting, and prepares the Incident Action Plan Safety Analysis (ICS Form 215A). • Continuously updates the team on safety issues. • Supports IAP compilation by producing the Safety Message (ICS Form 208) and providing safety information for Assignment Lists (ICS Form 204).	• Is included in the Tactics Meeting and, when safety significantly affects strategy, may also be included in the Strategy Meeting/Command and General Staff Meeting. • Receives briefings on the situation, critical or sensitive areas, resource types, and resource status. • Is included in briefings. • Receives updates and feedback on safety responses. Receives information on personnel and resource availability.

IMT Personnel	PSC's Expectations of Other IMT Personnel	IMT Personnel's Expectations of the PSC
	• Participates in Operational Period Briefings.	
Logistics Section Chief (LSC)	• Confirms the status of all resource orders. • Provides feedback on resource availability. • Submits timely Communications, Medical, Facility, and Transportation Plans. • Provides adequate facilities and equipment for Planning Section units to prepare the IAP.	• Orders resources in a timely manner. • Coordinates the check-in and demobilization of resources. • Shares information about the anticipated direction of the incident. • Provides accurate information on the number of resources assigned to the incident.
Finance/Administration Section Chief (FSC)	• Provides fiscal input to the IAP. • Provides daily cost estimates. • Provides financial and cost-benefit analysis information.	• Provides up-to-date information on resources assigned to the incident. • Provides daily or shift copies of the IAP. • Provides current incident information, including planned releases. • Provides estimated containment and control times. • Coordinates closely during demobilization planning and execution.

IMT Personnel	PSC's Expectations of Other IMT Personnel	IMT Personnel's Expectations of the PSC
Operations Section Chief (OSC)	• Provides strategy and tactics. • Arrives on time and prepared for meetings. • Provides timely notification of resource needs. • Provides information needed for maps. • Provides information needed to complete each ICS Form 204. • Provides an end-of-shift debrief from the field.	• Maintains a close working relationship with the PSC during IAP development. • Provides requested resources. • Provides input during the Strategy Meeting/Command and General Staff Meeting. • Provides a complete and accurate IAP, including maps and all required plans, with enough copies as needed. • Provides concise, accurate briefings. • Assists with the completion of the Operational Planning Worksheet (ICS Form 215) for the Planning Meeting.

How Unified Command and Area Command Affect the PSC Role

When established, Unified Command and Area Command significantly influence the PSC's role in incident management. These command structures affect the PSC's responsibilities, interactions with the IMT, and overall workload.

Unified Command

The PSC works within a Unified Command (UC) when incidents:

- Affect more than one political jurisdiction.
- Involve multiple agencies within a jurisdiction.
- Impact multiple geographic and functional areas.

Unified Command affects the PSC in the following ways:

- The PSC facilitates more sessions to reach consensus among decision-makers.
- Increased coordination needs.
- Increased workload.
- Greater access to resources, personnel, and equipment.

Area Command

Area Command may involve the following:

- Increased demand for information.
- Greater demand for interaction, including conference calls and reporting requirements.
- All resource requests and demobilizations go through Area Command.
- Area Command can help resolve challenges and coordinate with other IMTs competing for the same resources.
- The PSC will send a current copy of the IAP and the Incident Status Summary (ICS Form 209) to Area Command for approval.

Interactions with Non-IMT Personnel

Some people and organizations involved in an incident are not part of the IMT, such as stakeholders, cooperating and assisting agencies, and local governments.

Examples include the following:

- Voluntary Organizations Active in Disaster (VOADs)
- Team Rubicon
- Medical Reserve Corps
- National Healthcare Coalition

Emergency Operations Centers (EOCs) also provide key support, situational awareness, and resource tracking before an IMT arrives.

These groups can provide information that supports both the IMT and the goals and objectives of their agencies or organizations.

Potential Issues with Non-IMT Personnel

- A lack of understanding of the Incident Command System (ICS) structure or reporting requirements.
- An overwhelming volume of information requests.
- The Finance/Administration and Planning Sections often help fulfill these requests, and an effective Documentation Unit Leader (DOCL) can help manage the workload.
- Requests to modify objectives, strategies, or tactics outside the planning process documented in the IAP.

Pause and Reflect



It's time to pause and reflect. Use the questions below to think critically and make meaningful connections to the content.

1. What position would you collaborate with to determine the types and kinds of resources needed for the incident?

2. Who on the IMT would you contact to help set up meetings and obtain the needed resources?

Chapter 3: Initial Response

The initial response phase includes pre-arrival preparation, actions taken en route to the incident, and initial actions upon arrival on scene. The initial response phase also includes preliminary actions taken once on the scene.

By the end of this chapter, you will be able to:

- Identify strategies and sources of information the PSC uses to gain situational awareness prior to and upon arrival at an incident.
- Identify the types of incident and contingency plans needed for a given scenario.

Gather Supplies: Go-Kit

The PSC must arrive prepared with a well-stocked go-kit to support immediate operational needs. When a PSC is assigned a role within an ICS organization, they often have little to no notice to prepare. For this reason, maintaining a prepared set of equipment and supplies in a go-kit is essential when responding to an incident.

The PSC may divide responsibility for carrying go-kit forms and supplies among the team, with each kit being easily transportable and within agency weight limits.

While a personal go-kit should include the supplies and items necessary to sustain one's health and well-being during deployment, there are also go-kit items necessary for each position to perform their job. The PSC should include in their go-kit:

- **Essential ICS Forms**
 - To immediately begin preparing the IAP and accomplish the required reporting: ICS Forms 202, 203, 204, 205, 206, 207, 208, 209, 211, 213, 214, 215, 215A, and 219.
 - Include all forms, documents, and supplies necessary to conduct Planning Section business for approximately three days (or up to six operational periods).
 - Paper copies of all ICS forms.
- **Other ICS Forms**
 - ICS Forms 221 and 225
- **References**
 - PSC and Planning Section Unit Leader Job Aids
 - Mobilization guides
 - IMT Standard Operating Guidelines
 - Unit identifiers

- Field Operations Guide
- ICS forms catalog
- **Sample documents, templates, and plans (hard copy or electronic)**
 - Sample delegation of authority
 - Sample Relinquishment of Delegated Authority Letter/return of delegation of authority
 - Evacuation Plan(s)
 - Transition Plan(s)
 - Demobilization Plan(s)
- **ICS Position Descriptions**
 - Individual and team guidelines
 - Mnemonics and airport designators
 - Phone numbers of people to call for additional support
 - Meeting layout template(s)
 - Meeting agenda template(s)

The PSC must be prepared to work in inconvenient situations, including working without electricity and internet. In these instances, paper copies of all forms will be extremely handy.

Gather Relevant Data Prior to Arrival

Situational Awareness

To establish and maintain situational awareness, the PSC should:

- Identify problems or potential problems.
- Recognize the need for action.
- Avoid ignoring information discrepancies; analyze before proceeding.
- Seek and provide information before acting.
- Continue to collect information about the incident and assignments made.
- Assess their own task performance.
- Identify deviations from the expected.
- Communicate their situational awareness to team members.

Pre-Arrival Research

Prior to arrival, the PSC should gather information from the following sources:

- Local government agencies and/or Emergency Operation Centers (EOC)
- Team members
- Dispatch information
- Local contacts
- Radio/TV/internet/social media for news reports, weather, and traffic conditions
- Topographical information
- Geographic information
- Agency policies
- Local resources for mapping, plans, and other information
- Incident Check-In List (ICS Form 211)
- Existing IAPs, maps, and the Incident Status Summary (ICS Form 209) – if available

Pre-Arrival On-Scene Sources of Information

Prior to arrival at the incident, the PSC should seek information from key individuals on scene, such as:

- Team members and local agency coordinators with knowledge of the incident who are currently on scene.
- The on-scene IC/UC.
- The EOC. For planned events, the EOC may have planning documents that can be valuable sources of information for the PSC (e.g., Event Action Plans, Incident Within an Incident/Event Plans).

It is the PSC's job to gather information to begin building the situational awareness needed for the IMT.

Interface with the IC/UC Before Arrival

The incoming PSC is responsible for gathering incident information to maintain situational awareness for their leadership and the entire team. The PSC meets with the IC/UC before arrival and again after receiving information from the local agencies about the incident. Establish reporting relationships early and develop a clear understanding of current operations and anticipated needs.

Size Up the Incident

The PSC must gather sufficient information to build and maintain situational awareness for the IMT. All members of the Incident Management Team (IMT) should actively participate in the incident sizeup meeting to establish and share a common operating picture. This shared understanding is critical for identifying key aspects of the response, highlighting potential future concerns, and aiding leadership in developing the initial incident objectives.

Arriving at the Incident

Incident Check-In List (ICS Form 211)

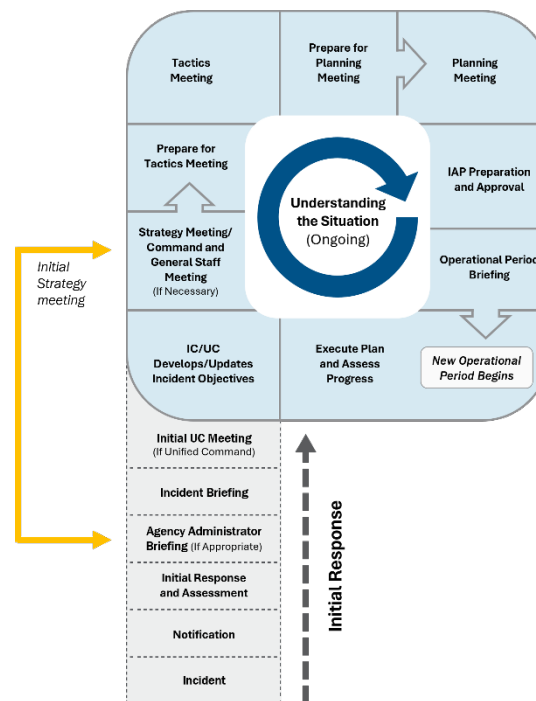
It is important for all personnel and equipment arriving at the incident to be checked in. Both the Resources Unit and the Demobilization Unit use the information collected on ICS Form 211 to perform their roles. A PSC must understand how the check-in process works and what issues may arise.

Initial Meetings and Briefings

Initial meetings and briefings begin in the stem of the Planning P as personnel arrive and the IMT prepares to assume operations. This initial series of meetings and briefings prepares the IMT to respond, draft, and execute an IAP. Meetings included in the initial response phase are as follows:

- Agency Administrator Briefing
- Incident Briefing
- Initial Unified Command (UC) Meeting (if UC is established)
- IC/UC Incident Objectives Meeting
- Initial Strategy Meeting/Command and General Staff Meeting
- Transition Plan Meeting (if applicable)

Figure 2: The Planning P With the Stem



Agency Administrator Briefing

Along with a delegation of authority, the Agency Administrator Briefing helps convey critical information that must be sorted, analyzed, prioritized, and shared among IMT members. Sometimes, the Agency Administrator allows time for questions, but not always.

During this phase, the PSC is responsible for:

- **Acquiring necessary documentation:** acquiring copies of the written Agency Administrator Briefing and the delegation of authority and ensuring adequate copies are available for the Command and General Staff to use during subsequent meetings and briefings.
- **Requesting Incident Briefing documentation:** requesting copies of the prepared Incident Briefing (ICS Form 201), or similar documentation, or using ICS Form 201 to document information collected before and during briefings.
- **Coordinating with key personnel:** coordinating with the IC/UC and the Agency Administrator, who will facilitate the briefing. The PSC needs to arrive early to complete this task.
- **Providing coaching and support:** coaching the Agency Administrator and/or helping them create a briefing document, depending on their knowledge and experience. The IC/UC can also provide support here.

- **Obtaining the authorization document:** obtaining the “document” authorizing the IMT to manage the incident, regardless of its name, what form it is in, or who delivers it. For example, a General Message (ICS Form 213) is one way to document verbal approvals.
- **Facilitating IMT transition:** ensuring that the IMT has an opportunity to meet with, receive a briefing from, and thoroughly transition with the current IC/UC and members of their organization before assuming command of the incident. This can occur either during the briefing or at a separate time and location, if necessary.

Incident Briefing

The Incident Briefing allows the outgoing IMT to share critical incident information and lessons learned with the incoming IC/UC and Command and General Staff. This includes details such as the current situation, incident objectives, available resources, and any relevant factors affecting the response. This exchange of information between the IMTs is an opportunity for an incoming IMT to understand the incident response and actions taken well enough to continue operations and take command of the incident.

