

E/L 0962

NIMS ICS All-Hazards Planning Section Chief Course



FEMA

Student Manual

June 2019
Version 1.0



PSC conducts Planning Meeting

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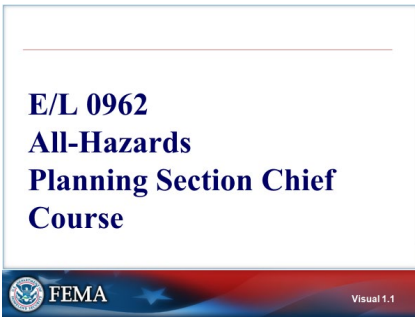
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Unit 1: Course Introduction

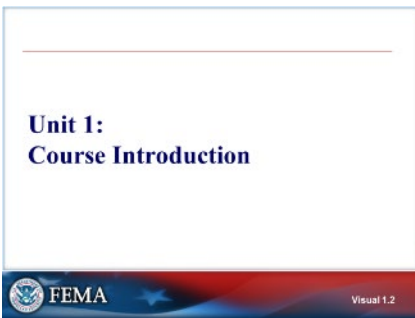
STUDENT MANUAL

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Visual 1.1

E/L 0962: ALL-HAZARDS PLANNING SECTION CHIEF COURSE



Visual 1.2

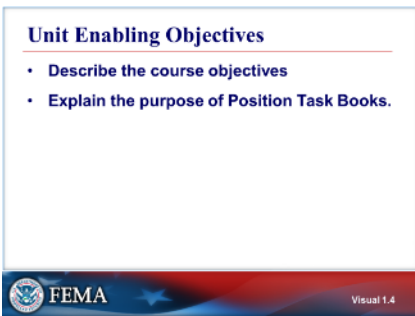
UNIT 1: COURSE INTRODUCTION



Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify course objectives and position-specific resource materials for the position of Planning Section Chief.

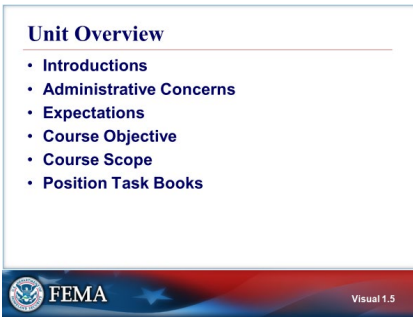


Visual 1.4

UNIT ENABLING OBJECTIVES

- Describe the course objective.
- Explain the purpose of Position Task Books.

The Final Exam will be composed of questions based on the Unit Enabling Objectives from each unit, except from Unit 1.



Unit Overview

- Introductions
- Administrative Concerns
- Expectations
- Course Objective
- Course Scope
- Position Task Books

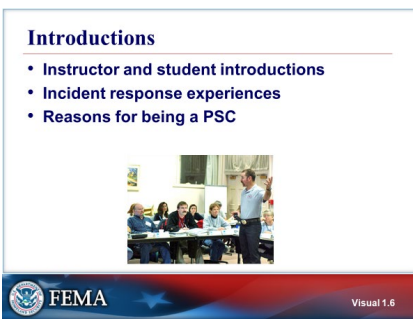
FEMA Visual 1.5

Visual 1.5

UNIT OVERVIEW


This visual provides a general overview of the topics to be covered in the unit..

Through this unit, students will learn the objectives of the course, be instructed on the use and purpose of Position Task Books, and receive Planning Section Chief versions of these resources.



Introductions

- Instructor and student introductions
- Incident response experiences
- Reasons for being a PSC



FEMA Visual 1.6

Visual 1.6

INTRODUCTIONS

The instructor gives an overview of their personal experience as a Planning Section Chief and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be a Planning Section Chief.

After the introductions, the instructor will administer the Pretest.



Administrative Concerns

- Lodging
- Transportation
- Safety Procedures
- Smoking policy
- Message location and available telephones
- Cell phone, texting, and email policies
- Restrooms and drinking fountains
- Other local information
- Facility safety
- Lunches/Breaks

FEMA Visual 1.7

Visual 1.7

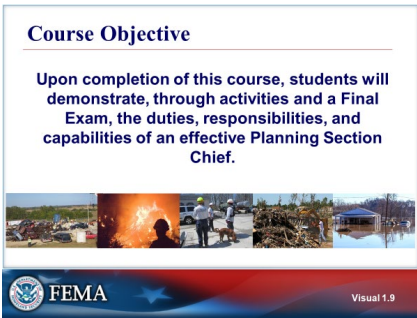
ADMINISTRATIVE CONCERNS



Visual 1.8

EXPECTATIONS

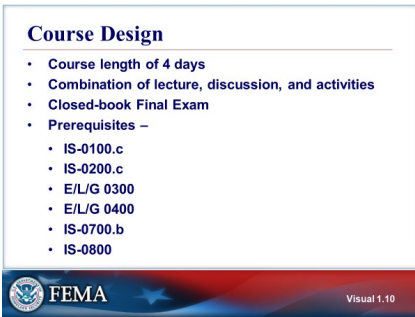
Share your expectations for the course.



Visual 1.9

COURSE OBJECTIVE

Upon completion of this course, students will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of an effective Planning Section Chief.



Visual 1.10

COURSE DESIGN

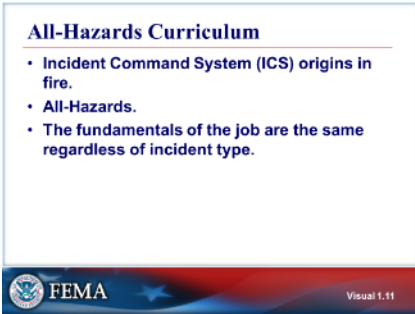
The course is scheduled to be 4 days in length. Through a combination of lecture, discussion, and activities, students will be provided the knowledge to meet the objectives of the course. Student interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of the IMT (in this course, Planning Section Chief) in an all-hazards context.

Prerequisites –

- IS-0100.c An Introduction to the Incident Command System, ICS 100
- IS-0200.c Basic Incident Command System for Initial Response, ICS 200
- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300
- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400
- IS-0700.b An Introduction to the National Incident Management System
- IS-0800 National Response Framework (NRF)

Closed-Book Final Exam - To receive a certificate of completion for the course, you must obtain a 75% or higher on the final exam. The Final Exam will be closed-book, 1 hour will be allotted for its completion, and the Final Exam's questions will be based on the Unit Enabling Objectives for Units 2 – 8.



Visual 1.11

ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position Specific training: It was born out of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001 and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for prevention, protection, mitigation, response, and recovery through an "all hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

The curriculum was validated by a diverse cadre of course developers with backgrounds as Planning Section Chiefs. Given our personal incident experiences, each of us, Instructors included have a limited perspective (by no means all-hazards).

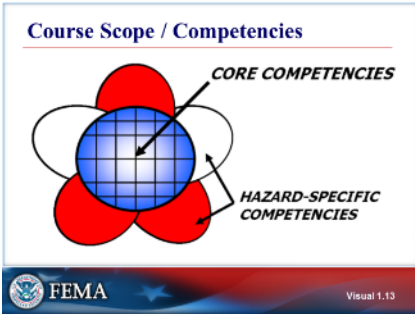
A Planning Section Chief needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Planning Section Chief is the same.

Therefore, students should not be deterred if one "hazard" from the list is spoken to more than another. Students can still obtain critical insight to the position and should add examples from their own disciplines to the discussion.



DISCUSSION ACTIVITY

Visual 1.12



Visual 1.13

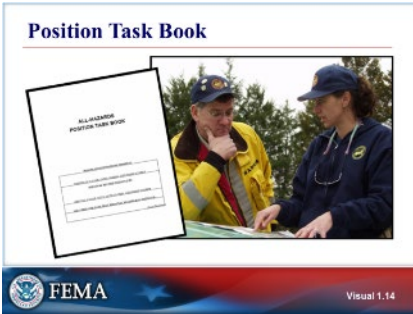
COURSE SCOPE/COMPETENCIES

Competency is defined as a broad description that groups core behaviors necessary to perform a specific function. The Flower Diagram: it illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

Key Points:

- Core competencies are the competencies required of a Planning Section Chief regardless of discipline.
- Hazard-specific competencies are those technical skills required to perform in a particular discipline, such as law enforcement, fire, public health, hazmat, EMS, public works, etc.
- The center of the flower represents the core competencies of the position.
- The petals represent the hazard-specific competencies associated with specific disciplines.
- You cannot be competent as a Planning Section Chief with only the center of the flower or only the petals. While Planning Section Chiefs are not expected to be qualified in every all-hazard discipline, they are expected to be qualified in the discipline for which they have been trained.

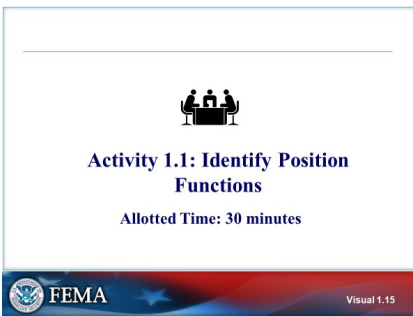
This course will help to establish core competencies (center of the flower) for the Planning Section Chief position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Planning Section Chief Position Task Book, to be discussed in next visual.



Visual 1.14

POSITION TASK BOOKS

PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.

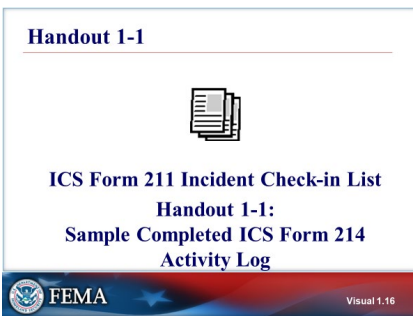


Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS

The instructor will explain Activity 1.1.

You will have 15-30 minutes to complete the activity.



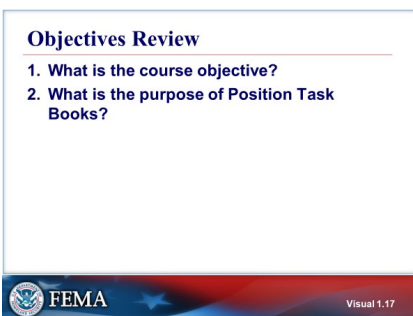
Visual 1.16

HANDOUT 1-1

This visual introduces both the ICS Form 211 Incident Check-in List and ICS Form 214 Activity Log.

The ICS Form 214 should document important factors, decisions, and elements such as the “three A’s” – Actions, Agreements, and Accidents:

- **Actions** taken to prevent hazardous activities.
- **Agreements** made with Supervisors or others to correct unsafe conditions.
- **Accidents** that occurred at the incident site.



Visual 1.17

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the course objective.
- Explain the purpose of Position Task Books.

Supplemental Materials

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Activity 1.1: Identify Position Functions

Activity 1.1 Overview—Unit 1

Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.
- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

References

FEMA's National Qualification System (NQS) PTBs identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is included as a separate PDF file in the course materials. NQS PTBs can also be downloaded from <https://www.fema.gov/national-qualification-system>. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at <https://www.ahimta.org/ptb>. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at <https://www.nwcg.gov/publications/position-taskbooks>.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTB. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Activity 1.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	15 minutes	Classroom

Handout 1-1: ICS Form 214 Activity Log - Sample

Refer to EL_962_HO_1-1_ICCS_Form_214.pdf

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Handout 1-2: ICS Form 214 Activity Log - Content Considerations

Contact Information – List for each person you are assigned to Lead

- Cell phone #
- E-mail (optional)

Emergency Contact Information Key - List for each person you are assigned to Lead!

- Emergency Contact Person's Name
- Emergency Contact Person's Relationship
- Emergency Contact Person's Telephone #'s (e.g. Cell, Work, Home)

3 "A's"

- Actions - (e.g. Responding, checked in, attended meeting, performed or completed an operation/assignment, requested resources, provided update, Demobilize, etc.)
- Agreements - (e.g. Commitment of personnel, equipment, supplies, apparatus or funding to support an incident, etc.)
- Accidents - (e.g. Statement regarding personal involvement in or witness of accident and associated happenings, etc.)

3 "I's"

- Information (and Intelligence) - (e.g. documentation of data that has not yet been confirmed or validated that requires further research to transfer as "Information". Note that in NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations).
- Issues - (e.g. Reoccurring challenges requiring follow up discussion in a variety of potential settings [meetings, briefings, etc.]: C&GS, AA briefings, Team meetings, Section or Unit meetings, "Hot Washes", After-Action Reports, etc.)
- Inspirational Ideas - (e.g. Personal observations and capturing of ideas to improve self or team performance if responding to similar or like incidents in the future.....such as noting a piece of equipment or some supplies another responder or Incident Management Team brings with them as part of their "Go Bag" or IMT Trailer, etc. – write down the Manufacturer, Make, Model of the item, etc.).

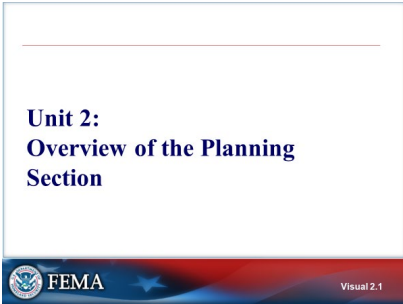
3 “D’s”

- Disagreements - (e.g. Record information requiring the initiation of assignment “Right of Refusal”)
- Disputes - (e.g. Matters that may require on scene clarification from Leadership at the incident or matters requiring follow up post incident such as challenges with established policy, procedures, etc. that require further research and resolution post-incident)
- Disruptions - (e.g. Mission or work flow interruption – vehicle or equipment break downs, etc.)

Unit 2: Overview of the Planning Section

STUDENT MANUAL

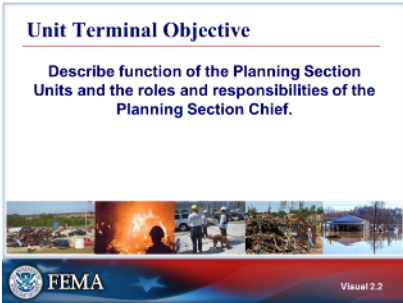
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Visual 2.1

UNIT 2: OVERVIEW OF THE PLANNING SECTION

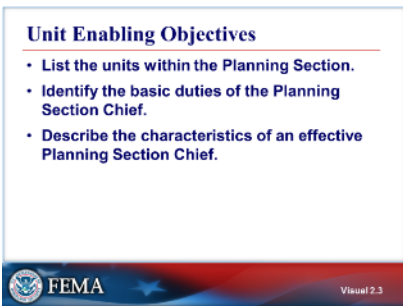
Through this unit, you will gain a general understanding of the roles and responsibilities of the Planning Section Chief. Through discussion of the planning, supervision, and coordination responsibilities inherent in the position, you will gain insight into the key elements of the Planning Section Chief's role on an Incident Management Team.



Visual 2.2

UNIT TERMINAL OBJECTIVE

Describe the function of the Planning Section Units and the roles and responsibilities of the Planning Section Chief.

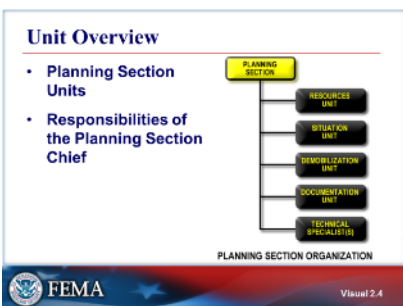


Visual 2.3

UNIT ENABLING OBJECTIVES

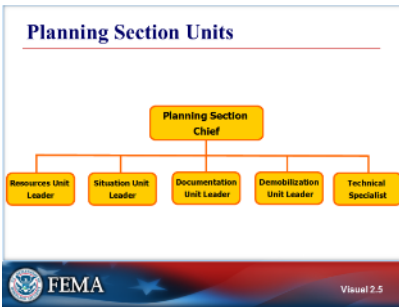
- List the units within the Planning Section.
- Identify the basic duties of the Planning Section Chief.
- Describe the characteristics of an effective Planning Section Chief.

The Final Exam is based on the Enabling Objectives from Units 2 - 8.



Visual 2.4

UNIT OVERVIEW



Visual 2.5

PLANNING SECTION UNITS

The Planning Section has four primary units and may include several technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment.

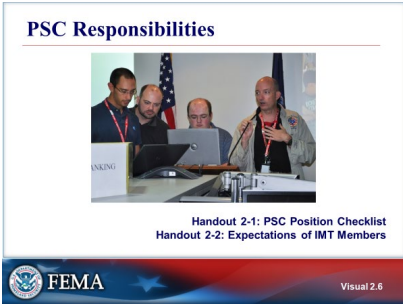
The Resources Unit makes certain that all assigned personnel and other resources have checked in at the incident. This unit creates a system for keeping track of all assigned resources and should maintain a master list of all resources.

The Situation Unit collects, processes, and organizes ongoing situation information; prepares situation summaries; and develops projections and forecasts of future events related to the incident. The Situation Unit also prepares maps and gathers and disseminates data and information (and possibly intelligence) for use in the Incident Action Plan (IAP). In NIMS, “intelligence” refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations. This unit may also require the expertise of Technical Specialists.