The facilitator for the Incident Briefing is the current IC/UC or the current PSC, who may be asked to facilitate this briefing. The attendees of this briefing include the incoming IC/UC, Command and General Staff, technical specialists, subject matter experts, and any external agencies or stakeholders involved in the incident.

Initial Unified Command Meeting

This meeting is only for incidents involving multiple agencies working under a Unified Command (UC). If an Incident Commander (IC) is managing the incident, this meeting will not be necessary.

All members of the UC should attend the initial Unified Command Meeting; however, other staff may need to support this meeting, such as the Documentation Unit Leader (DOCL) as the recorder and the PSC as the facilitator. The initial Unified Command Meeting may continue into the IC/UC Incident Objectives Meeting.

IC/UC Incident Objectives Meeting

The IC/UC establishes incident objectives for the initial operational period during this short meeting with the Command and General Staff.

The PSC attends this meeting to gather direction and required inputs for the IAP. Desired outcomes of the IC/UC Incident Objectives Meeting include:

- Determination of the operational period length.
- Development or modification of objectives, which should be clear, concise, and measurable using the SMART framework (Specific, Measurable, Achievable, Relevant, Time-bound).
- Development of major tasks for the Command and General Staff to accomplish.
- Planning and preparation for operational needs beyond the current operational period.
- Development of contingency plans based on the direction of the Operations Section Chief (OSC) and the IC/UC.
- Preparation for the initial Strategy Meeting/Command and General Staff Meeting.

Initial Strategy Meeting/Command and General Staff Meeting

After developing or revising the incident objectives, the IC/UC typically meets with the Command and General Staff, and sometimes others, to discuss the objectives and provide direction.

During the initial Strategy Meeting/Command and General Staff Meeting, the PSC:

- Drafts a meeting schedule prior to this meeting and seeks IC/UC approval.
- Presents the schedule to the Command and General Staff at the meeting.
- Facilitates the meeting and provides the Command and General Staff with an opportunity to discuss the issues the entire team will face during the incident.

Transition Plan Meeting (if applicable)

When transferring the incident from one IMT to another, the current IMT writes a Transition Plan to guide the incoming IMT or Authority Having Jurisdiction (AHJ) in assuming responsibility and accountability for the incident. The IC/UC may assign the outgoing PSC to facilitate a Transition Plan Meeting.

The PSC serves as the primary facilitator for key meetings within the Operational Period Planning Cycle.

Key Documents

Key documents support information transfer and ensure consistent communication as the IMT prepares to assume control and execute the Incident Action Plan (IAP).



Refer to the ICS Training Reference Guide for additional information about these documents.

Delegation of Authority/Agency Expectations

A delegation of authority is a formal statement provided by the Agency Administrator to the IC/UC that delegates authority and assigns responsibility. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed.

Keep copies of the delegation of authority for filing in the final incident package. If no delegation of authority is prepared, the PSC should assist the IC/UC in documenting the verbal authorities conferred and should seek written acceptance from the Agency Administrator.

When turning the incident back over to the local jurisdiction, complete a Return or Relinquishment of Delegated Authority combined with a Transfer of Command, Transition Plan Meeting, or demobilization.



Review sample versions of these documents in the Appendix of this training guide.

Incident Briefing (ICS Form 201)

The ICS Form 201 provides essential information on incident status, current situation, and assigned resources. The IC/UC typically prepares the form, with the PSC assisting in gathering information. The ICS Form 201 is most often used to provide an Initial Briefing to an incoming IMT and is not a component of the IAP.

It is the responsibility of the PSC to ensure the Incident Briefing (ICS Form 201) is accurate and to assist with any necessary revisions. ICS Form 201 can be a helpful tool for increasing situational awareness upon arrival on the scene.

Current Incident Action Plan (if applicable)

When transitioning the incident from one IMT to another, the outgoing IMT will share any current IAP with the incoming IMT at the Incident Briefing. When available, the IAP can provide valuable information for the current operational period and help inform the next steps.

The PSC should obtain enough copies for the incoming Command and General Staff and request corrected copies and any available background information. If possible, secure an electronic version of the document prior to the Incident Briefing for distribution.

Incident Status Summary (ICS Form 209) (if applicable)

The Incident Status Summary (ICS Form 209) provides a snapshot of the most current incident information available at the time of preparation. of the most accurate and up-to-date information available at the time it is prepared. While it is not used for every incident, it is utilized for sizable incidents that cover extremely large areas and may involve multiple jurisdictions and ICS organizations. If the incident meets the criteria and an ICS Form 209 is available, the PSC should review the form for additional valuable information.

The Incident Status Summary (ICS Form 209) provides:

- Command and General Staff members with information regarding the status/progress of the IMT's efforts.
- The Public Information Officer (PIO) with basic information for the preparation of media releases.
- The Agency Representative, senior officials, dispatch, and off-incident coordination centers, such as Emergency Operations Centers (EOCs) and Department Operations Centers, with incident information.
- Multiagency Coordination (MAC) Groups with information to prioritize incidents when there is competition for the same resources.

If an ICS Form 209 is available for the incident, the PSC should obtain electronic copies and distribute them to the Command and General Staff while the IMT is en route to the Incident Briefing.

Activity Log (ICS Form 214)

Each IMT member completes an ICS Form 214 for every operational period for each operational period, then signs and dates it. These forms can be two-sided, and as many copies of page 2 as needed can be used to complete the recordkeeping.

Each member of the IMT should keep a personal copy of their form and submit a copy to the DOCL, who is responsible for filing the master copies of all forms.

The PSC should check in with the DOCL to ensure that master copies of every ICS Form 214 are preserved.

Essential Elements of Information (EEI)

Essential Elements of Information (EEI) are critical to collecting, analyzing, and communicating incident data of gathering and translating incident information. The PSC is responsible for ensuring that the most critical data is collected and translated into useful information that can be communicated to IMT personnel and the Agency Administrator to enhance their decision-making capabilities. EEI provides the PSC with insights into an incident's status, risks, and necessary resources.

Here is an example of how EEI can play a key role in the Operational Period Planning Cycle:

Your IMT has responded to an extreme weather event. While deploying, the PSC is notified of additional extreme weather in the incident area. The team identifies an EEI called "secondary weather incident," defined as any notable change in the weather that may affect the operations of the incident.

Community Lifelines are also a form of EEI that can be useful as an indicator of when to modify plans to ensure the safest work environment for the incident response.

Long-Term Strategic and Contingency Planning

Strategic Planning Overview

The Planning Section plays a critical role in gathering the information and intelligence to support future strategic planning and ensure plans are in place when needed. The PSC continuously evaluates potential situations that could affect incident operations and shares this with Command and General Staff. This approach supports situational awareness and a common operating picture of the incident.

Developing long-term plans provides the Planning Section with an organized, systematic approach to incident response. This helps minimize the duration and impact of an incident, quickly restore operations, and reduce the team's financial impact.

Strategic Plan

The IMT and Agency Administrator develop a strategic plan for the overall incident strategy and management. Initially, the Agency Administrator and the IC/UC may communicate the plan orally; however, both should be available at the initial Strategy Meeting/Command and General Staff Meeting to discuss it.

The information for the plan comes from the Agency Administrator, the delegation of authority, and insights from previous IC/UCs. This plan supports the adoption of the most effective strategies.

At a minimum, consider the following factors in strategic planning:

- Responder and public safety.
- Social concerns: human life, historical areas, evacuations, and air quality.
- Tactical constraints: resources and technology available, weather, topography, and physical and chemical properties of materials involved.
- Geographic limits: inaccessible areas and jurisdictional boundaries.
- Monetary constraints: cost-effectiveness of tactical resources and funding sources.
- Timeframes: Is there an urgency of control?
- Natural resource risks: endangered species and high-value/interest resources.
- Potential of a secondary target or secondary device.
- Political concerns, multiple jurisdictions, demographics, and infrastructure.
- Economic considerations: effect on the local economy, regional economy, and commerce.
- Downstream consequences of actions or unplanned results (e.g., containment failure).
- Historical and protected areas: tribal lands/artifacts, historically significant structures, or land.

Once drafted, the Finance/Administration Section Chief (FSC), IC/UC, Safety Officer (SOFR), Logistics Section Chief (LSC), and Agency Administrator evaluate the strategic plan.

While the PSC does not directly develop the strategic plan, they do attend meetings and play a pivotal role in maintaining meeting records, creating an audit trail, and ensuring information is shared both internally and externally.

Changing Strategy

Incident strategies can change for a variety of reasons: Transfer of Command, ineffective current strategies, and unavailable or scarce resources.

Considerations that may lead to alterations or modifications of the strategies may include:

- The incident has moved beyond the planned or expected boundary.
- Probable expenses will exceed the planned, approved, or authorized amount.
- Property values.
- Change in benefits vs. risk.
- Tactical resources are not available to accomplish objectives.
- Change in the political climate.
- Incident escalation or de-escalation.
- Change in environmental conditions.

Advanced Planning Forecast

Advanced planning forecasting involves preparing for future operational needs and contingencies during an ongoing incident response. Key elements of a forecast typically include:

- **Incident objectives and goals:** defining the primary goals and objectives for the incident response and offering strategic guidance for planning efforts.
- **Resource and logistical planning:** predicting resource requirements and logistical support aligned with incident goals and objectives to ensure operational needs are fulfilled.
- **Risk assessment:** recognizing potential risks and hazards related to the incident and creating contingency plans to support planning efforts, mitigate risks, and address unforeseen events that could impact the incident response.
- **Stakeholder engagement:** identifying and engaging with key stakeholders, such as government agencies, non-governmental organizations, and the public, to develop strategies for effective stakeholder engagement and coordination in support of incident management efforts.
- **Communication and information need analysis and management:** creating communication strategies and protocols to anticipate communication needs and challenges for effective information sharing within the IMT and with external parties.

- **Documentation, reporting, and demobilization:** setting up procedures for documenting and reporting incident activities, decisions, and outcomes to maintain accurate records throughout the incident for reporting and accountability. This also involves planning the transition from response to recovery, including the demobilization of resources and personnel.
- **Improvement processes:** implementing mechanisms to evaluate the effectiveness of the IMT's planning efforts and conducting debriefings and After-Action Reviews (AARs) to identify lessons learned and opportunities for improvement in future incident responses.

Contingency Planning Overview

Contingency Plans

Contingency planning is a critical component of incident management, enabling the IMT to respond quickly to emerging threats. Advanced contingency planning allows the team to swiftly assess the situation and implement the plan. This agility enables faster responses and reduces the financial impact of a prolonged incident resulting from operational interruptions. Contingency planning also ensures preparedness, swift action, and resilience during unexpected events occurring during an incident.

When there is a risk of a new threat or hazard that may impede incident operations, the Operations Section Chief (OSC) communicates to the PSC what the contingency plan should include. The PSC then compiles additional information, writes the plan, and shares it with the entire IMT.

Typical contingency plans are designed to mitigate the effects of a particular situation and include a list of actions to take, such as activating an Evacuation Plan or initiating manual operations during a power outage.

An example of contingency planning may include preparations for a secondary weather event that may occur five operational periods from now. The OSC, in close coordination with the Safety Officer (SOFR), will determine whether all operations cease, whether personnel and equipment will be evacuated, where those resources will be evacuated, how to account for them, and when normal operations will resume.

The PSC plays a key role by documenting all plans, creating an audit trail, and assisting the OSC and the entire IMT in keeping the operational rhythm.

Risk Assessment

Risk assessment identifies hazards and evaluates their potential impacts on incident operations, and contingency planning, like incident action planning, must account for risk by identifying potential threats and hazards and evaluating their impacts; within an IMT, this process focuses on identifying tactical risks associated with incident mitigation activities based on established incident objectives.

The Planning Section plays a critical role in risk management by ensuring that displays, such as incident action maps that identify hazards, are ready for the SOFR so they can complete the Incident Action Plan Safety Analysis (ICS Form 215A).

Contingency Plan 4-Step Process

After conducting a threat analysis to determine the threat and potential adverse impacts, the PSC is ready to develop a contingency plan. The following 4-step process will help keep the PSC on track to cover all potential needs.

1. Problem Statement

- Answers the question: What is the overall problem faced?
- Serves as an introduction and description of what may be expected to occur.
- Orients the reader.

2. Objectives

- Cover the plan to address the problem faced.
- Include the who/what/how/when/why of what the PSC intends to accomplish.
- Orient the reader and give a big picture of the strategy.

3. Pre-Event Actions

- List available, permissible steps to take during the preparation phase; certain areas may have restrictions, legal or otherwise, that may guide the PSC's actions.

4. Tactics

- Participants should know the options well; however, some areas may need specifics reviewed.
- Local experts, pre-positioned overhead, and other agencies may have helpful materials.

Contingency Plan Appendices

The following appendices provide detailed information and additional resources to support the contingency plan:

- Maps: Use an existing system if possible.
- Triage guides (if needed or already in existence).
- Search marking system.
- Safe refuge areas: locations where incident personnel can seek shelter/refuge.
- Escape routes from the incident area.
- Evacuation routes (if the ICP and/or other incident facilities or areas need evacuation).
- Make sure to obtain approval from the IC/UC on the form and content of the plan.

Collaboration Between Operations and Planning Sections

The Planning and Operations Sections must coordinate closely throughout the incident. As a best practice, the Planning and Operations Sections will collaborate and coordinate extensively in all planning efforts. Areas of consideration and collaboration include:

- Advanced planning
- Community Lifelines
- Planning strategic operations
- Safety considerations
- Building communication and relationships with other Command and General Staff members

Planning and Operations go hand in hand. Without the Operations Section, there is no response. Without the Planning Section, the Operations Section lacks situational awareness of available resources and a shared common operating picture. Without Planning, Operations will not have up-to-the-minute weather reports, maps, and other critical pieces of information. Collaboration begins when the incident begins.

Pause and Reflect



Ensuring assignment readiness and gathering information before and after arrival are important PTB tasks. Now, it's time to put what you've learned into action.

1. Building on the go-kit items outlined earlier in this guide, consider what additional equipment or supplies you would bring for the following types of deployments:

- A wind event, such as a tornado

- A train derailment that involves hazardous materials

- An explosion and subsequent fire during a county fair

2. What strategies and sources of information can the PSC use to gain and maintain situational awareness prior to and upon arrival at an incident?

Pre-arrival:

Arrival on scene:

Chapter 4: Operational Period Planning Cycle

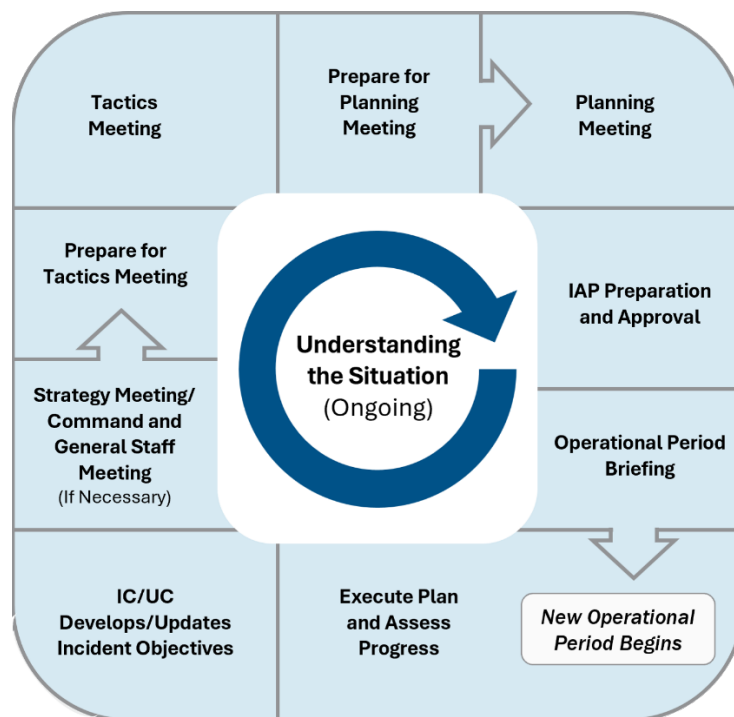
By the end of this chapter, you will be able to:

- Identify the Planning Section Chief's (PSC) responsibilities and contributions during meetings and briefings within the Operational Period Planning Cycle.
- Identify the PSC's role in Incident Action Plan (IAP) development.

Maintaining accurate situational awareness is essential throughout the incident lifecycle and supports all planning and operational decisions. After the initial efforts to gain situational awareness, the frequent information collection process continues to inform all aspects of the Operational Period Planning Cycle and incident action planning.

Detailed information on each meeting and briefing in the Operational Period Planning Cycle is available in the *ICS Training Reference Guide*.

Figure 3: Operational Period Planning Cycle



Operational Period Planning Cycle: PSC Contributions

The PSC ensures timeframes and participation for each meeting and briefing in the Operational Period Planning Cycle remain on track. Additionally, the PSC uniquely contributes to each meeting.

IC/UC Incident Objectives Meeting

- The PSC captures key decisions or assigns Planning Section staff to document them and helps craft SMART incident objectives.

Strategy Meeting/Command and General Staff Meeting

- The PSC facilitates, participates in, and coordinates the meeting to ensure alignment across Command and General Staff.

Tactics Meeting

- The PSC supports the OSC if the Resources Unit Leader (RESL) is not available. The purpose of this meeting is to support Operations with resource needs and document planned work assignments on the Operational Planning Worksheet (ICS Form 215). Resources include personnel and equipment.

Planning Meeting

- The PSC facilitates and coordinates the Planning Meeting, ensuring all required inputs are captured and reviewed.
- The Situation Unit Leader (SITL) or the PSC provides a report on weather conditions.
- The PSC solicits support for the plan from Command and General Staff and, if needed, adjusts the plan before the IC/UC verbally approves.
- After the meeting, the PSC identifies the timeline for each responsible party to submit their components of the Incident Action Plan (IAP).

Completion of the IAP

- The PSC and Planning Section compile all IAP components and obtain final approval from the IC/UC.

Operational Period Briefing

- The PSC coordinates the location and ensures all visual displays are prepared for the briefing and provides a copy of the completed, approved IAP to personnel on the distribution list.
- The PSC creates a concise agenda and facilitates the meeting.

Facilitation Responsibilities

The PSC ensures meetings are timely, organized, and focused on objectives. Meetings can be complex and time-consuming, potentially distracting from other duties if not managed well. Each meeting should have a clear objective, a predetermined agenda, an audience, and a time limit. Facilitators should aim to achieve the meeting's objectives efficiently.

Facilitation Best Practices

- Establish a clear purpose for each meeting.
 - Define objectives and desired outcomes.
 - Follow the agenda and maintain focus on the meeting intent.
 - Minimize distractions and demonstrate professional command presence.
- Engage participants.
 - Use facilitation techniques to encourage participation and maintain productive discussion.
- Plan and coordinate logistics.
 - Confirm the room, schedule, and required equipment.
 - Ensure participants are prepared and have the appropriate authority to make decisions or commit their agencies.
- Prepare participants.
 - Provide relevant information and materials in advance.
- Staff appropriately.
 - Invite only personnel necessary to achieve the meeting objectives.
- Document outcomes.
 - Record key decisions, action items, responsible parties, and timelines.
- Set ground rules.
 - Clearly communicate expectations for participation and meeting conduct.
- Conduct follow-up.
 - Track action items, schedule follow-up discussions as needed, and gather feedback for improvement.

Time Management

Time management is critical during incident operations and directly affects planning effectiveness. Time-saving strategies related to meetings are as follows:

- Seat people heavily involved in the incident up front and pre-designate seats.
- Discuss their roles before the meeting.
- Know who will speak and follow an agenda; consider displaying it.
- Eliminate dead airtime.

The PSC determines when to deliver products. Be clear about what you need and when you need it. Work backward from the scheduled time of the Operational Period Briefing to determine the meeting schedule.

PSC Responsibilities

Tactics Meeting

Before the Tactics Meeting, the IC/UC presents their incident objectives, which aim to effectively mitigate the incident. The OSC then uses these objectives to develop operational tactics based on the chosen strategies and to identify the necessary resources for the work assignments.

If warranted, the IC/UC may update the objectives and ask the OSC to provide alternative strategies. Also, the OSC may assign a Deputy OSC (commonly called Planning Ops) to work with the Planning Section to develop the tactical plan and/or evaluate alternatives and strategies. Working closely with the Operations Section and participating in the Tactics Meeting prepares the PSC to assist should the need for alternative strategies arise.

During the Tactics Meeting, the Operational Planning Worksheet (ICS Form 215) is completed. This worksheet is designed to capture the operational resources needed for a work assignment and identify both the resources on hand and those required before the next operational period. The Resources Unit Leader (RESL) often assists the OSC in managing the proper span of control and unity of command structural changes, such as developing branches, divisions/groups, strike/resource teams, and task forces for efficiency.

During the Tactics Meeting, the PSC:

- Assist the OSC if the RESL is not available.
- Observe and gain an understanding of resource needs for the next operational period.
- Facilitate (if needed).
- Answer questions on available resources.
- Take notes (if needed).

While the OSC schedules and takes the lead role in the Tactics Meeting, they may ask the PSC to schedule the meeting and notify attendees of the time and place.

Planning Meeting

The Planning Meeting finalizes the Operational Planning Worksheet (ICS Form 215), gathers support for the IAP for the next operational period from the Command and General Staff, and gains IAP approval from the IC/UC.

Prepare for the Planning Meeting

The PSC prepares for the Planning Meeting by completing the following tasks:

- Develop the attendee list with the IC/UC.
 - Key personnel from each division/group should attend the meeting to facilitate an orderly and brief exchange of information.
 - The IC/UC makes the final determination for any additional participants.
- Ensure planning meeting displays, such as the agenda, incident objectives, maps, forms, and resource and situation status, are up-to-date and posted at the meeting location.
 - Assign the Situation Unit to update displays and summarize current incident information gathered. (Additional information on displays is covered in Chapter 6.)
 - Use large operations maps, sketch maps, or charts for planning and briefing.
 - Display ICS Forms 215 and 215A (wall-size or LCD projector versions).
- Inform attendees of time, location, and expectations.
- Post the Operational Period Planning Cycle timeframes at the ICP.
- Assign the Resources Unit to prepare a current resource inventory.



Review a sample Planning Meeting Agenda in the Appendix of this training guide.

Additional Display Considerations

In consultation with the OSC, the PSC determines which displays to use at the Planning Meeting. Additional display considerations may include:

- Projection system for certain displays (may add value for participants)
- Using night lighting (if needed)
- Display of situation data via:
 - Video
 - GIS storyboards/maps
 - Sampling point databases
 - Modeling

Planning Section Contributions to the Planning Meeting

The PSC oversees Planning Section units and must either delegate responsibilities or perform those functions when unit leaders are not assigned. Throughout the incident, the PSC is responsible for checking in with and managing the Planning Section team.

Situation Unit

Provides displays or incident information, projections, and models as required, such as:

- Impacts on public health
- Current maps and situations
- Natural resource damage
- Evacuation status
- Clean-up progression
- Sampling and monitoring data
- Other pertinent information

Resources Unit

- Completes wall-sized Operational Planning Worksheet (ICS Form 215).
- Shares the status of resources on the incident and those requested regionally and nationally.
- Identifies resource availability.

- Oversees check-in of resources.
- Documents any resource changes in the IAP following the Operational Period Briefing.

Technical Specialists

Provide analysis in areas of expertise:

- Risk analysis, response, and clean-up technology
- Epidemiological data
- Meteorological data
- Fire behavior predictions
- Environmental considerations
- Plume modeling

If specifically needed for the Planning Meeting, the PSC invites technical specialists, such as meteorologists, fire behavior analysts, or structural engineers, and ensures they are aware of the audience, the meeting's purpose, what they need to present, and the allotted timeframe.

Facilitate the Planning Meeting

The PSC facilitates the meeting with a structured agenda to ensure it runs smoothly while allowing each organizational element to assess and acknowledge the plan.

At the conclusion of the meeting, the PSC indicates when to submit all elements of the plan and supporting documents so the final IAP can be collated, reviewed, approved, duplicated, and made ready for the Operational Period Briefing.

The PSC needs to maintain control and flexibility. While the Planning Meeting is a working meeting where decisions are made, in some cases, topics arise that require discussion with Command and General Staff members and/or a decision by the IC/UC.

Incident Action Plan (IAP)

The IAP documents actions developed during the Tactics Meeting and is approved at the Planning Meeting. The PSC supervises the development, preparation, completion, duplication, and distribution of the IAP.

Assemble the IAP

The PSC, with IC/UC approval, determines required components to include in the IAP for the operational period. The PSC then identifies who is responsible for developing each component and when each component is due. IAP planning occurs at the end of the Planning Meeting, and the PSC manages the process through the completion and compilation of the IAP. A sample Incident Action Plan (IAP) Assembly Checklist is available in the Appendix at the end of this training guide.



Review a sample IAP Assembly Checklist in the Appendix of this training guide.