The Documentation Unit maintains accurate and complete incident files, including a complete record of the major steps taken to resolve the incident; provides duplication services to incident personnel; and files, maintains, and stores incident files for legal, analytical, and historical purposes.

Documentation is part of the Planning Section primarily because this unit maintains many of the files and records that are developed as part of the overall Incident Action Plan and planning function.

The Demobilization Unit develops an Incident Demobilization Plan that includes specific instructions for all personnel and resources that will require demobilization.



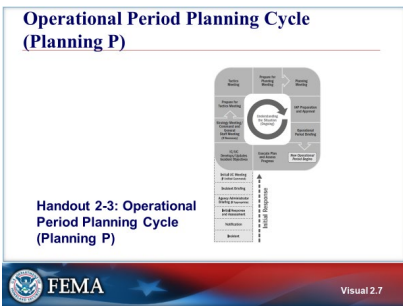
Visual 2.6

PSC RESPONSIBILITIES

Refer to the following handouts:

- Handout 2-1: PSC Position Checklist
- Handout 2-2: Expectations of IMT Members

A PSC facilitates the Planning Meeting. The most important duty of the PSC at a Planning Meeting is to solicit support from the C&GS and approval of the plan from the IC/UC.



Visual 2.7

NAVIGATE THE OPERATIONAL PERIOD PLANNING CYCLE (PLANNING P)

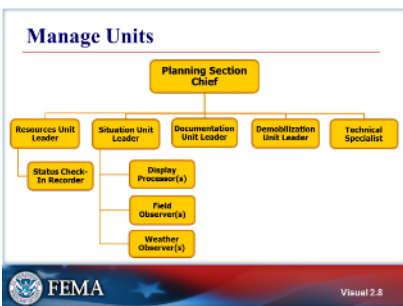
The purpose of the Operational Period Planning Cycle is to establish timeframes for completion of the primary functions within the Planning Section.

The PSC is the “keeper of the Planning Cycle.” While others may become distracted or pulled into other situations, the PSC must keep the team focused on preparing for the next operational period.

The Operational Period Planning Cycle requires completion of four major items:

- Tactics Meeting
- Planning Meeting
- Incident Action Plan
- Operational Briefing

Refer to Handout 2-3: Operational Period Planning Cycle (Planning P).

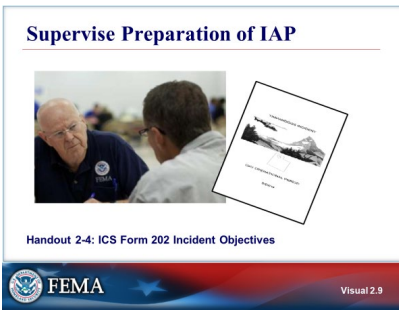


Visual 2.8

MANAGE UNITS

The Planning Section Chief is responsible for managing the Resources, Situation, Documentation, and Demobilization Units as well as any Technical Specialists.

If one of more of these Units is not staffed, the responsibilities of that Unit become the responsibilities of the Planning Section Chief, unless delegated to someone else in the Planning Section.



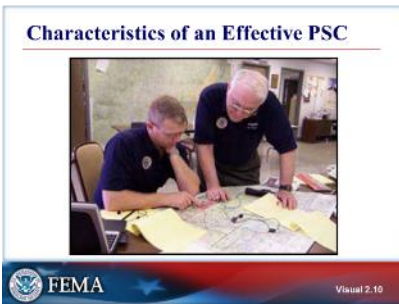
Visual 2.9

SUPERVISE PREPARATION OF IAP

The Operational Period Planning Cycle was developed to facilitate planning for the next operational period and the development of the Incident Action Plan. The IAP is prepared by the PSC and Resource Unit Leader (RESL) with input from the appropriate Sections and Units.

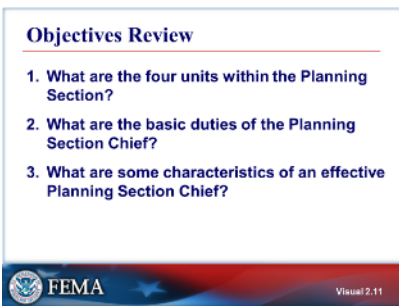
Refer to Handout 2-4: ICS Form 202 Incident Objectives.

The ICS Form 202 is usually the responsibility of the PSC to complete, with input from IC, Safety, and others.



Visual 2.10

CHARACTERISTICS OF AN EFFECTIVE PSC



Visual 2.11

OBJECTIVES REVIEW

Unit Enabling Objectives

- List the units within the Planning Section.
- Identify the basic duties of the Planning Section Chief.
- Describe the characteristics of an effective Planning Section Chief.

Supplemental Materials

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Handout 2-1: Planning Section Chief (PSC) Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. Tasks may be delegated to the appropriate Unit Leader.



TASK

1. Obtain briefing from Incident Commander:
 - Determine current resource status (ICS Form 201).
 - Determine current situation status/information (ICS Form 201).
 - Determine current incident objectives and strategy.
 - Determine whether Incident Commander requires a written Incident Action Plan (IAP).
 - Determine time and location of first Planning Meeting.
 - Determine desired contingency plans.
2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.
3. Establish and maintain resource tracking system.
4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.
5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.
6. Compile and display incident status summary information. Document on ICS Form 209 Incident Status Summary (or other approved agency forms):
 - Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
 - Provide copy to Public Information Officer.
7. Obtain/develop incident maps.
8. Establish information requirements and reporting schedules for ICP and field staff.

9. Prepare contingency plans:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.
10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.
11. Conduct Planning Meetings according to following agenda:

Sample Planning Meeting Agenda

Agenda Item	Responsible Party
1. Briefing on situation/resource status.	Planning/Operations Section Chiefs
2. Discuss safety issues.	Safety Officer
3. Set/confirm incident objectives.	Incident Commander
4. Plot control lines & Division boundaries.	Operations Section Chief
5. Specify tactics for each Division/Group.	Operations Section Chief
6. Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
7. Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
8. Develop resource order.	Logistics Section Chief
9. Consider communications/medical/transportation plans.	Logistics/Planning Section Chiefs
10. Provide financial update.	Finance/Administration Section Chief
11. Discuss interagency liaison issues.	Liaison Officer
12. Discuss information issues.	Public Information Officer
13. Finalize/approve/implement plan.	Incident Commander/All
12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:	
<ul style="list-style-type: none"> ▪ Establish information requirements and reporting schedules for use in preparing the IAP. 	

- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
 - Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
 - Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
 - Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.
13. Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.
 14. Coordinate preparation of the Safety Message with Safety Officer.
 15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.
 16. Instruct Planning Section Units in distribution of incident information.
 17. Provide periodic predictions on incident potential.
 18. Establish a weather data collection system, when necessary.
 19. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
 20. Ensure Section has adequate coverage and relief.
 21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
 22. Ensure preparation of demobilization plan, if appropriate.
 23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.
 24. Provide briefing to relief on current and unusual situations.
 25. Ensure that all staff observe established level of operational security.

26. Ensure all Planning functions are documenting actions on ICS Form 214 Activity Logs.

27. Submit all Section documentation to Documentation Unit.

Handout 2-2: Expectations of IMT Members

I. Incident Commander

A. Incident Commander's expectations of all C&G Staff members

1. Attend all meetings and briefings on time and fully prepared.
2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting.
3. Essential Elements of Information (EEI): Thorough, constant and effective sharing of information as taught in the 420 class.
4. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
5. Take every opportunity to promote the ICS process and teach others how to use it.
6. Be an exemplary model of behavior and performance, and take decisive and immediate action when others in your functional area are not performing to expected standards.
7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
8. Take care of yourself; get adequate rest and nourishment.
9. Don't let setbacks or failure get you down. You didn't cause the incident; you are here work with everyone else to bring order out of chaos, sometimes that takes a while.
10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

B. Incident Commander's expectations of Safety Officer

1. Be fully engaged in the planning process, and provide an appropriate and timely feedback.
2. Identify, manage, instruct and mitigate all hazards on the incident.
3. Keeps IC informed on trends/causes of accidents and illnesses.
4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP.

C. Incident Commander's expectations of Public Information Officer

1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
2. Coordinate with Liaison Officer in relations with Stakeholders.
3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas.

4. Coordinate and represent the IC in off-site PIO activities such as the JIC or other agency information outlets.
5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.
6. Ensure that the IC is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.

D. Incident Commander's expectations of Liaison Officer

1. Address cooperating agency/stakeholder concerns and issues in a positive manner.
2. Track down, identify, and coordinate with all involved agencies and non-governmental organizations.
3. Provide a positive impression of incident to other agencies/stakeholders.
4. Exercise effective leadership and coordination of the Agency Representatives.
5. Coordinate with the PIO in relations with stakeholders.
6. Keep other IMT members constantly aware of issues of cooperating/assisting agencies.

E. Incident Commander's expectations of Logistics Section Chief

1. Manage the ordering process to ensure all incident needs are met.
2. Whenever possible, anticipate and maintain supplies ahead of the need.
3. Coordinate with supporting EOC to ensure effective and cordial relations.
4. Work closely with Operations to ensure complete logistical support and coordination with tactical operations.
5. Ensure the IC has the best facilities, equipment, and resources to manage the incident.
6. Do it all in a timely manner.

F. Incident Commander's expectations of Finance Section Chief

1. Advise and counsel all C&G staff about fiscal, contract, and other administrative matters.
2. Be prepared to provide cost analysis if requested by IC or responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all staff members and cooperating agency representatives.
5. Possess good knowledge and ability to operate Finance Section effectively.
6. Coordinate with all responsible agencies to ensure their administrative requirements are met.

G. Incident Commander's expectations of Operations Section Chief

1. Recommend strategies to reach objectives.
2. Keep IC and other C&G members informed on planned tactics to ensure timely input and support by entire IMT.
3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
4. Report unusual events, activities, as well as provide daily updates on the situation.
5. Insist that all known safety procedures be followed in all tactical planning and execution.

6. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration.

H. Incident Commander's expectations of Planning Section Chief

1. Exercise effective leadership and organization of all incident meetings and briefing.
2. Ensure that the entire organization follows the established planning process, on time and accurately.
3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the planning process.

II. **Safety Officer**

A. Safety Officer's expectations of Incident Commander

1. Emphasize safety in all communications and actions.
2. Support recommendations for changes in tactics for safety reasons.

B. Safety Officer's expectations of Public Information Officer

1. Be sensitive to any accidents or other safety problems on the incident.
2. Coordinate what is released to public, both media and locals.

C. Safety Officer's expectations of Liaison Officer

1. Provide specific information regarding problems with assisting and coordinating agencies.
2. Identify potential safety problems regarding above.

D. Safety Officer's expectations of Logistics Section Chief

1. Supply personnel/equipment needs.
2. Coordinate with Medical Unit.

E. Safety Officer's expectations of Finance Section Chief

1. Process accident reports in a timely manner.
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
3. Coordinate accident/injury information from Compensation/Claims Unit.

F. Safety Officer's expectations of Operations Section Chief

1. Maintain a close working relationship in development of tactics.
2. Understand of possible hazards.
3. Be flexible enough to change tactics that cannot be mitigated.
4. Provide information on unusual hazards occurring in field.
5. No surprises.

G. Safety Officer's expectations of Planning Section Chief

1. Be included in strategy and tactics meetings.
2. Provide briefings on situation, critical/sensitive areas, resource types and status.
3. Be included in briefings.

4. Provide updates/feedback on safety responses.
5. Provide information on personnel/resources availability.

III. Public Information Officer

A. Public Information Officer's expectations of IC

1. Approve press releases in a timely manner.
2. Cooperate with media requests.
3. Cooperate with public information meetings.
4. Provide direction on his/her media expectations.

B. Public Information Officer's expectations of Safety Officer

1. Summarize safety issues.
2. Provide a daily report of any accidents/injuries.

C. Public Information Officer's expectations of Liaison Officer

1. Identify key agencies, their roles, and any issues.
2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.
3. Help with communication strategy.

D. Public Information Officer's expectations of Logistics Section Chief

1. Review Communication Plan.
2. Provide transportation.
3. Provide facilities and communication equipment for information office, both at ICP and other locales.

E. Public Information Officer's expectations of Finance Section Chief

1. Provide current incident costs.
2. Provide press-worthy items.

F. Public Information Officer's expectations of Operations Section Chief

1. Provide information on resources, special activities, status of incident.
2. Be open to allowing media access.
3. Provide press-worthy items.

G. Public Information Officer's expectations of Planning Section Chief

1. Summarize development of incident.
2. Provide information on resource status.
3. Help with communication strategy.
4. Provide press-worthy items.

IV. Liaison Officer**A. Liaison Officer's expectations of Incident Commander**

1. Advise and counsel on issues presented by assisting and cooperating agencies.
2. Provide overall mission and direction.
3. Show willingness to engage with stakeholders when necessary.

B. Liaison Officer's expectations of Safety Officer

1. Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations.
2. Provide input on "safety readiness" of above.

C. Liaison Officer's expectations of Public Information Officer

1. Mention cooperating and assisting agencies and organization in press releases.
2. Distribute information material so it can be given to above.
3. Provide coordination/notification of public meetings and press conferences.

D. Liaison Officer's expectations of Logistics Section Chief

1. Provide transportation, facilities, and communication equipment.
2. Provide status of ordered resources.
3. Provide medical status of any personnel injured or ill from cooperating and assisting agencies.

E. Liaison Officer's expectations of Finance Section Chief

1. Report excessive hours.
2. Report injuries and/or accidents to non-agency personnel.
3. Provide information on agency specific pay-offs.

F. Liaison Officer's expectations of Operations Section Chief

1. Ensure safety and welfare of all personnel.
2. Share information and rationale on use of other agency personnel.
3. Establish availability of special resources that may be available from cooperators for Operations utilization.

G. Liaison Officer's expectations of Planning Section Chief

1. Ensure that IAP accurately reflects all cooperating and assisting agencies and organizations.
2. Coordinate with status of above resources, e.g. planned demobilization.

V. Planning Section Chief**A. Planning Section Chief's expectations of IC**

1. Provide incident objectives.
2. Provide Planning Meeting schedules/operational periods.
3. Provide deadlines for IAP.
4. Review and approve IAP.

B. Planning Section Chief's expectations of Safety Officer

1. Participate in Strategy/Tactics Meetings and preparation of 215A.
2. Continually update team on safety issues.
3. Participate in IAP (Safety message and 204's).
4. Participate in Operational briefings.

C. Planning Section Chief's expectations of Public Information Officer

1. Provide times of press briefings.
2. Coordinate with information on ICS Form 209.
3. Review information in press releases for accuracy.

D. Planning Section Chief's expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy.
2. Provide information regarding any issues of above.

E. Planning Section Chief's expectations of Logistics Section Chief

1. Confirm status of all resource orders.
2. Provide feedback on resource availability.
3. Timely submit Communication, Medical, Facility and Transportation Plans.
4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.

F. Planning Section Chief's expectation of Finance Section Chief

1. Provide fiscal input to the Incident Action Plan.
2. Provide daily cost estimates.
3. Provide financial/cost benefit analysis information.

G. Planning Section Chief's expectation of Operations Section Chief

1. Provide strategy and tactics.
2. Provide timely notification of resource needs.
3. Provide necessary info for maps, etc.
4. Provide information needed to complete 204s.
5. Provide debriefing from field at end of shift.
6. Be on time and prepared for meetings.

VI. Logistics Section Chief**A. Logistics Section Chief expectations of Incident Commander**

1. Provide priorities for ordering personnel, supplies, and equipment.
2. Provide support for logistics activities.
3. Keep in loop for planned direction of incident.

B. Logistics Section Chief expectations of Safety Officer

1. Coordinate/cooperate with Medical Unit.
2. Provide notification of hazards in facilities, transportation, etc.
3. Provide input to Medical Plan and medivac procedures.
4. Coordinate/cooperate with Security in accident investigation.

C. Logistics Section Chief expectations of Public Information Officer

1. Order communication and facility needs in a timely manner.

D. Logistics Section Chief expectations of Liaison Officer

1. Communicate assisting/cooperating agency personnel special needs.
2. Provide information as to ability of above to assist in Logistics.

E. Logistics Section Chief's expectations of Finance Section Chief

1. Provide written orders for resources or supplies.
2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
3. Provide information of time and/or procurement problems.
4. Provide cost saving information.

F. Logistics Section Chief expectations of Operations Section Chief

1. Provide timely requests for all needs.
2. Provide timely notification of demob, pre-advisement of resources that may come available for use by Logistics (e.g. heavy equipment).
3. Provide coordination and information sharing up front.
4. Show an understanding for impossible time requests.

G. Logistics Section Chief expectations of Planning Section Chief

1. Timely ordering of resources.
2. Close coordination on check in and demob of resources.
3. Information sharing as to planned direction of incident.
4. Accurate information as to number of resources on incident.

VII. Operations Section Chief**A. Operations Section Chief's expectations of Incident Commander**

1. Supply Objectives.
2. Point out any constraints on strategy/tactics. These may include environmental, political, financial.

B. Operations Section Chief expectations of Safety Officer

1. Have a close working relationship in development of tactics.
2. Provide notification of any hazards or safety problems.
3. Provide mitigations and ramifications for tactics.
4. Provide close scrutiny of operations in field.
5. Order enough resources to ensure safety in field.