Conduct a Quality Review of Submitted Components

Before submitting to the IC/UC, the PSC reviews the IAP for:

- Completeness and approvals
- Last-minute changes
- Up-to-date information
- Missing pages
- Other errors

Submit the IAP for Approval

When submitting the IAP for approval, the PSC:

- Deliver the final IAP to the IC/UC, who approves the completed IAP.
- Arrange for the reproduction of the IAP.
- Distribute the IAP. Distribution occurs after IAP approval.

Determine the number of IAPs required. If the copying capability is limited, the PSC will reproduce and distribute the document according to the following priorities. Consider providing the IAP electronically to smartphones or tablets, especially maps, using quick response (QR) Codes.

Table 4: Priorities for IAP Distribution

Priority	Personnel
1st Priority	Operations Section supervisory personnel: branch directors, Division/Group Supervisors (DIVS), task force or strike team/resource team leaders, single resources bosses, such as engine and crew captains
2nd Priority	IMT members
3rd Priority	Facilities outside the incident base (camps, staging areas, and fixed-wing base) and Agency Administrators/Management

Distribute the IAP for the Operational Period Briefing

The way the PSC approaches the distribution of the IAP varies with each situation. The number of personnel and the ability to make copies are key factors. A limited number of IAPs will require controlled distribution. One option to consider is bundling IAPs for certain IMT groups and providing copies as needed to non-IMT organizations, such as the EOC. The PSC should develop a distribution plan to ensure that all organizations and agencies that need a copy are included.

After distribution, the PSC reviews the IAP with the Command and General Staff and makes any necessary adjustments before the Operational Period Briefing begins. This will ensure the correct reporting of any last-minute adjustments to operational supervisory personnel during the Operational Period Briefing.

Keep the master file folder and the e-file folder for the IAP for Planning Section records and provide a copy to the Documentation Unit.

Operational Period Briefing

The Operational Period Briefing signifies the beginning of the Operational Period Planning Cycle. This is when tactical operations begin, and the Operations Section receives its directives. After the briefing, continuously monitor the IAP and start the planning cycle over for the next operational period.

The PSC and the OSC share most of the responsibility for the Operational Period Briefing:

- The PSC facilitates the briefing and follows a concise, structured agenda.
- The OSC is responsible for briefing all Operations Section personnel. This may require additional briefings, or “Division/Group Supervisor breakouts,” to address questions after the primary Operational Period Briefing.

This briefing is usually open and may be recorded for later viewing. Expect Agency Administrators, cooperators, elected officials, and stakeholders to be interested in attending this briefing.

The PSC is responsible for creating the Operational Period Briefing Agenda, overseeing the planning process, and ensuring that all necessary information is communicated effectively.



Review a sample Operational Period Briefing Agenda in the Appendix of this training guide.

Additional PSC responsibilities during the Operational Period Briefing include:

- Distributing IAPs before the meeting. If available, the Resources Unit Leader (RESL) may do this.
- Facilitating the briefing.
- Being focused and brief to provide sufficient time for Division/Group Supervisor breakout meetings after the briefing.
- Adhering to the agenda.
- Pointing out any changes to the written plan.
- Assigning someone, usually the RESL, to document any changes to the plan made at the briefing.
- Identifying the location of Division/Group Supervisor breakout meetings after the Operational Period Briefing.
- Arranging for the placement of unassigned resources with the RESL.

Other Incident Management Team (IMT) Meetings

The following meetings are optional and occur as needed, without fixed schedules or locations. The PSC may be responsible for attending and facilitating several of these meetings.

Transition Meetings

Transition Meetings occur when the incident is transitioning from one IMT to another or when the incident is returning to local control. The IC/UC may assign the outgoing PSC to facilitate a Transition Meeting.

Questions to consider when facilitating a Transition Meeting as the outgoing IMT's PSC include:

- What types of information do you want to share?
- What are the objectives, and where are we in meeting those objectives?
- What is the current situation?
- What perimeters were set?
- What issues have we resolved?

Debriefing/Closeout Meetings

Debriefing/Closeout Meetings are the time to report accomplishments related to the PSC's assigned tasks. The IMT and Agency Representative attend these meetings. The meeting may be combined with the Transition Meeting. The IC/UC may assign the PSC to facilitate.

Public Meetings

The PSC does not usually attend public meetings unless the IC/UC requests their attendance. The purpose of these meetings is to address the public's concerns and disseminate incident information. The IC/UC determines timing and involvement. A city council meeting is an example of a public meeting.

The PSC coordinates with the Public Information Officer (PIO) or Liaison Officer (LOFR) to identify any special product requirements or to determine whether a technical specialist is needed to address specific concerns and answer questions.

If requested, the PSC will:

- Provide maps or displays.
- Provide incident status.
- Coordinate technical specialists to attend the meeting.
- Respond to specific requests from the IC/UC or the Logistics Section Chief (LSC).

Agency-Specific Reviews

The PSC is involved only in agency-specific reviews or accident investigations if the IC/UC requests it. The IC/UC determines the timing and involvement for these reviews.

Planning Section Meetings

The purpose of these meetings is to check on the “Planning Family,” coordinate with units, and engage in problem-solving. The PSC should ensure they are monitoring the activity within their section. They may have to rearrange things to help those who are the most overwhelmed.

Depending on the situation, the PSC may want to schedule a Planning Section Meeting every couple of days; be sure to schedule the meeting during a slow time to maximize attendance.

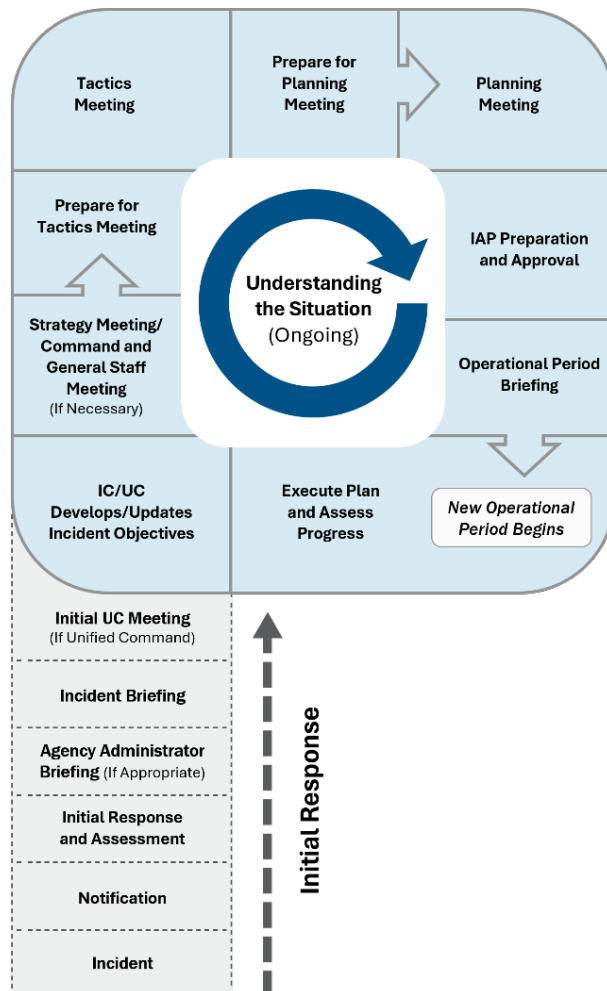
These meetings are a terrific opportunity for the PSC to show leadership within the Planning Section and catch up with their team in a more informal way.

Pause and Reflect



It's time to pause and reflect! Let's think about what the PSC needs to do to prepare for meetings or briefings in the Operational Period Planning Cycle.

1. Outline what the PSC might need to do to prepare for each meeting or briefing in the Operational Period Planning Cycle.



Strategy Meeting/Command and General Staff Meeting

Tactics Meeting

Planning Meeting

Operational Period Briefing

Chapter 5: Resources Unit

The Resources Unit ensures that all personnel and other resources check in at the incident and maintains the status of all resources assigned to the incident.

By the end of this chapter, you will be able to:

- Identify the Resources Unit's responsibilities and the PSC's role in supervising Resources Unit Leader (RESL) activities.

Resources Unit Leader (RESL) Responsibilities

The Resources Unit Leader (RESL) maintains a current record of all assigned resources. Any change in resource status must be coordinated with the RESL. If a RESL is not assigned, the PSC must delegate or perform those duties.

The Resources Unit Leader (RESL) performs the following tasks:

- Establishes procedures.
- Identifies check-in locations.
- Briefs the Status/Check-In Recorder (SCKN).
- Determines reporting times and methods.
- Maintains an Activity Log (ICS Form 214) for Resources Unit activities.

Upon Arrival

The PSC briefs the newly assigned RESL on the incident. During this briefing, the RESL should obtain the status of all operational resources and any incident documentation related to assigned, incoming, and demobilizing resources.

Staffing

The RESL organizes, staffs, and supervises the Resources Unit. The number of unit personnel depends on the following factors:

- Size of the incident
- Complexity of the incident
- Hours of operation (24-hour operations require more staffing)
- Number of resources assigned to the incident
- Kinds and types of resources assigned to the incident
- Stage of the incident (initial response, ongoing operations, transition/demobilization)

Only one RESL leads the Resources Unit; however, more than one qualified RESL may be assigned to an incident. Additional qualified RESLs should use alternate titles, such as Incident Status Manager, to avoid confusion about who is leading the unit.

Status/Check-In Recorder

A Status/Check-In Recorder (SCKN) is a member of the Resources Unit who helps account for all resources assigned to the incident. If a SCKN is not available, the Incident Communications Manager or other personnel at staging areas, the base, or the ICP may record the information and provide it to the Resources Unit as soon as possible. The SCKN reports to the RESL.

Key SCKN responsibilities include the following:

- Collecting and recording information about arriving resources on the Incident Check-In List (ICS Form 211).
- Forwarding ICS Form 211 to the Resources Unit.
- Recording resource status information on T-Cards.
- Retrieving and updating status on T-Cards when needed.
- Filing and performing other unit tasks as directed by the RESL.

If available, assign an SCKN to each check-in location. These locations may include:

- Staging areas
- Incident Base
- Camp
- Helibases
- ICP

Provide copies of the Incident Check-In List (ICS Form 211) to the Resources Unit and the Finance/Administration Section. The Resources Unit maintains the original copies of ICS Form 211, a master list of all assigned and on-scene equipment, and a roster of all personnel who have checked in to the incident.

Status/Check-In Recorders (SCKNs) often have reliable knowledge of incident resources and should be used to support the demobilization process.

Check-In Resources

Resources requiring check-in include the following:

- Personnel
- Crews/teams
- Equipment available for tactical assignment during an incident.

The Resources Unit maintains a system to track the current location and status of all assigned resources, as well as a master list of resources committed to incident operations. That system reflects whether resources are:

- **Assigned:** Checked in and actively supporting the incident.
- **Available:** Checked in and ready for a specific work detail or function.
- **Out of Service:** Allocated to an incident but unable to function for mechanical, rest, or personal reasons, or because their condition makes them unusable.

Resource tracking during initial incident actions can be challenging. As the incident moves into multiple operational periods, decisions about which resources should be released, remain in place, or be re-staffed must be clearly documented.

Tracking

The RESL establishes and maintains a tracking system for Resource Status Cards, also known as T-Cards (ICS Form 219). The RESL also transfers information from the Incident Check-In List (ICS Form 211) to T-Cards for display.

Status and Location

The RESL tracks the status and location of all tactical resources from arrival through demobilization. The RESL also performs the following tasks:

- Document incident status and location changes on T-Cards and reposition them accordingly in the T-Card rack.
- Initiate resource orders or requests using the following forms:
 - Operational Planning Worksheet (ICS Form 215), to be completed during the Tactics Meeting
 - General Message (ICS Form 213)
 - Resource Request Message (ICS Form 213 RR)
- Develop incident-formed strike teams/resource teams and task forces with direction from the OSC.

The RESL may need additional information from multiple sources to accurately track the status and location of tactical resources.

Table 5: RESL Resource Status and Location Tracking Responsibilities

Personnel	Additional Information Requests
Operations Section Chief (OSC)	Resources needed to support operations.
Supply Unit Leader	- Resources that have been ordered. - Estimated times of arrival (ETAs).
Incident Commander / Unified Command and Command Staff	- Projected incident expansion. - Information gathered from Agency Representatives.
Ground Support	- Vehicles currently in use. - Number of personnel currently in transport.
Finance/Administration Section Chief	Information on personnel or resources that bypassed check-in.
Emergency Operations Center	Current status and location of resources.