C. Operations Section Chief's expectations of Public Information Officer

1. Provide correct information to the public.
2. Request permission to bring media out to incident (away from ICP).
3. Ensure media are properly prepared (protective clothing, briefings) to go out to incident.

D. Operations Section Chief expectations of Liaison Officer

1. Provide information on special circumstances of other agency employees.
2. Coordination with other agency needs or problems and identification of resources available through cooperators.
3. Be the point of contact for above.

E. Operations Section Chief's expectations of Logistics Section Chief

1. Provide adequate transportation.
2. Provide adequate, high-quality food.
3. Provide facilities for eating, sleeping, and OSC's work.
4. Provide needed equipment and supplies to perform work.
5. Arrange for medical care and emergency transport and medical plan.
6. Demonstrate flexibility in changing requests.

F. Operations Section Chief's expectations of Finance Section Chief

1. Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process.
2. Report excessive work hours.
3. Provide adequate commissary as necessary.
4. Keep Operations informed of any fiscal constraints that may influence tactics.

G. Operations Section Chief expectations of Planning Section Chief

1. Have a close working relationship in preparing the IAP.
2. Provide resources requested.
3. Provide input in strategy meeting.

4. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies).
5. Provide concise, accurate briefings.
6. Provide completed ICS Form 215s for Planning Meeting.

VIII. Finance Section Chief

A. Finance Section Chief's expectations of Incident Commander

1. Provide general advice and counsel.
2. Provide financial and political constraints.
3. Provide feedback on performance and evaluation.
4. Provide approval of excess duty time.

B. Finance Section Chief's expectations of Safety Officer

1. Be an advisor.
2. Provide information on accidents or injuries.
3. Coordinate with Compensation/Claims Unit Leader.
4. Ensure that all accident or injury reports are submitted to Finance in a timely manner.

C. Finance Section Chief's expectations of Information Officer

1. Prepare initial information summary as soon as possible after arrival.
2. Ensure incident personnel are kept up to date on news and incident information.
3. Provide coordination in event of injury or death on incident.

D. Finance Section Chief's expectations of Liaison Officer

1. Provide a contact for assisting/cooperating agency representatives.
2. Provide a single contact for private organizations.
3. Coordinate meetings to facilitate information exchange.

E. Finance Section Chief's expectations of Logistics Section Chief

1. Ensure that hired equipment time records up to date.
2. Provide facilities for Finance Section.
3. Coordinate between Supply Unit and Procurement Unit.
4. Coordinate between Ground Support Unit and Procurement Unit.
5. Coordinate between Medical Unit and Compensation/Claims Unit Leader.
6. Provide property accountability.

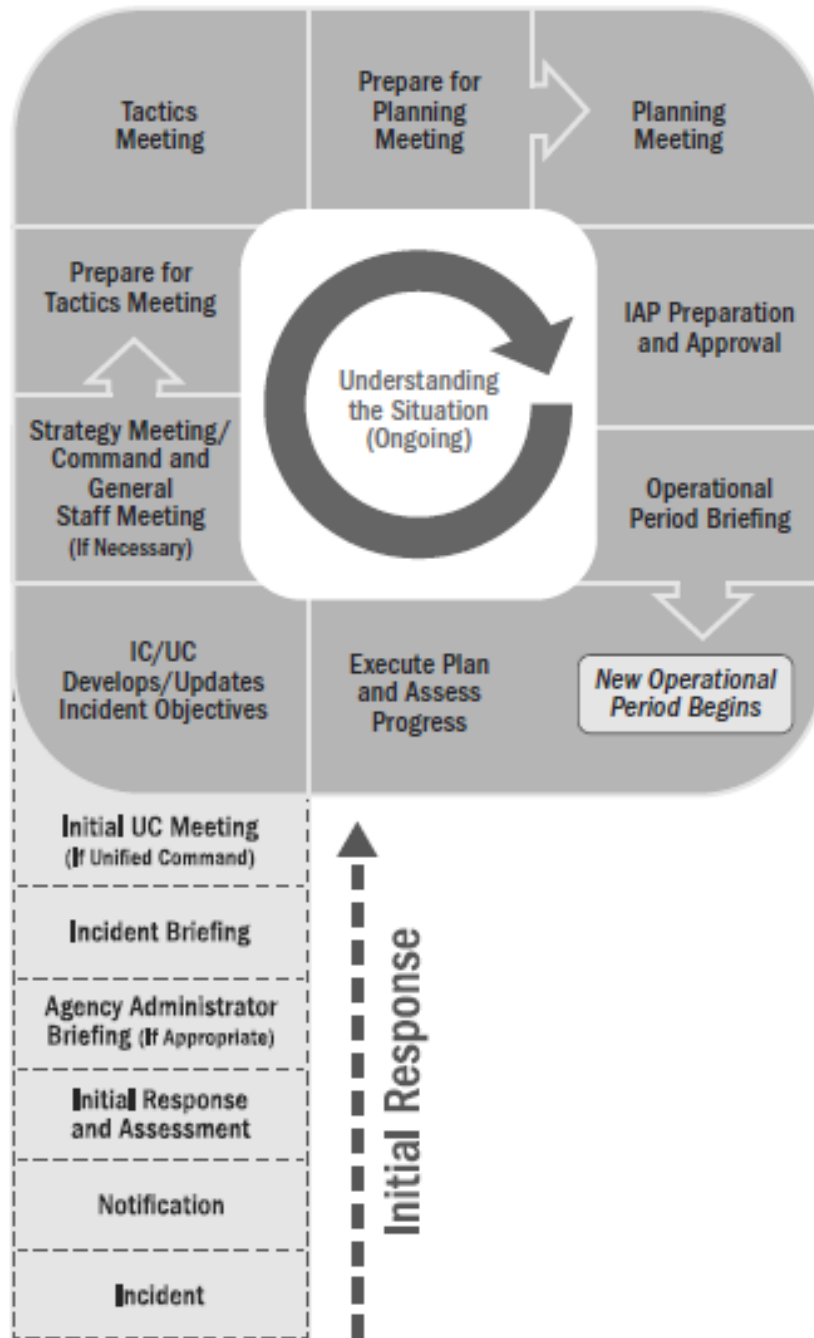
F. Finance Section Chief's expectations of Operations Section Chief

1. Verify time worked by crews and equipment on incident.
2. Conform to required work/rest cycles.
3. Provide information on property damage or equipment loss or damage in order to start a potential claims file.
4. Provide information on equipment on the incident, especially for the initial operational periods.

G. Finance Section Chief's expectations of Planning Section Chief

1. Provide up-to-date information on resources assigned to the incident.
2. Provide daily/shift copies of the Incident Action Plan.
3. Provide current information on the incident particularly including any planned releases.
4. Provide estimated containment and control times.
5. Provide close coordination with demobilization

Handout 2-3: Operational Period Planning Cycle (Planning P)



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Handout 2-4: ICS Form 202 Incident Objectives

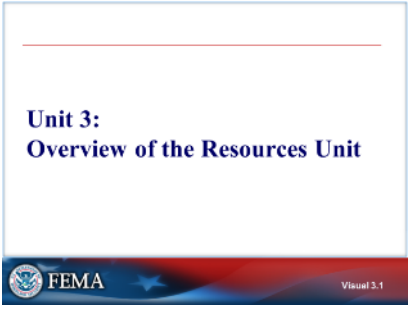
Refer to EL_962_HO_2-4_ICs_Form_202.pdf

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Unit 3: Overview of Resources Unit

STUDENT MANUAL

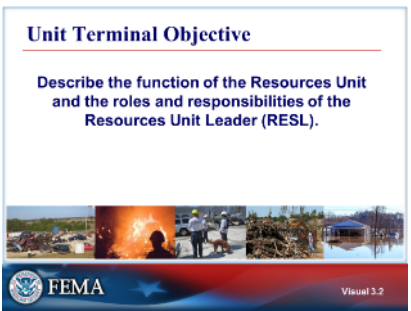
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Visual 3.1

UNIT 3: OVERVIEW OF THE RESOURCES UNIT

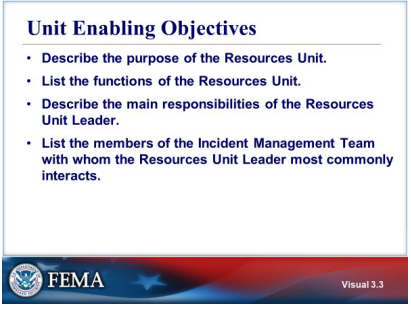
Through this unit, you will gain a general understanding of the roles and responsibilities of the Resources Unit. Through discussion of the check-in and resources tracking process inherent in the unit, you will gain insight into the key elements of the Resources Unit.



Visual 3.2

UNIT TERMINAL OBJECTIVE

Describe the function of the Resources Unit and the roles and responsibilities of the RESL.

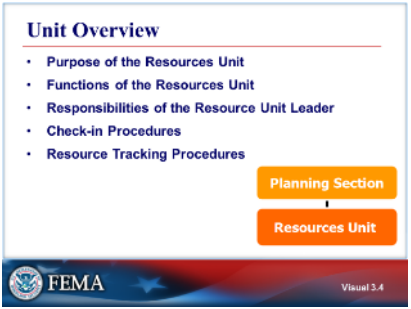


Visual 3.3

UNIT ENABLING OBJECTIVES

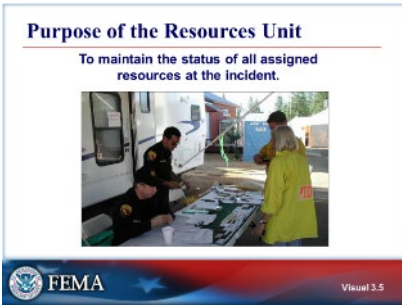
- Describe the purpose of the Resources Unit.
- List the functions of the Resources Unit.
- Describe the main responsibilities of the Resources Unit Leader.
- List the members of the Incident Management Team with whom the Resources Unit Leader most commonly interacts.

The Final Exam questions are based on the Unit Enabling Objectives.



Visual 3.4

UNIT OVERVIEW



Visual 3.5

PURPOSE OF THE RESOURCES UNIT

The Resources Unit makes certain that all personnel and other resources have checked in at the incident.

Resources to be checked in consist of:

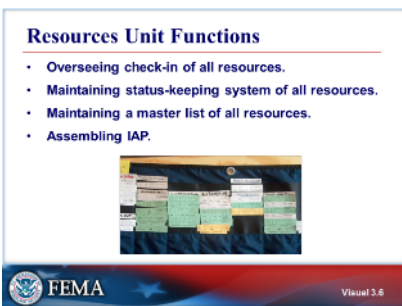
- personnel
- crews/teams
- equipment available for tactical assignment during an incident.

The Resources Unit should have a system for keeping track of the current location and status of all assigned resources and should maintain a master list of all resources committed to incident operations.

The Resources Unit and staff maintain the status of resources allocated to the incident. Status should reflect whether these resources are:

- **Assigned:** Checked in and 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.

Typically, the individual who changes the status of a resource is responsible for promptly informing the Resources Unit.



Visual 3.6

RESOURCES UNIT FUNCTIONS



Visual 3.7

RESOURCES UNIT LEADER

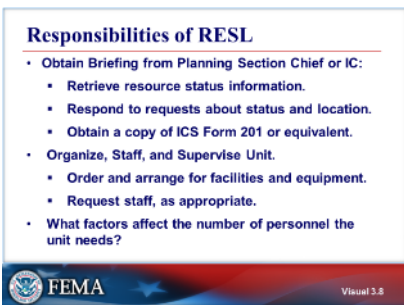
The Resources Unit Leader is responsible for maintaining the status of all assigned resources at an incident. This is achieved by overseeing the check-in of all resources and maintaining a status-keeping system that indicates the current location and status of all resources (key supervisory personnel, primary and support resources, etc.).

Basic duties of the Resources Unit Leader include:

- Planning
- Coordinating
- Managing
- Delegating

The Resource Unit Leader also participates in the Tactics meeting

Refer to Handout 3-1: Resources Unit Leader Checklist, Handout 3-2: Operational Period Planning Cycle (Planning P), and Handout 3-3: ICS Forms Responsibility & Distribution.



Visual 3.8

RESPONSIBILITIES OF THE RESL

One of the first things the Resources Unit Leader will need to do is obtain an initial briefing from the Planning Section Chief or the Incident Commander, depending on the incident. During the briefing, the Resources Unit Leader will:

- Retrieve resource status information.
- Obtain the status of all operational resources.
- Respond to requests about status and location.
 - Situation Unit Leader (SITL) for ICS Form 209 (page 4)
 - Operations Section Chief (OSC) and Planning Section Chief for ICS Form 215
 - Any others for any reason
- Obtain a copy of ICS Form 201 or create a list of resources based on information gathered from on-scene incident personnel.

One major responsibility of a Resources Unit Leader is to organize, staff, and supervise the unit. This responsibility includes:

- Ordering and arranging for facilities and equipment
- Requesting staff as necessary

Note: The number of unit personnel depends on the:

- size of the incident
- complexity of the incident
- hours of operation (24-hour operations request more staffing)
- number of resources assigned to the incident
- kinds and types of resources assigned to the incident
- stage of the incident (initial build-up; middle; demobilization)

Note: The number of Status/Check-in Recorders (SCKNs) needed is determined by:

- the number of established check-in locations


- the location of established check-in locations and “connectivity” i.e., cellphone, internet, etc.
- operational periods (day or night)

Note that Status/Check-in Recorders should be used for the demobilization process as they have reliable knowledge of incident resources.

Resources Unit Staffing Guidelines

Unit Position	Size of Incident (# of Divisions or Groups)				
	2	5	10	15	25
Resources Unit Leader	1	1	2	2	4
Status/Check-in Recorder	1	2	3	3	5

Per Operational Period



Visual 3.9

RESOURCES UNIT STAFFING GUIDELINES


There can only be one Resources Unit Leader; however, there may be a need to have more than one qualified RESL on an incident.

Make sure you have unity of command. Within the Resources Unit, only one RESL will lead the unit.


The Status/Check-in Recorder position plays a very critical role in obtaining accurate resource information. Attention to detail at this level will pay off later by having complete information on each incident resource.

Responsibilities of RESL: Check-In

- Establish and maintain check-in function.
 - Establish procedures.
 - Collect and organize completed ICS Form 211-Check-in list.



Handout 3-4: ICS Form 211 Check-in List



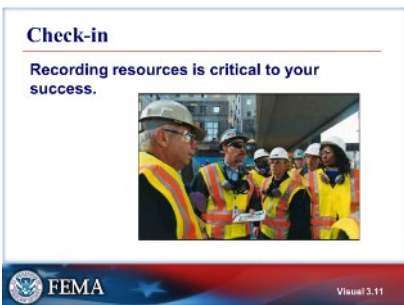
Visual 3.10

RESPONSIBILITIES OF THE RESL: CHECK-IN

Refer to Handout 3-4: ICS Form 211 Incident Check-in List.

Another responsibility of the Resources Unit Leader is to establish and maintain the check-in function, including:

- Establishing procedures, identifying check-in locations, briefing the Status/Check-in Recorder, and determining the reporting times and methods
- Using ICS Form 211 Incident Check-in List
- Collecting and organizing completed Check-in Lists



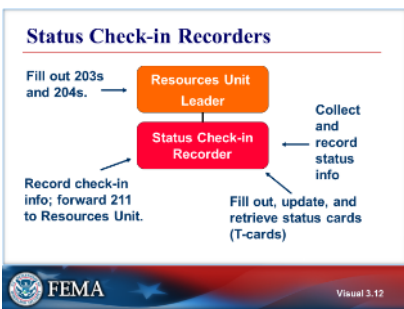
Visual 3.11

CHECK-IN

Check-In is critical.

With large numbers of resources arriving or moving through the Staging Area, proper check-in may be difficult. If an adequate number of management resources are not assigned to the check-in function, new resources arriving onsite may easily move through the check-in area without actually checking in. Consequently, you may find yourself spending a lot of time catching up and trying to find out what has already taken place.

Resource tracking on Initial Action incidents will be very challenging. As the incident transitions into multiple operational periods, keeping track of which resources will be released or stay in place and be “re-staffed” will need to be clarified.



Visual 3.12

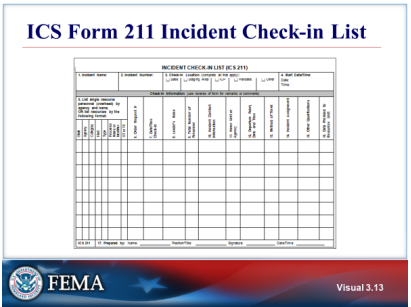
STATUS/CHECK-IN RECORDERS

A Status/Check-in Recorder reports to the Resources Unit Leader and assists with the accounting of all incident-assigned resources.

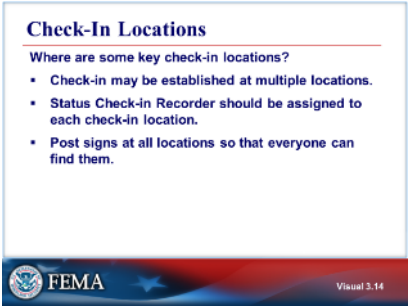
The basic tasks of a Status/Check-in Recorder are to:

- Collect and record information about arriving resources on the ICS Form 211 Incident Check-in List.
- Forward Check-in Lists to the Resources Unit.
- Record resource status information on T-Cards.
- Retrieve and update status on T-Cards.
- File and perform other unit tasks as directed by the Resources Unit Leader.

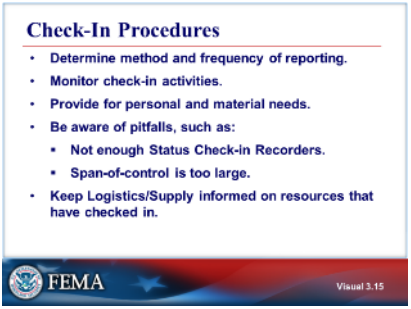
Status/Check-in Recorders are the ones who collect and record information that needs to get back to the Resources Unit (if they are available); they can also assist in filling out the forms.



Visual 3.13



Visual 3.14



Visual 3.15

ICS FORM 211 INCIDENT CHECK-IN LIST

Check-in consists of reporting specific information that is recorded on ICS Form 211 Incident Check-in List. Personnel and equipment arriving at the incident check in at various incident locations.

CHECK-IN LOCATIONS

Check-in of resources and preparation of ICS Form 211 Incident Check-in Lists may be accomplished at various locations at the same time.

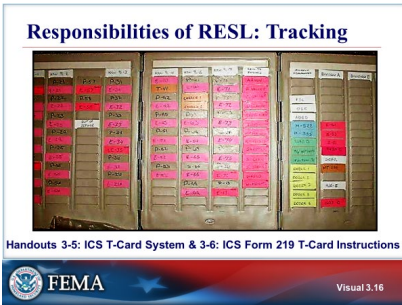
If available, a Status/Check-in Recorder should be assigned to each check-in location. Post signs at all locations so that everyone can find them.

Check-in Lists are provided to both the Resources Unit and the Finance/Administration Section. The Resources Unit maintains a master list of all equipment that has arrived and all personnel who have reported to the incident.

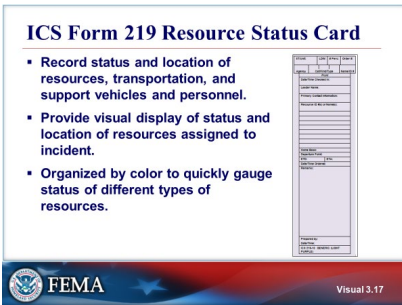
CHECK-IN PROCEDURES

Some key considerations when developing a check-in procedure include:

- Frequency of reporting
- Transmittal methods
- Ensuring that the span-of-control is adequate



Visual 3.16



Visual 3.17

RESPONSIBILITIES OF THE RESL: TRACKING

Another responsibility of the Resources Unit Leader is to establish and maintain a tracking system for ICS Form 219 Resource Status Cards also known as T-Cards.

- Update status as needed.
- Add or remove cards as necessary.

Refer to the following handouts:

- Handout 3-5: ICS T-Card System
- Handout 3-6: ICS Form 219 T-Card Instructions

ICS FORM 219 RESOURCE STATUS CARD

The Logistics Section often uses T-Cards to track transportation and support vehicles.

Resources must be categorized by capability and capacity across disciplines and they must be tracked continuously.

Transfer information from the ICS Form 211 Incident Check-in List to the ICS Form 219 Resource Status Card for convenient display.

- Completed Resource Status Cards are filed in a rack called a Resources Locator or T-Card Rack.
- Color-coded by resource Kind.

This is a visual recognition system. Based on the color coding of the T-Cards, you can easily determine what resources are assigned to the incident – often recognizing the handwriting on each T-Card. Using a fine black felt tip pen and clear handwriting boosts the readability of the T-Card.

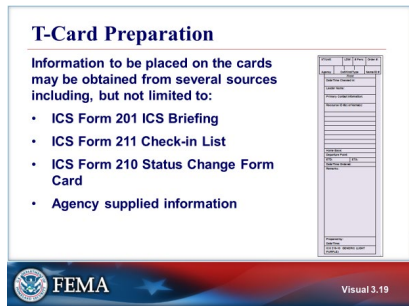


Visual 3.18

ICS FORM 219 (T-CARD)

There are nine different color Resource Status Cards, commonly referred to as T-Cards. Each card is a different color and used for a different purpose. The format and content of information on each card will vary depending upon the purpose of the card.

The ICS Form 219-9 is the Accountable Property Assignment Record and is used by the Logistics Section to track accountable property.



Visual 3.19

T-CARD PREPARATION

The Resource Locator may be used by all incident personnel as a tool for the status and location of incident resources, but the Status/Check-in Recorder or Resources Unit Leader need to maintain control over changing information on cards, moving cards, etc.



Visual 3.20

T-CARD RACK

Completed Resource Status Cards are filed in a rack called a Resource Locator, sometimes also referred to as a Resource Rack or T-Card Rack. Cards are retained by the Resources Unit until demobilization. At demobilization, all cards are turned into the Documentation Unit.

Depending on the incident or response (complexity, size, personnel, Resources Unit Leader, etc.), you may use ICS Form 219 Resource Status Cards, electronic systems, or a combination of the two. It is beneficial for Resources Unit Leaders to learn both.

Many teams are moving toward the digital world and away from the paper trail. This electronic trend allows for an integrated database used for check-in, resource tracking, Incident Action Plan production, finance accounting, etc. There are variations on how the information can be processed depending upon how the incident tracks the resources.

The advantage of the database is that you can easily sort the information. The manual method can serve as a backup in case any problems arise. If you are going to use the T-Cards, you need to put at least the minimal required information on them. Integrated databases or tables are superior for data integrity.

e-ISuite is an example of a computer program that can help with tracking.



Visual 3.21

E-ISUITE

e-ISuite is an automated tool developed by the National Wildfire Coordination Group (NWCG) and is primarily used by agencies affiliated with the NWCG or wildland fire agencies.

The e-ISuite application consists of a Resource, Cost, Time, Incident Action Plan, and Supply Units.

e-ISuite can be used for all-hazard incidents of all Incident Types from Type 4-5 through Type 1.

Responsibilities of RESL: Status & Location

- Maintain master roster of all resources:
 - Know availability and status of all tactical resources.
 - Initiate order or request for resources.
 - Assign incident formed Strike Teams/Resource Teams and Task Forces.



Visual 3.22

Strike Teams/Resource Teams and Task Forces

- Strike Team
 - A set number of resources of the same kind and type that have an established minimum number of personnel working together under a Strike Team Leader.
- Task Force
 - A predetermined number of unlike resources working together under a Task Force Leader.



Visual 3.23

RESPONSIBILITIES OF THE RESL: STATUS & LOCATION

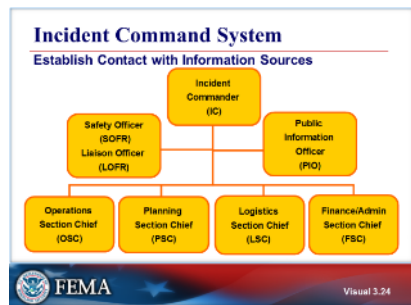
The Resources Unit Leader also tracks the location and status of all tactical resources.

STRIKE TEAMS/RESOURCE TEAMS AND TASK FORCES

Strike Teams/Resource Teams and Task Forces can be formed on the incident. When formed on the incident, they must be disassembled prior to release from the incident.

The difference between a Strike Team and a Task Force is that a:

- **Strike Team/Resource Team:** Strike teams are a means of combining resources. Strike teams consist of a set number of resources of the same kind and type operating under a designated leader. As an example, a Debris Removal Strike Team could consist of five Type 3 dump trucks and a Strike Team Leader. In the law enforcement community, strike teams are known as resource teams. A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, Strike Teams are referred to as Resource Teams.
- **Task Force:** Task forces combine different kinds and types of resources to accomplish a specific mission under a designated leader. They enable one supervisor to manage several key resource elements. As an example, during a flood, a public works task force may be established to open storm drains. The task force may consist of a dump truck, a backhoe, a five-person crew with shovels and transportation, and a task force leader (e.g., public works supervisor).



Visual 3.24

INCIDENT COMMAND SYSTEM


The Resources Unit Leader must make direct contact with many positions in the organization. Incident organization and frequency of contacts will vary with the size and complexity of the incident. Some of the positions that the RESL most commonly interacts with are:

- Command Staff
 - Incident Commander (IC)
 - Safety Officer (ISO)
 - Public Information Officer (PIO)
 - Liaison Officer (LNO)
- Operations Section
 - Operations Section Chief
 - The RESL will spend quite a bit of time working with the Operations Section Chief.
 - Staging Manager (STAM)
 - Air Operations Branch Director (AOBD)
 - Branch Directors
 - Division or Group Supervisors (DIVS)
- Planning Section
 - Planning Section Chief (PSC)
 - Situation Unit Leader (SITL)
 - Documentation Unit Leader (DOCL)
 - Demobilization Unit Leader (DMOB)
 - Status/Check-in Recorder (SCKN)
 - Technical Specialist (THSP)
- Logistics Section
 - Logistics Section Chief (LSC)
 - Service Branch (SVBD)
 - Communications Unit Leader (COML)
 - Medical Unit Leader (MEDL)
 - Support Branch (SUBD)
 - Supply Unit Leader (SUPL)

- Facilities Unit Leader (FACL)
- Ground Support Unit Leader (GSUL)
- Equipment Manager (EQPM)
- Finance/Administration Section
 - Finance/Administration Section Chief (FSC)
 - Cost Unit Leader (COST)

Responsibilities of RESL: IAP

- Assist in Preparation of the Incident Action Plan:
 - Prepare ICS Form 203 Organization Assignment List.
 - Prepare ICS Form 204 Assignment Lists.
 - Prepare ICS Form 207 Organizational Chart.
 - Assist in preparing the ICS Form 215 Operational Planning Worksheet.



Visual 3.25

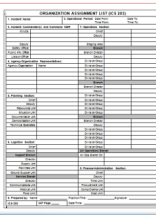
RESPONSIBILITIES OF RESL: IAP

The Resources Unit Leader will also assist in the preparation of Incident Action Plan by:


- Preparing ICS Form 203 Organization Assignment List and ICS Form 207 Incident Organization Chart
- Preparing ICS Form 204 Assignment Lists
- Assisting in preparing ICS Form 215 Operational Planning Worksheet

ICS Form 203 Organization Assignment List

- Defines key Incident Command System positions and names of personnel currently activated on the incident by operational period.
- Where does information come from?



Handout 3-7: ICS Form 203

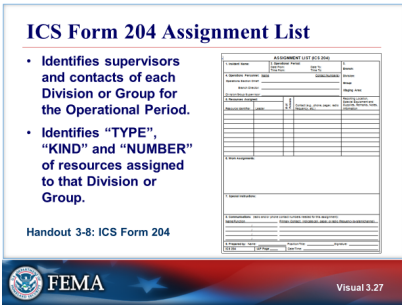


Visual 3.26

ICS FORM 203 - ORGANIZATION ASSIGNMENT LIST

The Organization Assignment List provides Incident Command System (ICS) personnel with information on the units and positions that are currently staffed and the names of the personnel staffing each position or unit. It is used to complete ICS Form 207 Incident Organization Chart, which is posted at the Incident Command Post.

Refer to Handout 3-7: ICS Form 203 Organization Assignment List. The list is prepared and maintained by the Resources Unit under the direction of the Planning Section Chief.



Visual 3.27

ICS FORM 204 - ASSIGNMENT LIST

The Assignment List is normally prepared by the Resources Unit using the guidance of:

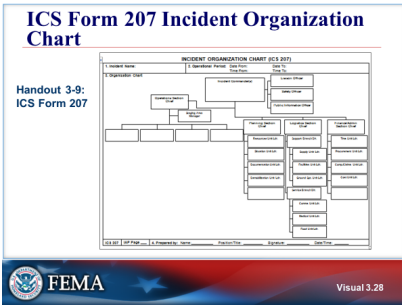
- ICS Form 202 Incident Objectives
- ICS Form 205 Incident Radio Communications Plan
- ICS Form 215 Operational Planning Worksheet
- ICS Form 215A Incident Action Plan Safety Analysis
- The Operations Section Chief

Refer to Handout 3-8: ICS Form 204. The ICS Form 204 Assignment List must be approved by the Planning Section Chief. When approved, it is included in the Incident Action Plan.

The Assignment Lists are used to inform Operations Section personnel of incident assignments. Once the assignments are agreed to by the Incident Command and General Staff, the assignment information is given to the appropriate Groups or Divisions. Each Division or Group will have its ICS Form 204:

- Identifies supervisors and contacts of given Division or Group for one operational period.
- Identifies "TYPE," "KIND," and "NUMBER" of assigned resources for a given Division or Group for one operational period.
- Identifies the number of people associated with the listed resource.
- Identifies transportation method, location, and timing.
- Identifies work assignments for given Division or Group for one operational period.
- Provides special instructions, hazard mitigations, and additional information (communications) for a given Division or Group for one operational period.

The Assignment List provides Incident Command System personnel with information on the Divisions and/or Groups staffed and the names of the individual in charge of each resource. It is used to complete ICS Form 207 Incident Organization Chart, which is posted on the Incident Command Post.



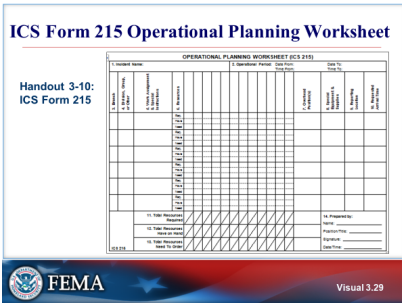
Visual 3.28

ICS FORM 207 INCIDENT ORGANIZATION CHART

ICS Form 207 Incident Organization Chart is used to indicate which Incident Command System organization positions are currently staffed and the names of personnel staffing each position. Personnel responsible for managing organizational positions are listed in each box as appropriate.

Refer to Handout 3-9: ICS Form 207.

ICS Form 207 is prepared by the Resources Unit and posted along with the other displays at the Incident Command Post. A chart is completed for each operational period and updated when organizational changes occur. When completed, the chart is posted on the display board located at the Incident Command Post.



Visual 3.29

ICS FORM 215 OPERATIONAL PLANNING WORKSHEET

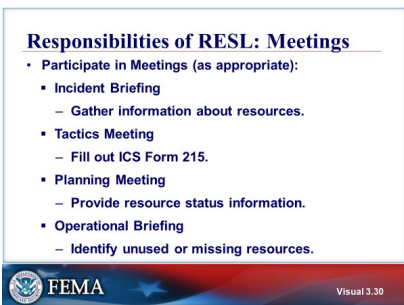
The purpose of ICS Form 215 Operational Planning Worksheet is to communicate the tactical plan developed by the Operations Section Chief for presentation at the Planning Meeting. Once approved at the Planning Meeting the ICS Form 215 is used by the Resources Unit to develop orders for the Operations Section Chiefs approval and to complete the ICS Form 204 Assignment Lists. It is also used by the Logistics Section Chief for ordering the needed resources for the next operational period.

Refer to Handout 3-10: ICS Form 215.

The ICS Form 215 Operational Planning Worksheet is initiated by the Operations Section Chief at each Tactics Meeting. It is recommended that a wall-sized version of the worksheet be used.

When the Division/Group work assignments and accompanying resource allocations are approved at the Planning Meeting, the Resources Unit Leader will use this information to develop the required Assignment Lists. The Planning Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

It is the responsibility of the Resources Unit Leader to keep track of the changes to ICS Form 215. It can be challenging to get the Operations Section Chief to sit down and work on this worksheet. It is imperative that you work with him or her to get the information in their head down on the worksheet.



Visual 3.30


RESPONSIBILITIES OF RESL: MEETINGS

The Resources Unit Leader will participate in meetings, as appropriate:

- During the Incident Briefing, the Resources Unit Leader may collect information about resource commitment and planning and provide resource status updates. If attendance is impossible, obtain the information when reporting in. Obtain a copy of the ICS Form 201 Incident Briefing, particularly pages 3 and 4, for review of the status of resources already committed to the incident as well as what has been ordered.
- Participate in the Tactics Meeting. There are a couple of options for completing the ICS Form 215. One option is that during the Tactics Meeting, the Resources Unit Leader will fill out the ICS Form 215 while the Operations Section Chief (OSC) dictates. Another more common method is for the Operations Section Chief to complete a paper draft of the ICS Form 215 prior to the Tactics Meeting. The Resources Unit Leader would then transfer this information to the wall sized ICS Form 215 prior to the Tactics Meeting. In both examples the RESL is responsible for adding the information regarding the resources available for the next operational period placing it in the “Have” rows of the ICS Form 215.
- It is helpful for the RESL to place the information on the wall sized ICS Form 215 because the OSC is not usually available while the RESL is completing the ICS Form 204's. The RESL will be able to interpret their own writing.
- During the Planning Meeting, the Resources Unit Leader may provide resource status information, record changes on the ICS Form 215, and identify excesses or shortages of resources.
- The Resources Unit Leader may also attend the Operational Period Briefing to gather information on any unassigned or missing resources as identified by the OSC and to document any changes to the IAP announced at the Operational Period Briefing.