Incident Action Plan (IAP)

The PSC and RESL prepare the IAP with input from the appropriate sections and units. The RESL typically prepares the following forms for inclusion in the IAP:

Organization Assignment List (ICS Form 203)

Under the direction of the PSC, the Resources Unit prepares and maintains ICS Form 203. This form also helps inform the Incident Organization Chart (ICS Form 207).

Assignment List (ICS Form 204)

The Assignment List (ICS Form 204) communicates incident assignments to Operations Section personnel. The Resources Unit typically prepares these lists using Incident Objectives (ICS Form 202), the Operational Planning Worksheet (ICS Form 215), and direction from the OSC. The PSC reviews and approves each ICS Form 204 with the OSC's concurrence; in some cases, IC/UC approval may also be required.

ICS Form 204 documents should appear in the same order as ICS Form 203 in the IAP. For example, if the Operations Section lists an Investigations Group followed by an Emergency Medical Services Group on ICS Form 203, then the Investigations Group's ICS Form 204 should appear before the Emergency Medical Services Group's ICS Form 204 in the IAP.

Incident Organization Chart (ICS Form 207)

The Incident Organization Chart (ICS Form 207) identifies currently staffed ICS organization positions and the personnel assigned to each one. The RESL prepares and posts ICS Form 207 with the other displays at the Incident Command Post. The RESL completes a new ICS Form 207 for each operational period and updates it whenever organizational changes occur.

Together, ICS Forms 203 and 207 provide a useful snapshot of who is assigned to the incident and a visual depiction of span of control and unity of command.

Meetings and Briefings

The RESL participates in meetings and briefings as appropriate, including the following:

Incident Briefing

During the Incident Briefing, the RESL may collect information about resource commitments and provide status updates. The RESL may also refer to the Incident Briefing (ICS Form 201), particularly pages 3 and 4, to review resources already committed to the incident and those on order.

Tactics Meeting

The RESL prepares the Operational Planning Worksheet (ICS Form 215) with input and guidance from the OSC. During the Tactics Meeting, the RESL may complete the wall-sized ICS Form 215 as the OSC provides direction; however, a more common approach is for the OSC to draft the ICS Form 215 in advance, with the RESL transferring that information to the wall-sized version prior to the meeting.

It is helpful for the RESL to place the information on the wall-sized worksheet because the OSC is not usually available when the RESL completes the Assignment Lists (ICS Form 204), and the RESL is better positioned to interpret their own notes.

Planning Meeting

At the Planning Meeting, the RESL may provide current resource status, record changes on the Operational Planning Worksheet (ICS Form 215), and identify resource excesses or shortages.

Operational Period Briefing

The RESL attends the Operational Period Briefing to gather information on any unassigned or missing resources identified by the OSC and to document any changes to the IAP announced during the briefing.

Demobilization

The RESL works with the Demobilization Unit on the Demobilization Plan. Responsibilities may include the following:

- Recommending demobilization priorities of the Resources Unit to the PSC.
- Demobilizing the Resources Unit.
- Acting as the Demobilization Unit Leader (DMOB) on some incidents.

RESL Interactions With Other IMT Members

The RESL interacts with a variety of IMT personnel during the Operational Period Planning Cycle to gather the information needed to complete unit responsibilities. The incident organization and the frequency of those interactions vary with incident size and complexity. Common interactions include the following positions:

Command Staff

Table 6: Command Staff Sources of Information for the Resources Unit

Information Source	Information the Resources Unit Leader (RESL) Requires
Incident Commander/ Unified Command (IC/UC)	Incident objectives.
Safety Officer (SOFR)	Safety mitigation measures for operational crews.
Public Information Officer (PIO)	Information related to VIP visits and associated resource needs.
Liaison Officer (LOFR)	Verified information for assisting and cooperating agencies.

Operations Section

Table 7: Operations Section Sources of Information for the Resources Unit

Information Source	Information the Resources Unit Leader (RESL) Requires
Operations Section Chief (OSC)	Tactics and resource needs.
Staging Area Manager (STAM)	Information on resources entering or leaving staging.
Air Operations Branch Director (AOBD)	Status of air resources, ground resources, and additional resource needs.
Division/Group Supervisor (DIVS)	Requests for additional resources during ongoing operations.

Planning Section

Table 8: Planning Section Sources of Information for the Resources Unit

Information Source	Information the Resources Unit Leader (RESL) Requires
Planning Section Chief (PSC)	Direction, oversight, and support needed to carry out RESL duties.
Situation Unit Leader (SITL)	Maps and information used to verify resource needs.
Documentation Unit Leader (DOCL)	Copies of forms used to validate information from filed records.
Demobilization Unit Leader (DMOB)	Demobilization planning efforts and release of resources.
Status/Check-In Recorder (SCKN)	Information on resources that have checked in and been verified.
Technical Specialist (THSP)	Maps and specialized reports.

Logistics Section

Table 9: Logistics Section Sources of Information for the Resources Unit

Information Source	Information the Resources Unit Leader (RESL) Requires
Logistics Section Chief (LSC)	Resources being ordered.
Communications Unit Leader (COML)	Communications information needed for IAP forms.
Medical Unit Leader (MEDL)	Documents needed for the medical report.

Support Branch

Table 10: Support Branch Sources of Information for the Resources Unit

Information Source	Information the Resources Unit Leader (RESL) Requires
Supply Unit Leader (SPUL)	Tactical resource orders and general supply needs.
Facilities Unit Leader (FACL)	Quantity of resources needed for sleeping and personal support supplies.
Ground Support Unit Leader (GSUL)	Schedules for resource arrival and departure to support ground transportation.
Equipment Manager (EQPM)	Quantity of resources needed for equipment orders.

Finance/Administration Section

Table 11: Finance/Administration Section Sources of Information for the Resources Unit

Information Source	Information the Resources Unit Leader (RESL) Requires
Finance/Administration Section Chief (FSC)	Resource quantities, costs for each resource, and copies of mission-ready packets used to calculate costs.

Pause and Reflect



It's time to pause and reflect! Let's think about what the PSC requires of the Resources Unit Leader (RESL).

Outline at least three things the PSC relies on the RESL to provide during an incident.

1.

2.

3.

Chapter 6: Situation Unit

By the end of this chapter, you will be able to:

- Identify the Situation Unit's responsibilities and the PSC's role in supervising Situation Unit Leader (SITL) activities.

The Situation Unit collects, processes, and organizes ongoing situational information, prepares situation summaries, and develops projections and forecasts of events related to the incident. The Situation Unit also prepares maps and gathers and disseminates information (and investigation-related intelligence) for use in the Incident Action Plan (IAP). This unit produces situation reports (SITREPs) as scheduled or at the request of the PSC or IC/UC.

Situation Unit Leader (SITL) Responsibilities

The Situation Unit Leader (SITL) manages staff who gather, analyze, and disseminate data needed by Operations and other incident personnel.

The SITL performs the following tasks:

- Collect, analyze, process, organize, disseminate, and maintain incident information.
- Provide situation evaluation, prediction, and analysis for the IC/UC and OSC, including information on alternative strategies.
- Develop projections of incident growth, maps, and other essential information.
- Preparing the Incident Status Summary (ICS Form 209). When an IMT is in place, the SITL or PSC prepares this document.
- Maintain an Activity Log (ICS Form 214) for Situation Unit activities.

Upon Arrival

When the SITL deploys, they will immediately begin gathering information about the incident area, including any available maps and data from online sources, the news, or social media.

Staffing

The SITL is responsible for organizing, staffing, and supervising the Situation Unit and will:

- Brief technical specialists on the current incident status.
- Assign analysis tasks.
- Notify staff of timelines, priorities, and format requirements.
- Monitor progress.
- Manage the unit to provide:
 - Quality information in a timely manner
 - Accurate, up-to-date, and usable displays of information
 - Verified and analyzed information

Depending on the size of the incident, several positions may be staffed within the Situation Unit.

Display Processor (DPRO)

Responsible for the displays of incident status information obtained from Field Observers, resource status reports, aerial and orthography photographs, and infrared data. The DPRO:

- Determines the number, types, and location of displays required.
- Determines map requirements for the IAP.
- Assists the SITL in analyzing and evaluating field reports.

Field Observer (FOBS)

Responsible for collecting situation information from personal observations at the incident and providing this information to the SITL. The Field Observer:

- Identifies all facility locations.
- Immediately reports any conditions observed that may pose a safety hazard to personnel.
- Gathers information that leads to accurate predictions.

Weather Observer (WOBS)

Responsible for collecting current incident weather information, providing it to the SITL, and recording and reporting timely weather observations at assigned locations.

Geographic Information Systems Specialist (GIS)

Responsible for providing mapping services. Incidents may require multiple GIS personnel to complete this work. The PSC may have to limit access to these specialists due to a large volume of requests for their high-quality outputs. All map requests should come through the PSC.

Photographer (FOTO)

Responsible for visually documenting the incident, the Photographer typically works closely with Compensation and Claims in the Finance/Administration Section but reports to the SITL.

Technical Specialists (THSP)

Technical specialists (THSP) may report to or support different units within the Planning Section and the rest of the IMT.

Incident Status Information

The SITL compiles, analyzes, and maintains incident status information, including:

- Monitoring threat-level events and developing incidents.
- Sorting data into required categories of information.
- Reviewing all data for completeness, accuracy, and relevancy.
- Ensuring that the status information is up-to-date.

The SITL prepares, posts, and disseminates situation information for the IMT; determines appropriate displays; develops additional displays as needed; and ensures displays remain current.

Table 12: Sources of Information for the Situation Unit

Personnel	Information to Collect
Operations Section Chief (OSC)	The SITL should brief and debrief Operations personnel before and after their shifts. The SITL can set up a table where Operations personnel must pass to connect in person or use cellular or internet-based data-collection tools to communicate. Information obtained in these conversations can be valuable for creating assets, such as maps of buildings or flood areas.
Emergency Operations Center (EOC)	EOCs provide current incident status, damage assessments, road closures, infrastructure issues, Community Lifelines status, and a global view of the incident and the progress toward recovery.

Personnel	Information to Collect
Air Support Group Supervisor (ASGS)	The ASGS schedules flights for multiple purposes, including reconnaissance, delivery of materials, movement of tactical assets, water drops, and evacuation of those in need. The Operations Section also utilizes these air resources, causing a need for selectiveness in resource usage. Increased use of an unmanned aircraft system (UAS), or drone, also adds additional information-gathering capacity and requires additional coordination with the ASGS to collect this data.
Public Information Officer (PIO)	The SITL briefs and debriefs with the PIO to gather information that supports incident planning.
Social Media	The SITL monitors social media to look for valuable information from the local population's perspective.
Locals	While their availability might be limited, locals can be some of the SITL's best technical specialists, as they know the area well.

Situation Briefing

The SITL may be asked to provide a verbal situation briefing during a meeting or briefing. Information to share may include the following:

- Introduction: name and incident position.
- Name and type of incident: may include fire, flood, maritime, HAZMAT release, or civil unrest.
- Date, time, and briefing title: may include Planning Meeting or Operational Period Briefing.
- The extent of the incident, current perimeter, and area of operation: jurisdiction(s) affected, the extent of the IMT's response, and status.
- Established facilities: may include ICP, base, staging areas, shelters, and EOCs.
- Systems/infrastructure affected: may include power, water, sewage, and transportation.
- Verified numbers of fatalities/injuries: number of people injured, the category of injuries, and the number of identified and unidentified fatalities.
- Significant impacts: status of Community Lifelines.
- Major considerations: may include approaching weather systems, high-priority activities, and political sensitivities.

- Evacuations and shelters: populations displaced, location, capacity, and status of shelters, and location of Family Assistance Centers.
- Prognosis/forecasts/threats: projected threats and hazards, weather forecasts, fire forecasts, and incident stability projections.
- Weather forecasts: National Weather Service short-term and long-term forecasts, fire behavior updates, plume models, and space weather forecasts.

Maps and Displays

Types of maps and displays the Situation Unit may be asked to prepare include the following:

- Public information maps
- Archeological site maps
- Building plans
- Threatened and endangered critical habitat maps
- Risk assessment maps
- Plume model maps
- Jurisdictional maps
- Damage assessment maps
- Flood inundation maps
- Cost apportionment maps
- Evacuation maps
- Damage assessment maps

Some maps may contain sensitive information or data. Controlling distribution and disposal may become important, especially if any part of the incident is considered a crime scene.

Maps and displays often speed up and/or improve comprehension of informative reports. The SITL should conduct checks on visuals prior to delivery to ensure the information is understandable:

- Will viewers comprehend what they are seeing?
- Is the information being disseminated to the people who need to know?