Responsibilities of RESL: Demob Unit

- Interact with Demobilization Unit.
- Recommend demobilization priorities.
- Demobilize Resources Units.




FEMA Visual 3.31

Visual 3.31

RESPONSIBILITIES OF RESL: DEMOB UNIT

Responsibilities of RESL: Activity Log

- Maintain ICS Form 214 Activity Log.
- Record details of Unit activity.
- Use as a reference for after-action reports.
- Submit completed Activity Logs to Planning Section Chief who will provide a copy to the Documentation Unit.
- Place in incident file.



FEMA Visual 3.32

Visual 3.32

RESPONSIBILITIES OF RESL: ACTIVITY LOG

Another responsibility of the Resources Unit Leader is to maintain an ICS Form 214 Activity Log.


ICS Form 214 Activity Log is used to record details of Resources Unit activity. The file of these logs provides a basic reference from which to extract information for inclusion in any after-action reports.

The ICS Form 214 is initiated and maintained by Command Staff members, Division or Group Supervisors, Air Operations Groups, Strike Team/Resource Teams or Task Force Leaders, and Unit Leaders. Completed logs are forwarded to Supervisors who provide copies to the Documentation Unit.

The Documentation Unit maintains a file of all Activity Logs. It is necessary that one copy of each log is submitted to the Documentation Unit.

**Activity 3.1:
Check-In and Resource Tracking**

Allocated Time: 90 minutes



FEMA Visual 3.33

Visual 3.33

ACTIVITY 3.1: CHECK-IN AND RESOURCE TRACKING

The instructor will explain Activity 3.1.

You will have 1 hour and 30 minutes to complete this activity.

Check-in Job Aid – Overhead Personnel

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name: Example of an Incident		2. Incident Location: Example of an Incident		3. Incident Status: <input type="checkbox"/> Closed <input type="checkbox"/> Ongoing Area <input type="checkbox"/> ICP <input type="checkbox"/> Other		4. Start Date/Time: 0915	
5. List single resource personnel and equipment for this incident by the following categories:							
6. Unit	7. Agency	8. Order Request #	9. Date/Time	10. Method of Travel	11. Incident Assignment	12. Incident Contact Info	13. Other Information
O-15	CCF	4538	0915	AOV	ICP	(338-292-4538)	

FEMA Visual 3.34

Visual 3.34

CHECK-IN JOB AID – OVERHEAD PERSONNEL

This visual uses the information on the Additional Resources List. It is the first line on the list for the RESL that is checking in.

- Your Name;
- CCF = Central City Fire- Agency Identifier;
- FIRE = Category
- RESL = 4 letter position mnemonics code;
- O-15 = Order Request Number
- arrived 0915hrs = Date/Checked In;
- agency vehicle (AOV) = Method of Travel
- assigned to: ICP;
- (338-292-4538) = Primary Contact Info.

Check-in Job Aid – Engine/Equipment

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name: Example of an Incident		2. Incident Location: Example of an Incident		3. Incident Status: <input type="checkbox"/> Closed <input type="checkbox"/> Ongoing Area <input type="checkbox"/> ICP <input type="checkbox"/> Other		4. Start Date/Time: 0915	
5. List single resource personnel and equipment for this incident by the following categories:							
6. Unit	7. Agency	8. Order Request #	9. Date/Time	10. Method of Travel	11. Incident Assignment	12. Incident Contact Info	13. Other Information
E-17	CCFD	6	0915	AOV	ICP	(437-778-9019)	

FEMA Visual 3.35

Visual 3.35

CHECK-IN JOB AID – ENGINE/EQUIPMENT

This example is for Checking in the Engine from the Additional Resources List.

- Engine 4 = Resource ID; CCFD = Agency;
- E-17 = Box 6. Order Request #
- arrived 0915hrs = Box 7. Date/Time Check-in;
- Tom Meyers + 3 = Box 8/9
- assigned to: Fire Group = Box 14. Incident Assignment
- (437-778-9019) = Box 10. Incident Contact Info.

T-Card Job Aid – Overhead

Your Name: _____

CCF = Central City Fire- Agency Identifier

RESL = 4 letter position mnemonics code

O-15 = Order Request Number

arrived 0915hrs = Date/Checked In:

agency vehicle (AOV) = Method of Travel

assigned to: ICP

(338-292-4538) = Primary Contact Info:

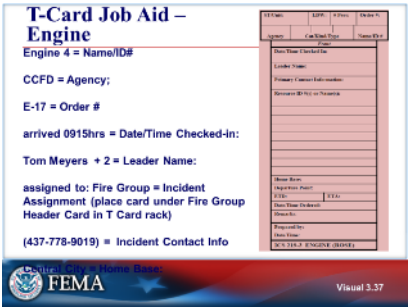
Unit	Agency	Order Request #	Date/Time	Method of Travel	Incident Assignment	Incident Contact Info
O-15	CCF	4538	0915	AOV	ICP	(338-292-4538)

FEMA Visual 3.36

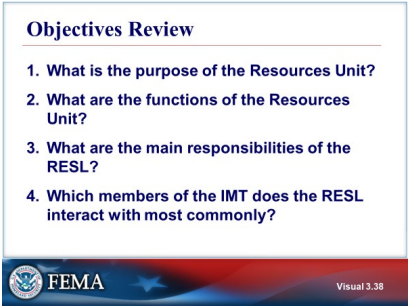
Visual 3.36

T-CARD JOB AID – OVERHEAD

This visual shows taking the information from the ICS Form 211 form and how it is transferred to the T-card.



Visual 3.37



Visual 3.38

T-CARD JOB AID – ENGINE

This visual shows taking the information from the ICS Form 211 form and how it is transferred to the T-card.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Resources Unit.
- List the functions of the Resources Unit.
- Describe the main responsibilities of the Resources Unit Leader.
- List the members of the Incident Management Team with whom the Resources Unit Leader most commonly interacts.

Supplemental Materials

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Handout 3-1: Resources Unit Leader (RESL) Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.



Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish check-in function at incident locations (ICS Form 211).

4. Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.

5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:

- Review ICS Form 211 Incident Check-in List.
- Review ICS Form 201 Incident Briefing for resource information
- Confirm resources assigned to Staging.
- Confirm resources assigned to tactical Operations organization.
- Confirm resources assigned to other Command and General Staff functions.

6. Establish and maintain resource tracking system.

7. Maintain master roster of all resources at the incident:

- Total number of personnel assigned to the incident.
- Total number of resources assigned to each Section and/or Unit.
- Total number of specific equipment/apparatus types.

8. Assist in preparation of the Incident Action Plan (IAP):

- Prepare ICS Form 207 Incident Organization Chart and post in each room of the Incident Command Post (ICP).
- Assist in preparing the ICS Form 215 Organizational Planning Worksheet.
- Prepare ICS Form 203 Organization Assignment List.
- Prepare ICS Form 204 Assignment List for Division/Groups

9. Participate in Planning Meetings, as assigned.

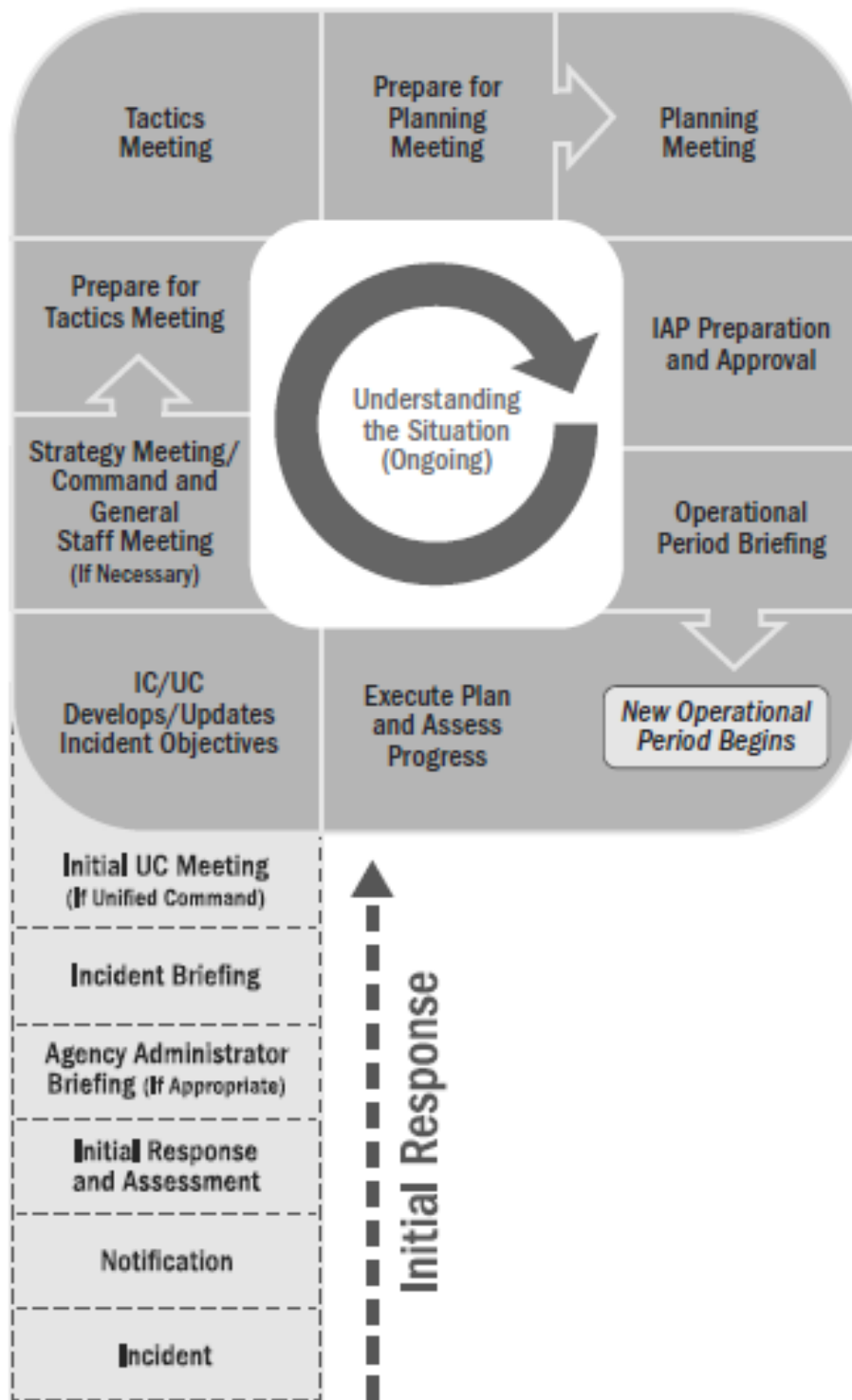
10. Provide briefing to relief on current and unusual situations.

11. Assist in identification of additional and special resources:

- Other disciplines.
- Technical Specialists.
- Resources needed to implement contingency plans.

12. Document all activity on ICS Form 214 Activity Log.

Handout 3-2: Operational Period Planning Cycle (Planning P)



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Handout 3-3: ICS Forms Responsibility & Distribution

ICS Forms	Title	IAP Component	Section Responsible	Originator	Approvals Required	Distribution
201	Incident Briefing	No	Command	Initial Action Incident Commander	None	Situation and Resources Units
202	Incident Objective	Yes	Planning	Planning Section Chief	Incident Commander	All Section Chiefs, Branch Directors, Division/Group Supervisors, and Unit Leaders
203	Organization Assignment List	Yes	Planning	Resources Unit	None	All Section Chiefs, Branch Directors, Division/Group Supervisors, and Unit Leaders
204	Assignment List	Yes	Planning	Resources Unit	Planning Section Chief	All Section Chiefs, Branch Directors, Division/Group Supervisors, and Unit Leaders
205	Incident Radio Communications Plan	Yes	Logistics	Communications Unit Leader	None	All Section Chiefs, Branch Directors, Division/Group Supervisors, and Unit Leaders
205A	Communications List	Optional	Logistics	Communications Unit Leader	None	All Section Chiefs, Branch Directors, Division/Group Supervisors, and Unit Leaders
206	Medical Plan	Yes	Logistics	Medical Unit Leader	Safety Officer	All Section Chiefs, Branch Directors, Division/Group Supervisors, and Unit Leaders
207	Incident Organization Chart	No	Planning	Resources Unit	None	Command Post Display

ICS Forms	Title	IAP Component	Section Responsible	Originator	Approvals Required	Distribution
209	Incident Status Summary	No	Planning	Situation Unit	Planning Section	Command Staff, General Staff, Unit Leaders Dispatch Center, ICP Display
210	Resource Status Change	No	Logistics	Incident Communication Center Manager – to record status change received from incident personnel	None	Communications Unit. Resources Unit T-Card Display
211	Incident Check-in List	No	Planning	Communication Center, Resources Unit, Staging Area, Incident Base, Camp, and Helibase	None	Resources Unit and Finance Section
212	Incident Demobilization Vehicle Safety Inspection	No	Logistics	Ground Support Unit	Inspector	Vehicle Operator, Incident File
213	General Message	No	ALL	Communications Center or any Message Originator	None	Original to Addressee
214	Activity Log	Occasionally a blank is ICS Form 214 the last page in the IAP	ALL	Section Chiefs, Branch Directors, Division/Group Supervisors, Unit and Strike Team/Resource Team Leaders	None	Immediate Supervisor
215	Operational Planning Worksheet	No	Operations and Planning	Operations Chief, Resources Unit Leader	Incident Commander (at the Planning Meeting)	Planning Meeting Prop
215-A	Incident Action Safety Plan Analysis	No	Safety Officer	Safety Officer	Incident Commander (at the Planning Meeting)	Planning Meeting Prop
216	Radio Requirements Worksheet	No	Logistics	Communication Unit	None	Internal Communication Unit Worksheet

ICS Forms	Title	IAP Component	Section Responsible	Originator	Approvals Required	Distribution
217	Radio Frequency Assignment Worksheet	No	Logistics	Communications Unit	None	Internal Communication Unit Worksheet
218	Support Vehicle Inventory	No	Logistics	Ground Support Unit	None	Resources Unit
219	Resource Status Card (1-10)	No	Planning	Resources Unit	None	Posted in Resources Unit T-Card Display
220	Air Operations Summary Worksheet	Where Applicable	Operations	Air Operation Branch Director	None	All Section Chiefs, Branch Directors, Division/Group Supervisors, and Unit Leaders, ICP Display
221	Demobilization Check-out	No	Planning	Demobilization Unit	None	Incident File
222	Incident Weather Forecast Request	No	Planning	Situation Status Unit	None	Incident File
223	Tentative Release List	Occasionally	Planning	Demobilization Unit Leader	Section Chief	Possibly in the IAP, Display on the Information Boards
224	Crew Performance Rating	No	All	Supervisors	None	Incident File, Home Unit
225	Incident Personnel Performance Rating	No	All	Supervisors	None	Incident File, Home Unit
226	Compensation for Injury Log	No	Finance Admin	Compensation Claims Log	None	Internal Compensation Unit Worksheet
227	Claims Log	No	Finance Admin	Compensation Claims Unit	None	Incident File
228	Incident Cost Worksheet	No	Finance Admin	Cost Unit	None	Incident File
229	Incident Cost Work Summary	No	Finance Admin	Cost Unit	None	Incident File

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Handout 3-4: ICS Form 211 Incident Check-in List

Refer to EL_962_HO_3-4_ICs_Form_211.pdf

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Handout 3-5: ICS T-Card System

The ICS T-Card system is often viewed as obsolete in light of the available computer based information tracking systems. Agencies that have been using ICS for many years have often asked this question, but continually decide to keep the system for its many advantages, even though they also use computer programs to track resources in various formats.

- Usually there is not a single computer program that compiles information on ALL resources on the incident. The T-Cards do.
- It is not easy or possible for anyone to get an overview of the incident when viewing only one page of a computer program. You just can't get a feel or oversight of the whole thing. With the T-Cards you do.
- Computer systems are not always up to date or match each other. The T-Cards are up to date and are usually the master inventory. Once the system is set up, people often use it to verify their computer information.
- The T-Cards are quick and easy to access.
- A T-Card is completed for a resource (a person or a piece of equipment with multiple people on it). For example, an ambulance may have 2 people on it, but only one T-card is completed.
- All tactical resources such as contractor equipment and crews are displayed. The T card is placed in the display (rack) based on any resources status and location.
- The cards should be constantly updated as the status of resources change throughout the day. Anyone who needs information can easily get the most up to date information available at any time.

Most of the information on the T-Card system is also in some computer program. But it is not as easily and quickly obtained.

In order to be of value, T-Cards must be kept up to date. On a large incident this duty is usually assigned to a dedicated Resources Unit Leader (RESL) who has been trained in the system at the RESL training session. Other people can be taught to do it at the incident.

Once the system is accurate it can be used for a wide variety of things by many people on the incident. Examples:

- Instead of time consuming data entry, Operations Section overhead often work with the RESL to use the cards to set up the organization for the next operational period. Once the T-Cards are set, the OPS Chief can go about other business while the Planning Section uses the T-Cards and ICS form 215 to assign specific staffing to on the 204s.
- OPS Chiefs often use the cards to quickly search for a specific resource or look for unassigned resources that are needed on the incident.
- The Resources Unit Leader can use the cards to get an accurate count of all resources by type and agency on for the situation report.

- Anyone can track resources such as where they are, who they are, who they work for, which shift are they on etc.
- The color code system on the cards allows anyone to quickly obtain an overview of the incident and the distribution of resources by type and status (i.e. assigned, available, or out of service.)
- Quickly ascertain where resources are assigned by agency or contractor and quickly evaluate if resources are in the appropriate assignment or other relative information.
- Quickly locate personnel in the event of an emergency at home.
- The IC can quickly ascertain how many resources are unassigned as an indicator of the need to begin demobilization discussions.
- Logistics personnel can use the information for feeding and housing needs and any other purpose when an accurate count is required.
- In the event of power loss or other impacts to the electronic system, the T-Cards can be a valuable back up.
- T-Cards have been used to convey resource information to dignitaries and important visitors who want a quick overview of assigned resources.
- Command and Staff members often use the cards to verify who has arrived on the incident and been assigned to their functional area.
- In a significant event such as moving an incident base, evacuations etc., the cards are a way to confirm that all resources have been accounted for.
- Phone numbers and other contact info on the cards so someone has a source of information if they need to contact someone.
- Confirming that people are actually on the incident and have actually checked in.

Handout 3-6: ICS Form 219 T-Card Instructions

ICS Form 219 Resource Status Card (T-Card)

Purpose

ICS Form 219 Resource Status Cards are also known as “T-Cards,” and are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel. These cards provide a visual display of the status and location of resources assigned to the incident.

Preparation

Each resource status card has space available for recording the following types of information.

- Resource identification information (data summary from ICS Form 211)
- Demobilization information (data summary from demobilization unit)
- Incident information (data summary about assignments and status)

Information to be placed on the cards may be obtained from several sources including, but not limited to:

- ICS Form 201 Incident Briefing
- ICS Form 204 Assignment List
- ICS Form 211 Incident Check-In List
- ICS Form 213 General Message
- ICS Form 213 Operational Planning Worksheet
- ICS Form 220 Air Operations Summary Worksheet
- Agency-supplied information or electronic resource management systems.

Information blocks on the resource status cards are set up to allow easy transfer of data from these sources.

- A change in status or assignment should be noted on the resource status card utilizing blocks relating to the incident information printed on the front and/or back of the card. This provides a chronological record during the course of the incident.
- When all boxes on the resource status card are completed, begin a new resource status card by placing "2", "3" ... in the lower left corner of the top portion of the identification information block. Staple the new resource status card behind the original card.

LAYOUT AND FILING OF RESOURCE STATUS CARDS:

- Resource locator display racks are available in different sizes, having slots to file individual resource status cards vertically.
- Several displays may be required to adequately portray the status and location of all incident resources (day and night operational period resources, incident base resources, etc.).
- Space on the displays should be arranged to allow for resource assignments, including but not limited to the following locations/categories:
 - Incident base (by name)
 - Camps (by name)
 - Sections, branches, divisions and groups
 - Staging areas (by name)
 - En route status
 - Other locations (e.g., helibase)
 - Unassigned resources by incident assignment

- Incident locations/categories are recorded on the gray header cards (ICS Form 219-1).
- Assigned incident resources are recorded on the appropriate colored resource status card (ICS Forms 219-2 through 8).
- Resource status cards are filed vertically below each header card as to assignment during each operational period.
- Review and revision of the resource status cards each operational period provides an up-to-date visual display of the status and location of each resource.

Distribution

ICS Form 219s are displayed in resource status or “T-Card” racks where they can be easily viewed, retrieved, updated, and rearranged. The Resources Unit typically maintains cards for resources assigned to an incident until demobilization. At demobilization, all cards should be turned in to the Documentation Unit.

Notes

There are eight different status cards (see list below) and a header card, to be printed front-to-back on cardstock. Each card is printed on a different color of cardstock and used for a different resource category/kind/type. The format and content of information on each card varies depending upon the intended use of the card.

ICS Form Designation	Used to Record Information About:	Card Color
219-1	Header Card (used only as label cards for T-Card racks)	Gray
219-2	Crew/Team Card	Green
219-3	Engine Card	Rose
219-4	Helicopter Card	Blue
219-5	Personnel Card	White
219-6	Fixed-Wing Card	Orange
219-7	Equipment Card	Yellow
219-8	Miscellaneous Equipment/Task Force Card	Tan
219-10	Generic Card	Light Purple

Acronyms

Abbreviations utilized on the cards are listed below:

AOV: Agency-owned vehicle

ETA: Estimated time of arrival

ETD: Estimated time of departure

ETR: Estimated time of return

O/S Mech: Out-of-service for mechanical reasons

O/S Pers: Out-of-service for personnel reasons

O/S Rest: Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft

POV: Privately owned vehicle

Refer to EL_962_HO_3-6_ICCS_Form_219-1.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-2.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-3_1_of_4.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-4.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-5.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-6.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-7.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-8.pdf

Refer to EL_962_HO_3-6_ICCS_Form_219-10.pdf

PROCESSING RESOURCE STATUS CARDS

Agency-Formed Strike Teams/Resource Teams

- Engines, dozers, and crews may be sent to an incident in pre-formed strike teams of similar resources. The strike team resource status card is differentiated from a single resource card for the same kind of resource simply by **blotting the right tab** of the strike team card with a black felt pen. This allows resources unit personnel to readily distinguish strike teams from single resources of the same kind. Law enforcement resource teams follow the same methodology.
- The resources unit is notified of strike teams that are en route to an incident by agency dispatchers via the incident communication center and prepares cards for each strike team. Resources dispatched as a strike team by the sending agency are numbered by that agency. Note: the code for kind and type of strike teams is the same on the resource status card and ICS Form 211 Incident Check-in List. The information required by the incident resources unit is as follows:
 - Three-letter agency identifier preceded by two-letter state identifier Strike team kind/type identifier
 - Agency-assigned strike team/resource team identification number
 - Name of strike team/resource team leader
 - List of the individual equipment numbers for equipment resources within the strike team/resource team
- The above information items are verified upon check-in of the strike team/resource team at the incident. The initial check-in information is then relayed to the resources unit.
- If an agency-formed strike team/resource team is broken into individual resources for a special purpose, the strike team/resource team resource status card should be pulled from the file and a new resource status card prepared for each resource. The new resource status cards should indicate the new assignment, location, status, and the original strike team/resource team identifier and leader name.

Example of Ordered Engine Strike Team Resource Status Card

Refer to EL_962_HO_3-6_ICCS_Form_219-3_2_of_4.pdf

Incident-Formed Strike Teams/Resource Teams¹

- The formation of a strike team on the incident can be done by the operations or planning sections. When a strike team is formed on the incident, a strike team number is requested from the resources unit, which is responsible for assigning all incident strike team numbers. Numbers are sequentially assigned, beginning with number one for strike teams and/or task forces. Incident-formed strike teams use the name of the incident as part of their identification. For example, "Sunset Strike Team E-2 #1" -Incident-Formed Strike Team Showing Resource Identification Information Portion of Resource Status Card

ST/Unit: Sunset ST 1		LDW: 9/7	# Pers: 21	Order #:
Sunset	ST	E	2	1
Agency	Cat/Kind/Type			Name/ID #

- When resources are formed into incident-formed strike teams, the individual resource status cards are collected and the unit numbers are recorded on the front of the appropriate new resource status card (dozers, engines, and crews). This new resource status card is differentiated by blotting out the right tab with a black felt pen (see Figure 25). A white personnel resource status card is also filled out for the strike team leader.
- The following resource status card show a format for a strike team assembled at the Sunset Incident composed of Type 2 engines from Los Angeles County (LAC) and the cities of Montclair, Monrovia and Pomona under the direction of strike team leader Rose of LAC.
- The resources unit will maintain a separate list of incident-formed strike teams and task forces showing the strike teams'/task forces' number, leader, and identifiers of individual resources. This list is provided to the incident communications center and operations personnel so the newly formed strike team/task force can be identified. This list is updated as new strike teams/task forces are created and existing strike teams/task forces are disbanded.
- When individual resource status cards are combined into a strike team, the information should be noted on each individual resource status card by recording the strike team number in the "REMARKS" block. These individual resource status cards are then attached to the strike team resource status card.

Incident-Formed Strike Team Resource Status Card

Refer to EL_962_HO_3-6_ICS_Form_219-3_3_of_4.pdf

- When the strike team is disbanded or demobed, the strike team resource status card is kept and filed with the documentation unit and the individual resource status cards are again used to track the individual resources.
- Some agencies may elect to replace strike team leaders and other personnel comprising engine and

¹ The information in this section on strike teams applies equally to law enforcement resource teams. The terms are different for law enforcement but the resource tracking procedures are the same.

dozer strike teams, but with no change in equipment, status or assignment/location. **In these cases, the assigned strike team identifier is retained.** The new strike team leader's name should be placed on a white personnel resource status card and noted on the existing strike team resource status card along with the time and date the personnel change was made. The relieved strike team leader's resource status card is transferred appropriately in the resource locator showing current status (e.g., available or O/S). Other personnel changes would be noted on the individual resource status cards.

Incident-Formed Task Forces

- The formation of a task force on the incident can be done by the operations or planning sections. When a task force is formed on the incident, a task force number is requested from the resources unit, which is responsible for assigning all incident task force numbers. Numbers are sequentially assigned, beginning with the number one for strike teams and/or task forces. Incident formed task forces use the name of the incident as part of the identification. For example, "Sunset Task Force #3." Note: the kind and type codes do not apply to task forces.

Resource Identification Portion of Resource Status Card for Incident-Formed Task Force

- Individual resource status cards for incident-formed task forces are collected and the unit numbers are recorded on the front of the miscellaneous equipment/task force resource status card. This new resource status card is differentiated by **blotting out the left tab** with a black felt pen. A white personnel resource status card is also filled out for the task force leader.

ST/Unit: Sunset TF 3		LDW:	# Pers:	Order #:
Sunset Agency	TF Cat/Kind/Type			3 Name/ID #

- The resources unit will maintain a separate list of incident-formed strike teams and task forces showing the strike teams'/task forces' number, leader, and identifiers of individual resources. This list is provided to the incident communications center and operations personnel so the newly formed strike team/task force can be identified. This list is updated as new strike teams/task forces are created or disbanded.
- When individual resource status cards are combined into a task force, the information should be noted on each individual resource status card by recording the task force number in the "REMARKS" block. These individual resource status cards are then attached to the task force resource status card.
- When the task force is disbanded or demobed, the task force's resource status card is kept and filed with the documentation unit and the individual resource status cards are again used to track the individual resource.
- The following resource status card show a format for a task force assembled at the incident composed of three Type 2 engines from Los Angeles County (LAC) and a Type 1 crew under the direction of Task Force Leader Scott of LAC.

Example of Resource Status Card for Incident-Formed Task Force

Refer to EL_962_HO_3-6_ICS_Form_219-3_4_of_4.pdf

UPDATING RESOURCE LOCATOR DISPLAYS

The status/check-in recorder may be required to update the resource locator display.

- One of the primary functions of the resources unit is to supply the incident command and general staff information about the resources assigned to the incident.
- The situation unit leader relies on the resources unit to provide information about the type and number of resources currently assigned to the incident for preparation of ICS Form 209, Incident Status Summary.
- The resource unit leader must track and provide up-to-date information on resource status relating to assignments and availability.
- To maintain current and accurate records on assigned resources, the resource unit utilizes information from several sources:
 - ICS Form 203 Organization Assignment List provides names of personnel assigned to unit leader positions and above.
 - ICS Form 204 Assignment List provides names of resources and types of equipment assigned to a specific division or group on the incident.
 - ICS Form 207 Incident Organization Chart provides names of personnel responsible for managing positions listed on the chart.
 - ICS Form 210 Status Change Card provides information of status changes on resources occurring on the incident during the operational period.
 - ICS Form 211 Incident Check-In List provides information on resources that checked-in.
 - ICS Form 215 Operational Planning Worksheet provides information on resources available and needed to carry out required operational work assignments.
 - ICS Form 220 Air Operations Summary Worksheet provides number, type, location, and specific assignments for aircraft on the incident.
 - Unit Organization Chart, if available, provides all names of personnel assigned to positions within each unit.
 - Division/Group supervisors, ground support unit, agency dispatch center, communications center, message center operator; and staging area, camp, incident base, and helibase managers provide personnel and equipment data on new arrivals reporting to these locations.
- Dependent on procedures established per incident, updates and revisions of Resource Locators occur by moving resource status cards to reflect the current location of the assigned resources as described below:
 - after each Planning/Strategy Meeting which documents the incident resources work assignments on ICS Form 215 Operational Planning Worksheet the Resource Locator needs updating.

Example:

Prior to the Planning/Strategy Meeting the current work assignments for the day operational period on 7/29/95 are shown on ICS Form 215 Operational Planning Worksheet (see Figure 28). The corresponding Resource Locator for the same operational period is shown in Figure 29.

After the Planning/Strategy Meeting the proposed work assignments for the day operational period on 7/30/95 are shown on ICS Form 215 Operational Planning Worksheet (see Figure 30) which moves T.O.

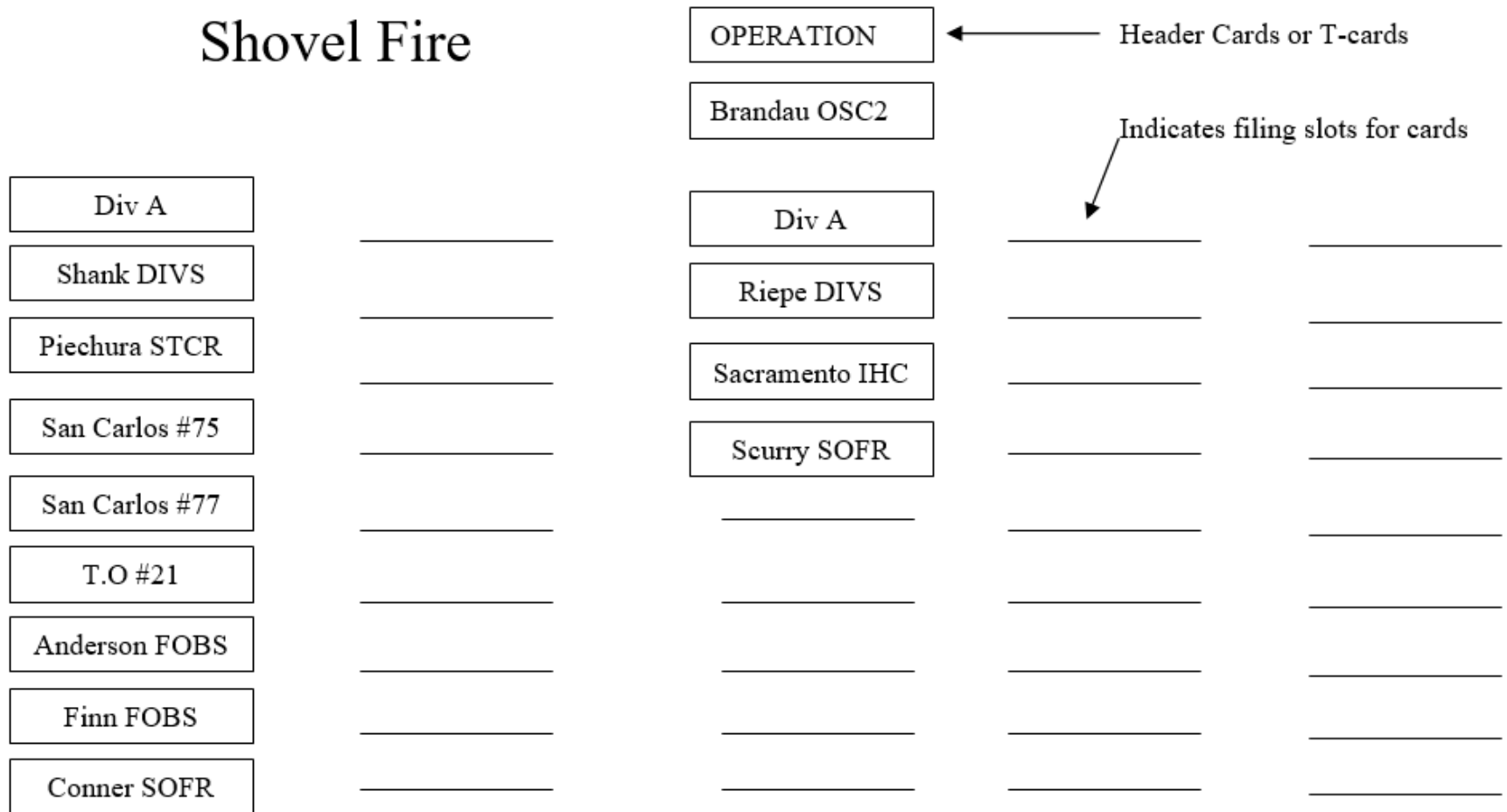
#21 Handcrew and FOBS Finn from Division A to Division B and Group E (with two type 2 Engine Strike Teams) is added. The corresponding updated Resource Locator for the same operational period is shown in Figure 31 which moves T.O. #21 Handcrew and FOBS Finn from Division A to Division B and Group E (with two type 2 Engine Strike Teams) is added.