Table 13: Situation Unit Mapping Needs Based on Meetings and Briefings

Meeting/Briefing Order and Name	Attendees	Intended Audience	Meeting Objectives	Comments	SITL Products Needed for Meeting
1. Strategy Meeting/Command and General Staff Meeting	Command and General Staff only	Command and General Staff only.	Monitor team performance and adjustments, as necessary. Build or update strategies.	Can be held any time, usually informally over lunch or similar. Monitors the “pulse” of Command and General Staff.	Incident map, working copy
2. Tactics Meeting	OSC, PSC, SOFR, LSC, RESL	OSC, PSC, SOFR, LSC.	Develop draft ICS Form 215 for the next operational period.	Conducted in private to develop an achievable tactical plan. Make sure it achieves Incident Objectives (ICS Form 202).	Incident map, working copy
3. Planning Meeting	Command and General Staff, Selected unit leaders, Agency Representatives	Command and General Staff, VIPs, and Agency Administrators.	Present the Draft ICS Form 215 to the whole IMT and adjust the plan, as necessary.	This is the most “choreographed” meeting. The IC/UC approves the tactical plan at this stage, and all Command and General Staff support the plan.	Incident map working copy, which may be the same map used for the Tactics Meeting
4. IAP Preparation and Duplication	Command and General Staff	Typically, the RESL and DOCL do most of the work. Other section personnel as needed.			IAP Map, Traffic Plan, and Facilities Maps

Meeting/Briefing Order and Name	Attendees	Intended Audience	Meeting Objectives	Comments	SITL Products Needed for Meeting
5. Operational Period Briefing	Command and General Staff	Operational Resources Leaders (Division/Group Supervisors, task force leaders, strike team leaders).	Brief Operations Section supervisors on work assignments and other important components of the plan.	Distribute copies of the IAP to supervisors. Brief on assignments, work location, and resources.	Incident Map (Large-Scale)

Incident Action Plan

The SITL, at a minimum, provides an IAP Tactical Map and a weather forecast for the IAP. Additional mapping requirements, depending on the incident and time constraints, may include:

- Traffic Plan Map
 - While the Ground Support Unit in Logistics develops the Traffic Plan, either in narrative form or as a hand-drawn map, the Situation Unit may transfer this information to a map as a finished product.
- Facilities Map
 - While the Facilities Unit in Logistics establishes the incident base or camp layout map, which may be hand-drawn, the Situation Unit may enhance this information by creating a map as a finished product.
- Contingency or Forecast Map
- Sampling and Monitoring Location Map
- Tidal and Current Charts
- Projection Map
- Projection forecast
- Plume models
- Risk and threat assessments
- Other requests that provide information

Meetings

Planning Meeting

The PSC ensures that Planning Meeting displays, such as the agenda, incident objectives, maps, forms, and resource and situation statuses, are up-to-date and posted at the meeting location. To achieve this, the PSC will task the SITL with the following responsibilities at the Planning Meeting:

- Document incident activity, location, and progression.
- Produce a plot of the incident perimeter, operational boundaries, and facilities.
- At a minimum, prepare a sketch of the:
 - Spot weather forecast
 - Incident projection
 - Values at risk
 - Losses
- Record facilities locations.
- Document potential drop points, helicopter landing areas, staging areas, shelters, mobile lab locations, Points of Distribution, and casualty collection points.

Operational Period Briefing

The Planning Section shares responsibility for the Operational Period Briefing with the Operations Section. The Situation Unit provides key products for the briefing, including the following:

- Briefing Map
 - Often a large, not-to-scale sketch.
 - Easy to read; visibility is most important.
 - Shows the talking points.
 - Reflects current information.
 - Note: Large incidents may require multiple maps.
- Situation status update
- Weather forecast
- Progression/behavior forecast
- Risk/Threat information

SITL Interactions with Other IMT Members

The SITL interacts with a variety of IMT personnel during the Operational Period Planning Cycle. Incident organization and frequency of contact vary with incident size and complexity. Positions the SITL commonly interacts with include the following:

Command Staff

Table 14: SITL Interactions With Command Staff

Personnel	SITL Actions/Coordination
Incident Commander / Unified Command (IC/UC)	• Updates the IC/UC on incident status, damages, and threats. • Maintains maps in the IC/UC's work area. • Obtains the IC/UC's approval of the Incident Status Summary (ICS Form 209). • Obtains IC/UC approval before releasing documents.
Safety Officer (SOFR)	• Updates the SOFR on status, threats, and risks. • Obtains information from the SOFR on injuries for the Incident Status Summary (ICS Form 209). • Collects information from Safety operational personnel.
Public Information Officer (PIO)	• Updates the PIO on incident status, damages, and threats. • Prepares maps and provides visual support for public release as requested by the PIO. • Provides the PIO with a copy of the Incident Status Summary (ICS Form 209) as soon as the IC/UC approves it.

Operations Section

Table 15: SITL Interactions With the Operations Section

Personnel	SITL Actions/Coordination
Operations Section Chief (OSC)	- Provides the OSC with information on incident status, weather, projections, risks, threats, and hazards, as well as damage, evacuation, and mitigation techniques. - Provides mapping and imaging services to the OSC. - Obtains incident progress, planned actions, and priority information from the OSC for the Incident Status Summary (ICS Form 209).
Air Operations Branch Director (AOBD)	The AOBD: - Maps the air facilities on the IAP map and provides information for the map. - Provides information on flight scheduling for reconnaissance, Forward Looking Infrared, and Field Observers (FOBS) for the Incident Status Summary (ICS Form 209).

Planning Section

Table 16: SITL Interactions With the Planning Section

Personnel	SITL Actions/Coordination
Planning Section Chief (PSC)	Reports directly to the PSC, who oversees and assists the SITL in fulfilling their duties.
Resources Unit Leader (RESL)	Obtains resource information from the RESL for the Incident Status Summary (ICS Form 209).
Documentation Unit Leader (DOCL)	Provides situational awareness and incident status updates to the DOCL to ensure that all incident-related data and decisions are accurately recorded and maintained.
Demobilization Unit Leader (DMOB)	- Provides the DMOB with the latest information on resource status and incident projections. - Shares important information to effectively plan and execute the demobilization of resources in alignment with the incident's evolving needs and priorities.

Logistics Section - Support Branch

Table 17: SITL Interactions With the Logistics Section

Personnel	SITL Actions/Coordination
Facilities Unit Leader (FACL)	- Assists the FACL in locating sites for incident facilities. - Prepares the Facilities Map.
Ground Support Unit Leader (GSUL)	- Assists with the Traffic Plan by providing information on road conditions, routes, and possible drop points and staging areas. - Prepares the Traffic Plan Map with the approval of Ground Support.

Finance/Administration Section

Table 18: SITL Interactions With the Finance/Administration Section

Personnel	SITL Actions/Coordination
Compensation and Claims Unit Leader (COMP)	- Assists with providing information on damage documentation and creating maps and photos. - Provides the Compensation and Claims Unit Leader with situational information used in producing claims.
Cost Unit Leader (COST)	Obtains cost information for the Incident Status Summary (ICS Form 209).

Local Resources

Table 19: SITL Interactions With Local Resources

Personnel	SITL Actions/Coordination
Resource Advisors and Agency Representatives (READ/AREP)	• Obtains information on sensitive natural and cultural resources, values, and map data sources. • Keeps Resource Advisors and Agency Representatives informed. • Monitors mapping needs of affected agencies, as these could increase the SITL's workload and require close observation to ensure incident mapping needs are met. • Addresses requests for non-standard maps. If mapping and data are law enforcement sensitive, there may be restrictions on distribution as well as disposal of outdated products.
Emergency Operations Center (EOC) Support	• Provides information to persons and/or agencies not on the IMT. • Prepares for surprise briefing and map requests from Agency Representatives, dispatchers, and VIPs. • Requests information on the incident status and maps of the incident for the Incident Status Summary (ICS Form 209). • Requests help with access to various plans kept on file at EOCs (e.g., evacuation plans, response plans, HAZUS Modeling).

Pause and Reflect



It's time to pause and reflect! Let's think about what the PSC requires of the Situation Unit Leader (SITL).

Outline at least three (3) things the Planning Section Chief (PSC) relies on the Situation Unit Leader (SITL) to provide.

1.

2.

3.

Chapter 7: Documentation Unit

By the end of this chapter, you will be able to:

- Identify the Document Unit's responsibilities and the PSC's role in supervising Document Unit Leader (DOCL) activities.

Documentation is the legacy of the IMT and the key to reimbursement. Though the Documentation Unit is one of the last units to form on an incident, its functions are critical. Documentation Unit staff maintain incident files and data for legal, analytical, and historical purposes. They also provide duplication services for incident personnel; compile, reproduce, and distribute the Incident Action Plan (IAP); and maintain the files and records that comprise the IAP.

Documentation Unit Leader (DOCL) Responsibilities

The Documentation Unit Leader (DOCL) maintains accurate and complete incident files, including a complete record of the major steps taken to resolve the incident.

The Documentation Unit Leader (DOCL) performs the following tasks:

- Review records for accuracy and completeness.
- Establish duplication services.
- Respond to copy requests.
- Filing all official forms and reports for post-incident use.
- Maintaining an Activity Log (ICS Form 214) for the Documentation Unit's activities.

Upon Arrival

When the DOCL deploys, they will join the Planning Section and receive a briefing from the PSC. The DOCL will then configure the unit with personnel to support the incident and set up a work area to begin the organization of files.

Staffing

The DOCL is responsible for organizing, staffing, and supervising the Documentation Unit. The DOCL oversees staff responsible for maintaining incident files and data for legal, analytical, and historical purposes, ensuring a complete record of the major steps taken to resolve the incident.

Final Incident Package

The final incident package is a crucial element in the lifecycle of an Incident Management Team (IMT). It offers a comprehensive overview of the incident and response efforts, including historical references, legal and financial documentation, support for After-Action Reviews (AARs), and the final closure of the incident as local authorities transition back to normal operations.

Responsible agencies utilize the final incident package to address fiscal matters, fulfill obligations agreed upon during the incident, handle litigation, and manage other important considerations. The Agency Representative should outline the requirements for the final incident package to the IMT during the Agency Administrator Briefing. These requirements, along with local authority records retention policies, will determine which records to maintain and file for return as part of the final incident package.

Preparation

The final incident package is a chronological compilation of all events that occurred during the incident. It typically includes narrative reports from section leaders detailing their actions, the obstacles they encountered, and the measures they took to address those challenges.

All Command and General Staff positions are responsible for preparing their portions of the final incident package. The Planning Section is responsible for supervising the coordination and assembly of the package.

The DOCL will compile the final incident package and should conform to the following standards:

- Store files in either standard labeled file boxes, along with map tubes, or digitally in a master documentation format.
- Verify all forms are legible and verified.
- Provide an index.
- Ensure the package is neat and well-organized.
- Check duplicate copies (may be eliminated if only one serves the need for documentation).

Larger, more complex incidents may have four (or more) boxes of information. Smaller incidents may generate half a box of content.

Delivery

The Agency Administrator receives the final incident package along with appropriate guidance after the incident.

If one IMT is replacing another team, the DOCL should not deliver the records to the Agency Administrator unless requested. The final incident package should be in a condition that allows the next team to continue collecting incident documentation and maintain accurate filing.

Proper Recordkeeping

The DOCL is responsible for the collection, control, security, and maintenance of all documentation concerning the incident. Processes and procedures for sorting and storing documentation are based on IMT procedures and the IC/UC, with input from the Agency Administrator. The Documentation Unit Leader (DOCL) performs the following tasks:

- Establishing a comprehensive and complete system of sorting and filing information and documents collected from the incident. This may require subcategories or activities (e.g., Operations, Finance/Administration, Logistics).
- Sorting documentation and preparing it for review. While this often takes place days or weeks after the incident ends, it is best to prepare and organize information throughout the incident to make closeout easier.
- Compiling a master file for each documentation category (e.g., meeting minutes, site safety plans, IAPs).
- Establishing quality controls to check each document within each file.
- Compiling a list of all supporting agencies operating under the IC/UC.
- Determining if any missing documentation was not compiled or is located elsewhere.
- Arranging for the scanning of paper documents, if requested.
- Briefing subordinates regarding their pending demobilization and processing subordinates using the Demobilization Check-Out (ICS Form 221).
- Determining when and where documentation is needed for an After-Action Review.

Archiving Guidance

Archiving requirements vary depending on the type of document. When no longer needed, the DOCL should destroy copies of master documents.