- After development of each completed Incident Action Plan (IAP) utilizing the appropriate forms (e.g., ICS Forms 203, 204, 220) the Resource Locator is then updated to reflect the work assignments these forms indicate.
- After each operational period briefing, changes, additions, or deletions are documented as a corrected IAP, and are reflected in the updated Resource Locator to document this information.
- after notification from other sources identifying changes relating to resource location and/or status (e.g., ICS Form 210 General Message) update the Resource Locator as necessary to reflect these changes.
- as part of the incident demobilization process the Resource Status Cards are removed from the Resource Locator and given to the documentation unit to be filed in the final Incident
- Package.

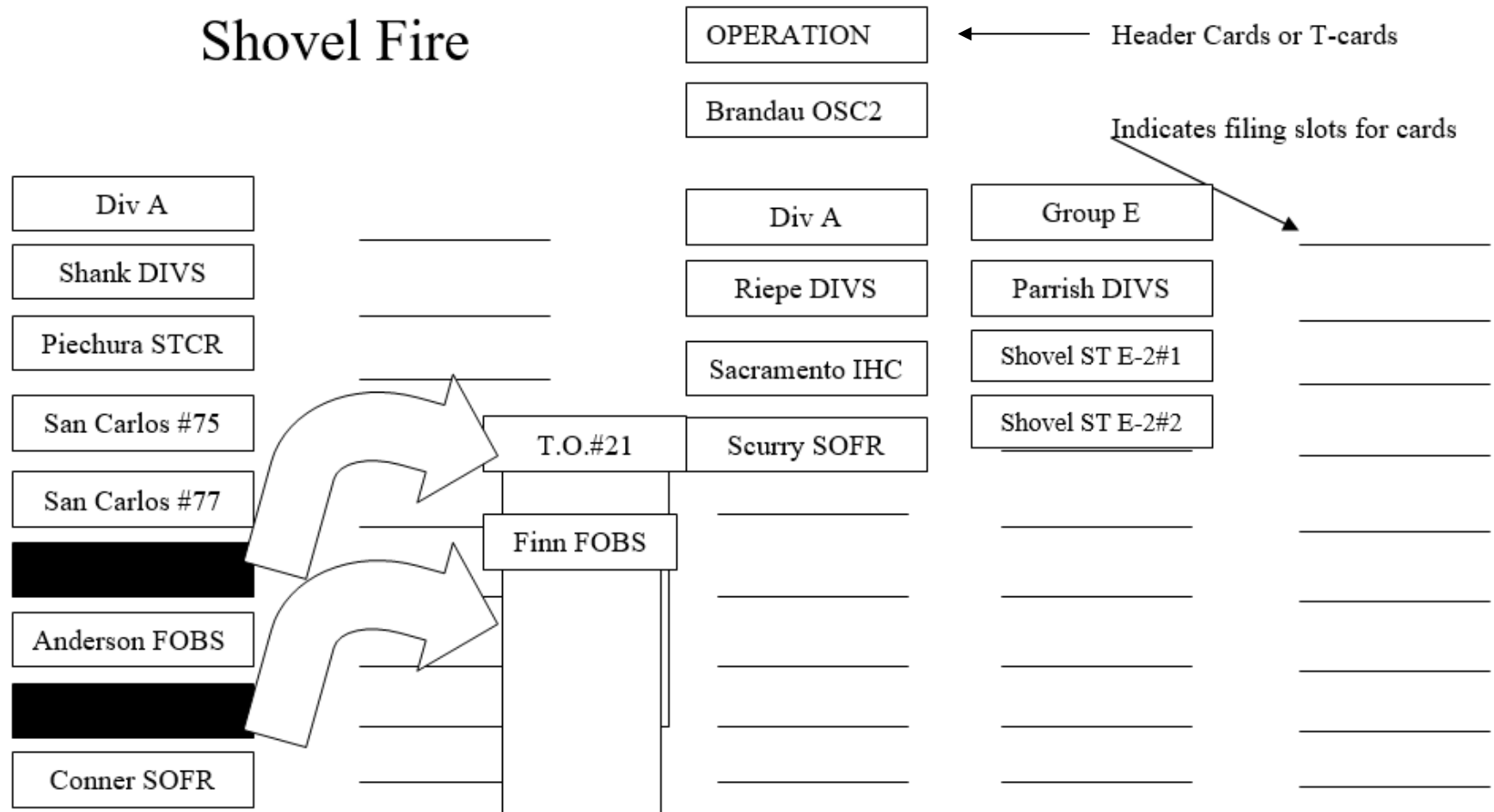
Refer to [EL_962_HO_3-6_ICS_Form_215_1_of_2.pdf](#)

Refer to [EL_962_HO_3-6_ICS_Form_215_2_of_2.pdf](#)

Shovel Fire



Shovel Fire



INCIDENT INFORMATION TRACKING

KEEPING CURRENT STATUS

The status/check-in recorder may be required to update the incident information on assigned resources:

- Resource status cards are the primary method to track resource incident information. They should be filed by assigned location and updated as required.
- The initial status of an individual resource may be obtained from ICS Form 211 Incident Check-in List, ICS Form 20, Incident Briefing, or from historical documents (e.g., Incident Action Plans (IAPs) relating to the incident).
- The change in status of an individual resource may occur at any time during the incident. The resource status card provides spaces for recording current status, as well as status changes, for that resource.
- The information to be recorded in this section is as follows:
 - Incident Location:

The location on the incident where the resource is presently located (e.g., Division B, incident base, staging area, helibase).

- Time:

The time and date the resource reported to that location/assignment.

- Status:

Although there are several items listed, there are only three general status categories. A resource is either considered assigned, available, or out-of-service.

The additional items identify more specifically why a resource is out-of-service. For example:

O/S Rest, out-of-service for rest

O/S Mech, out-of-service for mechanical reasons

O/S Pers, out-of-service for personnel reasons

The ETR space is used for recording estimated date and time of return for out-of-service resources if this information is available.

NOTE: Use this space to document additional information pertinent to that resource or its status. Example: Can be reached at Diddy Wells Forest Fire Station (916) 243-1905.

- Sources for obtaining change in resource status include ICS Form 210 Status Change Card, ICS Form 213 General Message Form, and or direct communication with other incident personnel. The Status Change Card is designed to supply the resources unit with sufficient information to record the change in status of a given resource.
 - The status change card is used by the communications unit to record status change information received on resources assigned to the incident.

- The form is completed by radio/telephone operators who receive status change information from individual resources, task forces, strike teams, and division/group supervisors. Status information could also be reported by staging area and helibase managers, and fixed-wing facilities.
- The ICS Form 210 Status Change Card is a two-part form. The original is given to the resources unit and the second (pink) copy is retained by the communications unit.

Refer to [EL_962_HO_3-6_ICS_Form_210.pdf](#)

ORDERED RESOURCES

Based on direction from the resources unit leader the status/check-in recorder may establish communications with the ordering manager, supply unit leader or expanded dispatch and agree on a process to notify the resources unit when ordered resources have been confirmed. This may be on an as-confirmed basis, hourly or daily, and may be via runner with written message, telephone, radio or E-Mail. The information desired may be name, ETA, filled or killed, substitutions, etc. The objective is to stay reasonably current on the status of ordered resources so that plans for their utilization can be accurately made by the ordering unit.

KEEPING STATUS OF UNASSIGNED PERSONNEL RESOURCES

- The resources unit maintains the status of all personnel without an incident assignment. The recommended method for maintaining status is to use personnel (white) resource status cards.
- Initial information on unassigned personnel may be received by the communications unit on ICS Form 210 Status Change Cards or ICS Form 211 Incident Check-in Lists received from the staging area, incident base, camp, helibase manager, and resources unit. Status change cards and check-in lists are the most common sources. However, it may be necessary to obtain this information through direct communications with other incident personnel.
- File resource status cards in resource locator by location (e.g., incident base, camp) and within location by qualification.
- When individuals are assigned, remove their resource status cards and record the assignment, date and time, and place the resource status card in the appropriate location.
- The resource status card provides spaces for recording current status, as well as status changes, for that resource.

PLANNING AND PREPARING FOR DEMOBILIZATION

Based on direction from the resources unit leader the status/check-in recorder may assist the demobilization unit leader in activities necessary to plan and prepare for the demobilization effort, such as:

- Setting up the physical needs of the demobilization unit (e.g., telephone extension(s), desks, information center, bulletin board(s), public address system, FAX machine, identifying transportation pick-up points, etc.).
- Grouping resources by similar characteristics (e.g., final destination, home state, logical travel routes, shared transportation means, common excess times, etc.).
- Preparing ICS Form 221 Demobilization Check-out for each resource with as much information as is known at the time, and filing in alphabetical or sequential order by request number.

- Collecting demobilization plan information (e.g., telephone numbers of ICP, expanded dispatch, radio frequencies for travel check-in purposes, local offices to contact en route if an emergency arises, restricted travel information for wide loads, staging center location and contact information, moving hazardous materials, etc.).
- Collating grouped information into logical lists that display tentative releases by date, time, location, travel method, etc.
- Transferring approved and scheduled resource departure information onto bulletin board displays, announcing via public address system or searching out and personally contacting resources to notify them of release plans.

RESOURCE CHECK-OUT

Based on direction from the resources unit leader you may assist the demobilization unit leader in activities necessary in checking out resources, such as:

- Staffing the demobilization desk and providing completed ICS Form 221 Demobilization Check-outs to release resources along with specific instructions regarding contact points at the ICP or incident base to complete the check-out process.
- Interviewing resources having their own transportation to document estimated time of departure, estimated stops en route and estimated time of arrival at home unit so that the home agency dispatcher can be notified.
- Confirming travel information for resources not having their own transportation, such as type of travel, connecting travel types and times, estimated time of departure, estimated time of arrival, etc.
- Informing resources of any travel concerns or restrictions such as arriving at the destination before a certain time of day, not driving more than a certain number of hours, maintaining an awake passenger to keep the driver alert, mandatory rest breaks and/or check-in calls, need for sack lunches etc.
- Documenting actual time of departure and collecting completed ICS Form 221 Demobilization Check-outs.
- Notifying the resources unit, expanded dispatch and the resource's home unit of actual time of departure, travel method and times and estimated time of arrival at home base by the communication method requested by the demobilization unit leader.

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Handout 3-7: ICS Form 203

Refer to EL_962_HO_3-7_ICs_Form_203.pdf

Handout 3-8: ICS Form 204

Refer to EL_962_HO_3-8_ICs_Form_204.pdf

Handout 3-9: ICS Form 207

Refer to EL_962_HO_3-9_ICs_Form_207.pdf

Handout 3-10: ICS Form 215

Refer to EL_962_HO_3-10_ICs_Form_215.pdf

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Activity 3.1: Check-in and Resource Tracking

Check-in and Resource Tracking Activity 3.1 Overview - Unit 3

Purpose

The purpose of this activity is to provide students with an opportunity to practice using four of the basic forms of documentation used in the Resources Unit, ICS Forms 201, 211, 213, and 219 (T-Card) and to display the T-Cards in a T-Card locator (rack) to display the incident organization. The focus will be on incident check-in and using ICS forms correctly.

Objectives

Students will:

- Demonstrate proficiency in correctly completing ICS Form 211 Incident Check-in List and 219 (T-Card)
- Demonstrate proficiency displaying the ICS Form 219 (T-Card) in the T-Card locator in a format that resembles the incident organization. Encourage the students to follow the Operations Organization format on page 3 of the ICS Form 201. First T-card column is the “Fire Group,” second is the “HazMat Group,” etc.
- Be able to identify common sources of errors in completing ICS Forms 211 and 219

Activity Structure

This scenario-based activity is scheduled to last approximately 90 minutes, including small group discussion and presentation of each group’s approach and answers. Students will review a scenario and associated ICS Form 201 Incident Briefing. As a group, the students will ensure all resources are checked in on an ICS Form 211 and that an ICS Form 219 is completed for that resource and then displayed in the T-Card locator.

1. A copy of the ICS Form 213 General Message will be handed to each group. The students will begin the Check-in Process, including the resources on the ICS Form 211. They will then create the appropriate ICS Form 219 (T-card) for each resource. The ICS Form 201 is already attached to this activity.
2. Once most of the ICS Form 219 T-Cards for the ICS Form 201 resources have been completed, the instructor will distribute copies of the Resource List. Check in the resources on the Resource List on an ICS Form 211 and complete an ICS Form 219 for each of these resources as well.
3. Finally, an ICS Form 211 Incident Check-in List will be distributed. This ICS Form 211 was completed by the Status Check-in Recorder who arrived on the incident. Complete an ICS Form 219 for each of these resources. All T-Cards should be displayed in the locator.
4. Student groups will determine the total number of personnel and apparatus assigned to the incident. This work product will be used to complete page 4 of the ICS Form 209. The answer key is in the Instructor Guide.

Rules, Roles, and Responsibilities

Students will be divided into groups of four to six. Each group will assume the role of Resources Unit Leader.

Students respond to the situation based on their expert knowledge of response procedures, current plans in place in their community, and insights derived from training. Students will also complete appropriate documentation as called for in the activity.

Activity Assumptions and Artificialities

In any activity, assumptions and artificialities may be necessary to complete the activity in the time allotted. During the activity, the following applies:

- A “Model Community” background is provided as a resource to students. (Note: This resource is included in the EMI Exercise Simulation System Document [ESSD] reference used in the Integrated Emergency Management Course.). This document provides basic information about the community in which the incident occurs, including resources available, facility locations, community profile, etc.
- The scenario is plausible, and events occur as they are presented.
- The scenario includes no “hidden agendas” or trick questions.
- All students receive information at the same time.

Local students should concentrate on local responses and assume that Federal and State responders are initiating plans, procedures, and protocols appropriate to their authority.

Activity 3.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	10 minutes	Classroom
Discussion/Documentation	70 minutes	Small Group
Debrief/Review	10 minutes	Classroom

Activity 3.1 Scenario Introduction

Situation

Early this morning, a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. The front part of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radio picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens, who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reporters are lining up for interviews as well.

There is a pervasive rumor that the train engineer's license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. HazMat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area, and is requesting assistance from the State. The Red Cross is establishing an evacuation center at North High Schools in Central City.

There are rumors that hundreds of Coho salmon, a federally listed threatened species, have been killed in the river. The Parks Department, County, and State Departments of Natural Resources have issued an advisory and closed the river to fishing, recreation, and other uses for 25 miles downriver from the rail bridge site.

The Emergency Medical Agency in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

The local Incident Management Team has delegated authority for the entire area affected by the train derailment. Liberty County, in the State of Columbia, is the largest county in the State in terms of population, and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 149,000 and the metropolitan area population is approximately 302,412. Central City serves as a major transportation hub within the State, serving commercial river traffic and rail, air, and interstate traffic and is 40 miles from the Port of Charlotte, on the Big Ocean.

Incident Objectives

Initial incident objectives were general:

1. Provide for the safety of the public and a safe work environment for all responders.
2. Identify current and potential hazardous materials releases and potential impacts to the public and environment, including: Human Exposure, Municipal Water Supplies, Air Quality, Flora and Fauna.
3. Establish safety mitigations for firefighters and extinguish fires as soon as possible.
4. Prepare and initiate a plan to contain and prevent further release of hazardous materials by 1200 hours tomorrow.
5. Complete a damage survey within 24 hours.
6. Establish HAZMAT clean-up activities with a target completion time of 72 hours.
7. Return all public facilities used for the response to at least minimal operational condition within 48 hours.

Attached is the ICS Form 201 Incident Briefing.