Examples of types of documents to save for at least 20 years include:

- IAPs: originals and corrected copies
- ICS Form 215 and ICS Form 215A: pictures or e-files
- Situational analyses
- Delegations of authority
- Narrative reports
- Final Statements of Costs
- Photos

Save the following documents for at least seven years:

- ICS Forms 209–215, 218, 219, 221
- Daily cost estimates
- Evacuation plans
- Safety Officer reports and accident logs
- Incident communications logs
- Justification for extended hours
- Original resource orders
- Air Operations and helibase records

Legal requirements for records retention vary by state and/or jurisdiction. The DOCL should seek guidance from the AHJ on record retention requirements.

PSC Responsibilities in Effective Incident Recordkeeping

The PSC is primarily responsible for supervising the coordination and assembly of the package. Responsibilities include:

- Ensuring incident documentation is complete.
- Completing incident narratives for the Closeout Meeting.
- Collecting all completed and signed Activity Logs (ICS Form 214).
- Ensuring the completion of time records.
- Coordinating Incident Status Summary (ICS Form 209) completion and reimbursements.
- Collecting master copies of IAPs, including last-minute alterations.

Document Security

The DOCL is responsible for the security and maintenance of all incident documentation and ensuring that legal restrictions on public and exempt records are observed. More information on document security is available in the ICS Training Reference Guide.

Pause and Reflect



It's time to pause and reflect! Let's think about what the PSC requires of the Documentation Unit Leader (DOCL).

Outline at least three (3) things the Planning Section Chief (PSC) relies on the Documentation Unit Leader (DOCL) to provide.

1.

2.

3.

Chapter 8: Demobilization Unit

By the end of this chapter, you will be able to:

- Identify the Demobilization Unit's responsibilities and the PSC's role in supervising Demobilization Unit Leader (DMOBL) activities.

Demobilization is the planned and systematic release of resources from an incident or event. It is based on a Demobilization Plan developed by the Planning Section with input from Command and General Staff and approval by the IC/UC. An organized demobilization process supports the safe release of resources, personnel accountability, and fiscal management.

Demobilization of resources may occur for the following reasons:

- Resources have completed their mission and are no longer needed (e.g., specialized Urban Search and Rescue teams).
- Resources have reached the end of their deployment period and are "timing out."
- The incident is stabilizing and does not require as many resources.
- Emergency demobilization (e.g., an individual who has a personal emergency and must return home).

The Incident Management Team (IMT) should obtain early input from the agency on demobilization and consider the desired incident structure after the IMT departs (i.e., the "turn-back standard").

The end of an incident brings a large workload. Planning and organization prior to demobilization are key to reducing negative impacts and improving efficiency. Poor planning often delays demobilization.

Demobilization Unit Leader (DMOB) Responsibilities

The Demobilization Unit Leader (DMOB) is responsible for reviewing incident resource records, notifying resources of their demobilization date and time, and evaluating logistics and transportation capabilities. The DMOB will work closely with Logistics to ensure a smooth and timely release of resources.

The Demobilization Unit Leader (DMOB) performs the following tasks:

- Plan for demobilization.
- Coordinate with all sections.
- Manage the Demobilization Unit.
- Develop solutions for demobilization issues.
- The DMOB works closely with Logistics. Frequent communication and coordination with Logistics helps ensure a smooth and timely release of resources.

Upon Arrival

When the DMOB deploys, they will join the Planning Section and receive a briefing from the PSC. The DMOB will then configure the unit with personnel to support demobilization activities.

Depending on the size of the incident and personnel availability, the Resources Unit Leader (RESL) may also assume the role of the DMOB.

Staffing

There is always one lead DMOB in charge of the unit's function. Additional Demobilization Unit staffing guidelines follow the size of the incident.

Table 20: Demobilization Unit Guidelines per Incident Size

Incident Size	Guidelines
Simple	• One DMOB with support from Status/Check-In Recorders (SCKNs) • Local/regional resources, <100 people, short duration
Moderately Complex	• One lead DMOB for the busiest shift with one assistant and a DMOB or trainee to help cover additional operational period times with support from SCKNs • Regional/multi-regional, 100–500 people, several air travelers
Very Complex	• One lead DMOB with 2–3 assistant DMOBs to provide qualified coverage 24 hours a day, with support from SCKNs • Multi-regional/national/National Significant Incident (NSI), >500 people from multiple agencies and areas, many air travelers, probable reassignments

Plan for Demobilization

Release Priorities

The IC/UC sets release priorities and coordinates with the host agency and other resource sources, such as state and local dispatch systems, Emergency Operations Centers (EOCs), and other regions and agencies.

National and regional needs, such as numerous incidents, the need for teams or specialized overhead, costs, personnel welfare, and agency agreements, may affect the release of resources and travel requirements.

Begin Early

The Demobilization Unit begins working early in the incident, creating rosters of personnel and resources, and obtaining any missing information as check-in proceeds. Demobilization planning can be quite complex in large, multiagency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.

At the onset of the incident, the Demobilization Unit may utilize a glide path, timing-out tool, or similar document to determine the Last Workday (LWD). This document helps track the 14-day work periods and is essential for monitoring when resources need to be ordered or replaced.

Create the Demobilization Plan

The DMOB develops an Incident Demobilization Plan. This plan identifies procedures for demobilization as well as local, regional, and national priorities.

The DMOB uses the following sources of information to create the Demobilization Plan:

- Incident Briefing (ICS Form 201)
- Incident Action Plan
- Incident Check-In List (ICS Form 211)
- Resource Order from Ordering Manager
- Resource Status Cards (ICS Form 219)
- Incident computer database, if available

Organize the Demobilization Plan into sections for easier review:

- General information about the demobilization process
- Responsibilities for implementing the Demobilization Plan
- General release priorities
- Specific release procedures
- Directories (e.g., maps, travel information, telephone listings)

While it is likely that resources arrive as quickly as possible, usually traveling alone, the DMOB will work to send resources home with cost efficiency in mind. While many people send resources to a single location, the DMOB sends resources to multiple locations. Though they arrive over an extended period, the DMOB returns them in a much shorter timeframe.

Considerations in Demobilizing Resources

The DMOB should consider demobilizing the most expensive excess equipment and resources first unless the agency direction in the Demobilization Plan does not use this criterion for release priorities.

Also, they should prioritize demobilizing resources from outside the area that require contract carriers for transportation and banding together resources from the same geographical area to save money on air carrier costs.

The DMOB should consider contractual agreements and the condition of personnel:

- Agency policies and memorandums of understanding (MOUs)
- Length of time on assignment(s)
- Fatigue levels and special needs
- Last rest period

If a special meeting is necessary to discuss demobilization before finalizing the plan, the Command and General Staff must be present to reach an agreement on the plan before it is submitted for approval. The DMOB submits the plan to the PSC for approval first, and then the PSC submits it to the IC/UC.

A well-written Demobilization Plan supports a smoother transition and can help with any disputes that may arise between the incident and EOC/Dispatch. The PSC must allow the EOC/Dispatch to review the plan prior to seeking approval from the IC/UC.

Distribute the Demobilization Plan

Once approved, the Demobilization Unit distributes the plan at the incident and other locations, as needed, and posts a copy in a prominent location so those interested can see the information.

Copies of the plan are distributed to:

- The IC/UC
- Command and General Staff
- All check-out locations
- Demobilization Centers (if applicable)
- Area Command (if applicable)
- Emergency Operations Centers (if applicable)

The Demobilization Unit distributes the plan at least 24 hours before the first anticipated release. The earlier the plan is provided, the more time unit leaders have to prepare for the release of assigned resources.

The DMOB must ensure that all sections/units understand their specific responsibilities as part of the demobilization process. This includes clearly communicating expectations, timelines, and the necessary steps for the release of resources. In addition, the DMOB is responsible for monitoring the implementation of the Demobilization Plan, staying informed about progress, and identifying any potential issues early. If problems arise or there are concerns about delays, the DMOB must relay this information to the Command and General Staff to adjust plans and avoid any setbacks.

Resource Check-Out

The Demobilization Check-Out (ICS Form 221) provides the Demobilization Unit with information on resource releases from the incident, including destination, actual release time, and estimated time of arrival at the destination. The DMOB or PSC initiates the form.

Once the resource's supervisor gives written notification that the resource is in excess for the incident's needs, the DMOB completes the top portion of ICS Form 221, and the individual resource has the unit leaders initial the appropriate checkboxes in Section 6 before release from the incident. The Finance/Administration Section is usually the last initial before returning the ICS Form 221 to the Demobilization Unit.

When a resource departs the incident, the Demobilization Unit notifies dispatch of the release, including travel times. If the resource will be away overnight due to distance, the unit also notes where the resource will stay.

Potential Challenges in Demobilizing

Issues and contingencies that may occur include:

- Vehicle breakdowns
- Oversized vehicles requiring special permits and/or can only travel on certain days or at certain times
- Inclement weather
- Delayed airplane schedules
- Emerging incidents

Pause and Reflect



It's time to pause and reflect! Let's think about what the PSC requires of the Demobilization Unit Leader (DMOB).

Outline at least three things the Planning Section Chief (PSC) relies on the Demobilization Unit Leader (DMOB) to provide.

1.

2.

3.

Chapter 9: Managing the Planning Section

By the end of this chapter, you will be able to:

- Describe the Planning Section Chief's (PSC) responsibilities for supervising and managing the Planning Section, including strategies that support personnel welfare.

After examining the functional responsibilities of the Planning Section units, the focus now shifts to how the PSC integrates and leads those elements. A key aspect of serving as a PSC is the ability to assess the section's strengths and weaknesses and provide real-time mentorship. The PSC collaborates with and leads their team to accomplish essential tasks. This chapter focuses on the PSC's responsibilities in managing the Planning Section.

The PSC must ensure effective coordination and management of the section during the incident. Key considerations include the incident's size, type, and duration. Another important factor is whether the incident will require day and night planning operations. The PSC should ensure that personnel possess the necessary skills, expertise, knowledge, communication abilities, and analytical capabilities to process information. Additionally, technical specialists must have proficiency in specialized areas such as GIS mapping, data analysis tools, and logistics coordination software to support planning efforts.

Establish Section Priorities

The PSC is responsible for establishing section priorities and effectively staffing the Planning Section. Not only does the PSC assess the resources needed to complete the work, but they must also balance this against the number of people available during the incident.

Planning Section priorities include:

- What is the need?
- Who will be responsible for what duties?
- When do necessary products need to be completed, and how are they shared and delivered?

Section Support Plan

A Planning Section Support Plan is a document that outlines the resources, procedures, and strategies needed to support the Planning Section's effective functioning during an incident. It serves as a guide for the Planning Section Chief (PSC) and their team, ensuring they have the tools, personnel, and support required to carry out their tasks efficiently.

Key components of a Section Support Plan include:

- Hours of operation
- Staffing and personnel
- Organizational structure
- Established timeline for meetings/briefings
- Workflow and timing for IAP components
- Documentation and reporting
- Legal and regulatory compliance

The PSC is responsible for adjusting the number of personnel in the section based on the incident's size, needs, and complexity.

Developing an Operational Rhythm

PSCs should consider the following strategies for setting an operational rhythm:

- **Develop IAPs:** Create comprehensive IAPs that outline objectives, strategies, tactics, and resource allocation to manage the incident effectively.
- **Coordinate planning efforts:** Coordinate with other sections within the ICS structure, such as Operations, Logistics, and Finance/Administration, to ensure alignment and integration of planning efforts.
- **Manage resources:** Assess resource needs based on the incident's progression and communicate resource requests to the LSC.
- **Conduct situational assessments:** Continuously gather, analyze, and disseminate information regarding the incident's status, including its size, complexity, and potential impacts.
- **Maintain daily meeting schedule:** "Pace the team." Ensure everyone knows about and is ready for the meetings or briefings they need to attend each day.

Maintaining the section's rhythm is important, but so is keeping the entire team on pace! Remember to include the Daily Meeting Schedule (ICS Form 230).

Brief Subordinates

During an incident, it is important that resources under your supervision clearly understand the situation. If the whole team arrives at once, you can hold one large briefing. If they trickle in, you still need to keep them well-informed.

Situations that require a Planning Section Briefing include:

- Operational period change
- Replacement of personnel
- Team transition
- Incident situation changes

Planning Section Briefing

A Planning Section Briefing should cover assignments/priorities, allow for responses to questions, and address goals and objectives. Topics may include:

- Type of incident
- Jurisdiction and command structure
- Environmental constraints
- Finance/Administration procedures and constraints
- Political considerations
- Security procedures
- Demobilization constraints and considerations
- Incident Action Plan (IAP)
- Operational period accomplishments or trends
- Procedural changes
- Changes affecting the unit
- Other pertinent information

Establish Performance Requirements

The PSC is responsible for setting expectations and providing feedback on subordinate unit performance. The PSC should:

- Identify priorities.
- Explicitly state expectations.
- Establish timeframes and schedules.
- Promote teamwork.
- Encourage two-way dialogue.
- Provide positive reinforcement.
- Keep an eye on interactions within the Planning Section as well as with the other functions.
- Do their own “pulse check.”

Identify Performance Deficiencies

A PSC cannot effectively manage the section while compensating for personnel who are not qualified or unable to perform assigned duties. In many cases, Planning Section personnel do not report directly to the PSC in their day-to-day roles, which may limit long-term performance management options. However, their performance directly affects the section's effectiveness and must be addressed promptly and professionally.

Correct Behavior Issues

Strategies to address performance concerns may include:

- Reassigning personnel to tasks better aligned with their skills and experience.
- Conducting performance evaluations using established processes.
- Assigning an experienced Planning Section member to provide mentorship or guidance.
- Releasing personnel from the incident when necessary.

Address Performance Deficiencies

- Identify and communicate performance concerns as soon as they are observed.
- Determine whether deficiencies stem from training, experience, or situational factors.
- Provide support while maintaining performance expectations.
- Offer counseling or corrective actions as appropriate.

Provide Training Opportunities

When possible, support personnel growth through:

- On-the-job or just-in-time training.
- Meaningful assignments that build capability and confidence.
- Cross-training opportunities within other functional areas when workload permits.
- Recommendations for future formal training and qualification development.

Submit Timesheets

The PSC is responsible for ensuring that everyone in the Planning Section has completed their timesheets.

Complete Performance Ratings

All members of the Planning Section should receive a performance evaluation using the Incident Personnel Performance Rating (ICS Form 225). This form provides supervisors with a standardized method for formally assessing subordinate performance and identifying strengths and areas for improvement.

Personnel often use completed ICS Form 225 evaluations to document performance, support qualification advancement, and demonstrate continued relevance and proficiency within their position during the qualification process.

The PSC should take an appropriate amount of time to review the following with each evaluated individual:

- Individual job performance
- Corrective actions, as necessary
- Request for a formal Incident Personnel Performance Rating (ICS Form 225)
- Position-specific performance evaluations
- The importance of a “trainee” having this documentation for submittal to their Qualifications Review Board as they seek to become “qualified” in their position
- Documentation for the training/qualifications file

Informal Reviews

Formal reviews are not the only way to share performance evaluation information. Informal discussions, such as saying, “Great job in putting those updated Assignment Lists (ICS Form 204) together,” can not only boost a team member’s confidence but can also raise their morale, keeping them driving forward under high pressure and during long days.

Constructive Feedback

Whether formal or informal, if a problem is noted, make sure that performance reviews include ways to improve. Just telling someone what they are doing wrong is not enough. You need to share areas for improvement, strategies to improve, and a roadmap back to competency so the individual under review knows what they will need to do to achieve better performance in the future.

In a formal setting, use this feedback to assess whether the subordinate has made progress toward the goals outlined in the improvement plan. Ultimately, performance evaluations are important at every level of the Incident Management Team (IMT), as they provide opportunities to improve performance and can help determine whether a person should continue working on the IMT.

The Position Task Book (PTB) is a critical component when evaluating subordinates. The PTB provides a set of standards for comparing the individual's performance against the tasks necessary for the role.

Pause and Reflect



It's time to pause and reflect! Use the questions below to think critically and make meaningful connections to the content.

Outline the four items that should be included in a Section Support Plan to ensure the effective functioning of the Planning Section during an incident:

1.

2.

3.

4.

Appendix

This section provides examples of various forms, agendas, templates, and more for the PSC position.

Delegation of Authority (Sample)

County Executive
of
Howard County, Maryland

Executive Order: 2016-08

Dated: August 5, 2016

Subject: Delegation of Authority

WHEREAS I, Allan H. Kittleman, the duly elected County Executive for Howard County, have been vested with the executive power of the County, pursuant to Article III of the Howard County Charter, and

WHEREAS, under Article III of the Howard County Charter, the County Executive has certain enumerated responsibilities, duties, and powers, including, but not limited to, the supervision, direction, and control of County offices and departments, ensuring that County officers, departments, and agencies faithfully perform their duties, and the appointment of all offices and department heads under my control; and

WHEREAS section 6.102 of the Howard County Code makes the County Executive responsible for the proper and efficient administration of the County's affairs and authorizes the County Executive to authorize the use of County resources, including employees, during a local state of emergency or a state of emergency declared by the Governor; and

WHEREAS Title 6, Subtitle 2 of the Howard County Code sets out the various County Departments that operate under the County Executive's executive authority.

NOW, THEREFORE, BE IT ORDERED AND PROCLAIMED by the County Executive of Howard County, Maryland that, in accordance with the authority vested in me by applicable provisions of the Howard County Charter and the Howard County Code, and as of July 31, 2016, I delegate to the Incident Manager of the Pennsylvania Incident Management Team (IMT), the authority to manage the on-scene operations related to the

County's response and recovery from the July 30, 2016, flood event that impacted Ellicott City, including the direction of all County employees and resources, subject to the following conditions:

1. The Incident Manager and IMT shall be fully accountable to my final and overriding authority as the County Executive, which includes responsibility for the objectives, strategies, and tactics employed in the impacted area.
2. The overarching goal in operations shall be to provide sufficient and adequate safeguards and procedures necessary to protect the health and safety of all personnel involved in the response or recovery effort and for the safety of the public, with the secondary goal of, to the extent possible, preservation of property.
3. The Incident Manager shall manage the incident cost-effectively and within professional or recognized industry standards applicable to disaster and emergency management.
4. The Incident Manager shall manage County personnel in a manner that promotes mutual respect, is consistent with the County's human resources policies, and complies with applicable local, state, and federal laws, including, but not limited to, occupational health and safety and anti-discrimination laws.
5. The Incident Manager shall maintain adequate recordkeeping to ensure accountability of the IMT and County personnel and, to the extent possible, allow for reimbursement for costs related to the County's recovery efforts.
6. The Incident Manager shall communicate with and coordinate its operations through the Howard County Emergency Operations Center.

IT IS FURTHER ORDERED THAT:

1. This Executive Order shall be promptly and generally publicized; and
2. A copy of this Executive Order shall be filed with the Administrator of the County Council of Howard County.

IN WITNESS WHEREOF, I, Allan H. Kittleman, as County Executive of Howard County, Maryland, have hereunto set my hand and caused the seal of Howard County to be affixed



this 5th day of August 20XX.

Allan H. Kittleman,
County Executive

Incident Action Plan (IAP) Assembly Checklist (Sample)

Use this checklist to confirm readiness to present the IAP to the IC/UC for approval

- Assemble the IAP in the same order as the Operations Briefing Agenda.
- Ensure all forms are complete, including signatures and page numbers.
- Confirm that the forms are in the correct order and legible for the operational personnel to read.
- Cross-reference ICS Forms 204 and 215 to ensure nothing is missing.
- Include a blank ICS Form 214 at the end of the IAP for supervisors to use.

Item	Complete
Cover Sheet	
Incident Objectives (ICS Form 202)	
Measurable?	
Flexible?	
Attainable?	
Weather addressed?	
Plan contents?	
Approved By?	
Organization Assignment List (ICS Form 203)	
Does ICS Form 203 match the order of ICS Form 204?	
Weather Forecast	
Assignment List (ICS Form 204)	
Assignment clear	
Date/Time	
Precise, Measurable	
Drop off point/time, Pickup point/time.	
Communication Summary matches ICS Form 205 (prepared by _____)	
Safety considerations/special concerns	
ICS Form 205 Incident Communication Plan	
Command Network	
Tactical Network	
Support Network	
Prepared by _____	
Match frequencies given/coordinated	

Item	Complete
Medical Plan (ICS Form 206)	
Emergency Procedures clear	
Prepared by _____	
Hospitals and Ambulance Services	
Safety Message Plan (ICS Form 208)	
Air Operations Summary (ICS Form 220)	
List of aircraft in _____	
TFR in effect - Remarks _____	
Incident Map	
Clear _____	
Scale _____	
Appropriate Symbols _____	
North Arrow _____	
Matches Assignments on ICS Form 204 _____	
Legend _____	
Page numbers (ex., 1 of 15, 2 of 15, 3 of 15, ... 15 of 15)	
Approvals on each sheet	
Logistics and Finance Issues?	
Liaison Officer Issues	
Activity Log (ICS Form 214) (blank)	

IAP Additional Content Considerations

Facilities Map
 MSDS (Material Safety Data Sheets)
 Comprehensive Health/Safety Plan
 Counseling Services Information
 Tentative Demobilization List
 Any other items pertinent to the Incident

Operational Period Briefing Agenda (Sample)

Agenda Item	Who Performs Action	Content Notes
1. Introduction and welcome	PSC	
2. Opening comments and review of any emphasis areas	PSC	
3. Review: • Current incident/objective status • Incident boundaries, branch/division locations, and group assignments (map) • Division/group assignments (Assignment List ICS Form 204)	OSC (may include technical specialists as necessary)	Reviews all division/group assignments (Assignment List ICS Form 204), ensuring supervisors thoroughly understand the tactical assignment, resources, communications, special instructions, and safety issues. • Note: It is not unusual for incident conditions to have changed between the time the IAP is duplicated and the Operational Period Briefing. The OSC may dictate last-minute changes to the IAP.
4. Safety issues, safety message/ weather outlook	SOFR/SITL	Briefs on safety issues such as accidents and injuries to date, continuing and new hazards, and mitigation efforts. Reviews Safety Message (ICS Form 208).

Agenda Item	Who Performs Action	Content Notes
5. Logistics (communications and Medical Plans)	LSC (may include Communications Unit Leader/ Medical Unit Leader as necessary)	Reviews supply, transportation, food, and facilities-related issues. The LSC briefs (or may have staff brief) the following: • The Medical Unit Leader presents the Medical Plan (ICS Form 206), ensuring that all supervisors understand the procedures to follow if a responder is injured in the incident. • The Communications Unit Leader briefs the overall Incident Communications Plan (ICS Form 205) and Communications List (ICS Form 205A).
6. Other Staff	Incident Dependent (FSC, LOFR, PIO)	Other personnel may review additional IAP elements as needed. These may include: • Air Operations Summary • Fiscal or compensation/claims issues • Issues associated with cooperating or assisting agencies • Media and incident information issues • Other issues (e.g., may include presentations by the Training Specialist or Demobilization Unit Leader)
7. Closing remarks	Agency Administrator and/or IC/UC	
8. Conclusion	PSC	Briefs on housekeeping information, such as times of next meetings, and concludes the meeting.

Return of Delegation of Authority (Sample)

The signing of this document returns all authority and responsibility, as outlined or referenced in Howard County Executive Order 2106-08 and/or the Memorandum of Agreement entered into between the Pennsylvania All-Hazard Incident Management Team (PA-IMT3) and Howard County, Maryland, the Authority Having Jurisdiction ("AHJ") for managing incident activities for Howard County, Maryland delegated to Pennsylvania All-Hazard Incident Management Team Type 3 (PA-IMT3), IC Kevin P. Nelson.

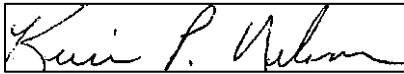
It is mutually agreed that the objectives and management direction have been met and that the Commonwealth of Pennsylvania Type 3 All-Hazards Incident Management Team is hereby released, effective.

August 14, 2016

Date

0900-hours

Time



Kevin P. Nelson, Incident Commander, Pennsylvania All-Hazards Incident Management Team Type 3



Allan H. Kittleman, County Executive for Howard County



Ryan Miller, Howard County Office of Emergency Management

Planning Meeting Agenda (Sample)

Planning Meeting Agenda

Ground rules/introductions	PSC
Briefing on the current situation	OSC, SITL
Review incident objectives	PSC, IC
Presentation of Operational Planning Worksheet (ICS Form 215)	OSC
- Plot control lines and establish branch/division boundaries. - Identify group assignments. - Specify tactics for each division/group. - Specify resources needed by each division/group. - Identify reporting locations and times.	
Specify safety mitigation measures for identified hazards in all divisions/groups	SOFR
Logistical issues:	LSC
- Resource/supply issues - Communications plan - Medical Plan	
Financial issues	FSC
Assisting and cooperating agency issues	LOFR
Information issues (internal/external)	PIO
Finalization, support, and approval of plan	PSC
Deadline for submission of IAP components	PSC
Closing Remarks	IC