Refer to EL_962_ACT_3.1_ICS_Form_213.pdf

Refer to EL_962_ACT_3.1_ICS_Form_201.pdf

PSC Course Activity 3.1 - Resource Check-in and Tracking
Additional Resources List
All Arrived on 1/22

- **Insert Your Name**, CCFD, RESL, O-15, arrived 0915hrs, agency vehicle (AOV), assigned to: ICP (338-292-4538)
- Pat Jones, CCPW, LSC, O-14, arrived 0922hrs, own transportation (POV), assigned to: ICP (437-357-9820)
- Walter Simon, CCHD, FSC, O-09, arrived 0930hrs, own transportation (POV), assigned to: ICP (516-763-8362)
- Rich Cooper, CCPD, PSC, O-05, arrived 0945hrs, own transportation (POV), assigned to: ICP (238-479-8674)
- Michael Turner, CCPD, PIO, O-08, arrived 0945hrs, own transportation (POV), assigned to: ICP (337-656-8876)
- Hazmat Team, LCFD, E-03, arrived 1015hrs, Frank Ballard + 6, assigned to: HazMat Group (243-657-9456)
- Engine 3, FVFD, E-06, arrived 1016hrs, Pat Toppe + 2, assigned to: Fire Group (675-443-8926)
- Engine 2, HJFD, E-11, arrived 1000hrs, Zachary Mosely + 2, assigned to: Staging (256-777-4533)
- Patrol 4, LCSO, E-21, arrived 1012hrs, Joe Pugh + 1, assigned to: Law Group (988-761-2253)
- Patrol 11, LCSO, E-22, arrived 1022hrs Glenn Tucker + 1, assigned to: Law Group (378-576-0043)
- Patrol 7, LCSO, E-23, arrived 1025hrs Rick Mathews + 1, assigned to: Law Group (644-774-9908)
- Patrol 22, LCSO, E-0,9 arrived 1025hrs Tom Whitehead + 1, assigned to: Law Group (211-347-5482)
- Patrol 27A, LCSO, E-12, arrived 1026hrs Bert Bagwell + 1, assigned to: Law Group (442-675-7722)
- Patrol 18, LCSO, E-19, arrived 1026hrs Cole Wilson + 1, assigned to: Law Group (332-761-1167)
- Ladder 2, FVFD, E-08, arrived 1000hrs, Terry Pace + 3, assigned to: Fire Group (657-445-7781)
- Front End Loader, CCPW, E-14 arrived 1045hrs, Drew Fahey + 1, assigned to: HazMat Group (366-903-3399)
- Dump Truck, CCPW, E-13, arrived, 1045hrs, Reed Martin + 1, assigned to: HazMat Group (227-101-2231)

- Engine 4, CCFD, E-17, arrived 0915hrs, Steve Lahey + 2, assigned to: Fire Group (437-778-9019)
- John Adamson, LCPH, SCKN, O-04, arrived 1000hrs, agency vehicle (AOV), assigned to: ICP (451-223-4543)
- Ambulance, LCEM, A-22, E-10 arrived 1035hrs, Jerry Coniff + 1, assigned to: Staging (872-333-4628)
- E. Stanley, CCFD, OSC, O-16, arrived 0800, AOV, ICP (212-555-1212)

Refer to EL_962_ACT_3.1_ICS_Form_211_1_of_2.pdf

Refer to EL_962_ACT_3.1_ICS_Form_211_2_of_2.pdf

Agency Identifiers Mnemonics Table

Capital City, Columbia

Police - CO-CPP
Fire - CO-CPF
Health - CO-CPH Public Works - CO-CPW

Fisherville, Columbia

Police - CO-FVP
Fire - CO-FVF
Health - CO-FVH Public Works - CO-FVW

Apple Valley, Columbia

Police - CO-AVP
Fire - CO-AVF
Health - CO-AVH Public Works - CO-AVW

Central City, Columbia

Police - CO-CCP
Fire - CO-CCF
Health - CO-CCH Public Works - CO-CCW

Metropolis, Columbia

Police - CO-MTP
Fire - CO-MTF
Health - CO-MTH Public Works - CO-MTW

Harvest Junction, Columbia

Police - CO-HJP
Fire - CO-HJF
Health - CO-HJH Public Works - CO-HJW

Deep River, Columbia

Police - CO-DRP
Fire - CO-DRF
Health - CO-DRH Public Works - CO-DRW

Crows Point, Columbia

Police - CO-CTP
Fire - CO-CTF
Health - CO-CTH Public Works - CO-CTW

State of Columbia

Police - CO-STP
Fire - CO-STF
Health - CO-STH Public Works - CO-STW

Liberty County

Police - CO-LCS
Fire - CO-LCE
Health - CO-LCH
Public Works - CO-LCW

Incident Qualifications and Certification System (IQCS)

Active IQCS Positions

Total Active Positions: **416**
List Updated: Jan-25-2016

Qualification		Position Category	Source Document			
Position Code	Position Description	Position Category	310-1 Wildland System Guide	Forest Service Fire and Aviation Qualifications Guide (FSFAQG)	Federal Wildland Fire Qualifications Supplement	DOI Incident Position Qualification Guide (IPQG) <small>*NWCG 310-1 Positions Recognized by DOI</small>
AABI	Avian Aviation Biologist	Technical Specialist				X
AADM	Agency Administrator	Technical Specialist			X	
AAML	Agency Aviation Military Liaison	Technical Specialist			X	
ABIO	Avian Biologist	Technical Specialist				X
ABRO	Aircraft Base Radio Operator	Incident Support	X	X		X
ACAC	Area Command Aviation Coordinator	Incident Command System	X	X		*
ACCO	Accountant	Technical Specialist				
ACCT	Accounting Technician	Technical Specialist			X	
ACDP	Aircraft Dispatcher	Incident Support	X	X		*
ACDR	Area Commander	Incident Command System	X	X		*
ACLC	Assistant Area Commander, Logistics	Incident Command System	X	X		*

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ACMR	Assistant Cache Manager	Technical Specialist			X	
ACPC	Assistant Area Commander, Plans	Incident Command System	X	X		*
AEMF	Advanced Emergency Medical Technician, Fireline	Technical Specialist			X	
AEMT	Advanced Emergency Medical Technician	Technical Specialist			X	X
AFUL	Aviation Fuel Specialist	Technical Specialist				
AIME	Aircrew Member	Incident Command System				X
AIRB	Airboat Operator	Technical Specialist				X
ANTH	Anthropologist	Technical Specialist				X
AOBD	Air Operations Branch Director	Incident Command System	X	X		*
AOBS	Aerial Observer	Technical Specialist			X	
APTL	Administrative Payment Team Leader	Technical Specialist				
APTМ	Administrative Payment Team Member	Technical Specialist				
AQSP	Air Quality Specialist	Technical Specialist				
ARBO	Arborist	Technical Specialist				X
ARCH	Archaeologist	Technical Specialist			X	X
ARCM	Archaeologist, Marine	Technical Specialist				X
ARCO	Architectural Conservator	Technical Specialist				X
ARCV	Archivist	Technical Specialist				X
AREP	Agency Representative	Incident Command System	X	X		X
ARHS	Architectural Historian	Technical Specialist				X
ARPA	Para Archaeologist	Technical Specialist				
ART1	All-Hazards Squad Leader	Incident Command System				X
ART2	All-Hazards Response Technician Type 2	Incident Command System				X
ARTL	All-Hazards Response Team Leader	Incident Command System				X
ASGS	Air Support Group Supervisor	Incident Command System	X	X		*
ATBM	Airtanker Base Manager	Technical Specialist			X	
ATCO	Air Tanker/Fixed-Wing Coordinator	Incident Command System	X	X		*
ATFL	All-Hazards Task Force Leader	Incident Command System				X

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ATGS	Air Tactical Group Supervisor	Incident Command System	X	X		*
ATIM	Aircraft Time Keeper	Technical Specialist			X	
ATVO	ATV Operator	Technical Specialist			X	
AVIN	Aviation Inspector	Technical Specialist				
BABI	Burned Area Emergency Response Biologist	Technical Specialist			X	
BABO	Burned Area Emergency Response Botanist	Technical Specialist			X	
BACS	Burned Area Emergency Response Cultural Resources Specialist	Technical Specialist			X	
BADO	Burned Area Emergency Response Documentation Specialist	Technical Specialist			X	
BAEL	Burned Area Emergency Response Leader	Technical Specialist			X	
BAEN	Burned Area Emergency Response Environmental Specialist	Technical Specialist			X	
BAES	Burned Area Emergency Response Specialist	Technical Specialist			X	
BAFO	Burned Area Emergency Response Forester	Technical Specialist			X	
BAGE	Burned Area Emergency Response Geologist	Technical Specialist			X	
BAHY	Burned Area Emergency Response Hydrologist	Technical Specialist			X	
BASS	Burned Area Emergency Response Soil Scientist	Technical Specialist			X	
BCMG	Incident Base/Camp Manager	Incident Command System	X	X		X
BHAV	BEHAVE Specialist	Technical Specialist				
BIOL	Biologist	Technical Specialist				X
BIOM	Biometrician	Technical Specialist				X
BIOT	Biological Science Technician	Technical Specialist				X
BNML	Battalion Military Liaison	Technical Specialist			X	
BOTA	Botanist	Technical Specialist				X
BT25	Boat Operator Over 25 Feet Length	Technical Specialist				X
BTOP	Boat Operator Less Than 25 Feet Length	Technical Specialist				X
BUYL	Buying Team Leader	Technical Specialist			X	
BUYM	Buying Team Member	Technical Specialist			X	

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CACB	Camp Crew Boss	Technical Specialist			X	
CAMP	Camp Help	Technical Specialist				
CANH	Canine Handler	Technical Specialist				
CARP	Carpenter	Technical Specialist				X
CART	Cartographer	Technical Specialist				X
CASC	Cache Supply Clerk	Technical Specialist			X	
CAST	Cache (Supply) Clerk, Supervisory	Technical Specialist			X	
CDER	Computer Data Entry Recorder	Technical Specialist				
CDSP	Cache Demobilization Specialist	Technical Specialist			X	
CHMI	Chemist	Technical Specialist				X
CHSP	Computer Hardware Specialist	Technical Specialist				
CISD	Critical Stress Debriefer	Technical Specialist				
CISL	Critical Incident Stress Management Team Leader	Technical Specialist				X
CISM	Critical Incident Stress Management Team Member	Technical Specialist				X
CLIR	Climber	Technical Specialist				
CLMS	Claims Specialist	Incident Command System	X	X		X
CMSY	Commissary Manager	Incident Command System	X	X		X
COCO	Computer Coordinator	Technical Specialist				
COMC	Communications Coordinator	Technical Specialist			X	
COML	Communications Unit Leader	Incident Command System	X	X		X
COMP	Compensation/Claims Unit Leader	Incident Command System	X	X		X
COMT	Incident Communications Technician	Incident Command System	X	X		X
CONO	Contracting Officer	Technical Specialist			X	
COOK	Cook	Technical Specialist				
CORD	Expanded Dispatch Coordinator	Incident Support	X	X		X
COST	Cost Unit Leader	Incident Command System	X	X		X
COSV	Conservator	Technical Specialist				X
COTR	Contracting Officer's Technical Representative	Technical Specialist			X	

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CREP	Crew Representative	Wildland Fire	X	X		*
CRNW	Contract Representative Northwest	Technical Specialist				
CRT1	Faller 1 Certifier	Technical Specialist			X	
CRWB	Crew Boss, Single Resource	Wildland Fire	X	X		*
CS1M	Contracting Specialist, 1M	Technical Specialist				
CS25	Contracting Specialist, 25K	Technical Specialist				
CS99	Contracting Specialist 100K	Technical Specialist				
CULS	Cultural Specialist	Technical Specialist			X	
CURA	Curator	Technical Specialist				X
DECK	Deck Coordinator	Incident Support	X	X		*
DFF1	Defensive Structural Firefighter	Incident Command System				X
DIVA	Division/Group Supervisor All-Hazards	Incident Command System				X
DIVR	Diver	Technical Specialist				X
DIVS	Division/Group Supervisor	Incident Command System	X	X		*
DLEO	Division/Group Supervisor, Law Enforcement	Incident Command System				X
DMOB	Demobilization Unit Leader	Incident Command System	X	X		X
DOCL	Documentation Unit Leader	Incident Command System	X	X		X
DOSP	NEPA/Documentation Specialist	Technical Specialist				
DPRO	Display Processor	Incident Support	X	X		X
DPSP	Disaster Prepare/Relief Specialist	Technical Specialist				
DRCL	Driver CDL	Technical Specialist				
DRIV	Driver/Operator	Technical Specialist				
DRVA	Driver Class A	Technical Specialist				X
DRVB	Driver Class B	Technical Specialist				X
DSAR	Division/Group Supervisor, Search and Rescue	Incident Command System				X
DZIA	Dozer Operator Initial Attack	Technical Specialist			X	
DZOP	Dozer Operator	Technical Specialist			X	
ECOL	Ecologist	Technical Specialist				X

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EDRC	Expanded Dispatch Recorder	Incident Support	X	X		X
EDSD	Expanded Dispatch Support Dispatcher	Incident Support	X	X		X
EDSP	Expanded Dispatch Supervisory	Incident Support	X	X		X
ELEC	Electrician	Technical Specialist				X
EMPF	Paramedic, Fireline	Technical Specialist			X	
EMTB	Emergency Medical Technician Basic	Technical Specialist			X	X
EMTF	Emergency Medical Technician, Fireline	Technical Specialist			X	
EMTP	Paramedic	Technical Specialist			X	X
ENGB	Engine Boss, Single Resource	Wildland Fire	X	X		*
ENGI	Engineer	Technical Specialist				
ENGP	Engineer, Petroleum	Technical Specialist				X
ENGS	Engineer, Structural	Technical Specialist				X
ENOP	Engine Operator	Technical Specialist			X	
ENSP	Environmental Specialist	Technical Specialist				
EPID	Epidemiologist	Technical Specialist				X
EQPI	Equipment Inspector	Technical Specialist				
EQPM	Equipment Manager	Incident Command System	X	X		X
EQTR	Equipment Time Recorder	Incident Command System	X	X		X
ESFA	FEMA Emergency Support Function #4 Administrative Support	Technical Specialist			X	X
ESFL	FEMA Emergency Support Function #4 Primary Leader	Technical Specialist			X	
ESFS	FEMA Emergency Support Function #4 Structure Support	Technical Specialist			X	X
ESFW	FEMA Emergency Support Function #4 Wildland Support	Technical Specialist			X	X
EUWP	Expeditionary Unit Water Purifier Operator	Technical Specialist				X
EXSP	Exhibit Specialist	Technical Specialist				X
FAAS	First Aid Station Assistant	Technical Specialist				
FACL	Facilities Unit Leader	Incident Command System	X	X		X
FAL1	Advanced Faller	Wildland Fire	X			*
FAL2	Intermediate Faller	Wildland Fire	X			*

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FAL3	Basic Faller	Wildland Fire	X			*
FARS	FARSITE Specialist	Technical Specialist				
FBAN	Fire Behavior Analyst	Wildland Fire	X	X		
FCMG	Fire Cache Manager	Technical Specialist			X	
FDUL	Food Unit Leader	Incident Command System	X	X		X
FELB	Felling Boss, Single Resource	Wildland Fire	X	X		*
FEMO	Fire Effects Monitor	Wildland Fire	X	X		
FFT1	Firefighter Type 1	Wildland Fire	X	X		*
FFT2	Firefighter Type 2	Wildland Fire	X	X		*
FIRB	Firing Boss, Single Resource	Wildland Fire	X	X		*
FLEA	Fireline Explosives Advisor	Technical Specialist			X	
FLEB	Fireline Explosives Blaster	Technical Specialist			X	
FLEC	Fireline Explosives Crewmember	Technical Specialist			X	
FLIR	Forward Looking Infrared Operator	Technical Specialist			X	
FLOP	Fork Lift Operator	Technical Specialist				
FMNT	Facilities Maintenance Specialist	Technical Specialist				
FOBS	Field Observer	Wildland Fire	X	X		*
FORS	Forester	Technical Specialist				X
FOTO	Photographer	Technical Specialist				
FRWS	Fire Remote Automated Weather System Technician	Technical Specialist				
FSC1	Finance/Administration Section Chief Type 1	Incident Command System	X	X		*
FSC2	Finance/Administration Section Chief Type 2	Incident Command System	X	X		X
FSC3	Finance/Administration Section Chief Type 3	Incident Command System	X	X		X
FSMO	Fluvial Stream Morphologist	Technical Specialist				X
FUEL	Fueling Specialist	Technical Specialist				
FWBM	Fixed Wing Base Manager	Technical Specialist			X	
FWPT	Fixed Wing Parking Tender	Technical Specialist			X	
GEOG	Geographer	Technical Specialist				X

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GEOL	Geologist	Technical Specialist				X
GEOP	Geophysicist	Technical Specialist				X
GISS	GIS Specialist	Incident Support	X	X		X
GMEC	General Mechanic	Technical Specialist				
GPSP	Global Position System Specialist	Technical Specialist				
GRMG	Grant Manager	Technical Specialist				X
GSAN	Geospatial Analyst	Technical Specialist			X	
GSUL	Ground Support Unit Leader	Incident Command System	X	X		X
HAZ1	Hazardous Materials Technician	Incident Command System				X
HAZM	Hazardous Material Specialist	Technical Specialist				
HCCS	Helicopter Cargo Letdown Check	Technical Specialist				
HCLS	Helicopter Cargo Letdown Spotter	Technical Specialist				
HDSP	Heavy Drop Specialist	Technical Specialist				
HEAC	All-Hazards Helicopter Crewmember	Incident Command System				X
HEAM	All-Hazards Project Helicopter Manager	Incident Command System				X
HEB1	Helibase Manager Type 1 (Six or More Helicopters)	Incident Command System	X	X		*
HEB2	Helibase Manager Type 2 (One to Five Helicopters)	Incident Command System	X	X		*
HECM	Helicopter Crewmember	Wildland Fire	X	X		*
HELRL	Helicopter Long Line/Remote Hook Specialist	Technical Specialist			X	
HEQB	Heavy Equipment Boss, Single Resource	Wildland Fire	X	X		*
HEQO	Heavy Equipment Operator	Technical Specialist				X
HERS	Helicopter Rappel Spotter	Technical Specialist			X	
HESM	Helispot Manager	Technical Specialist				
HESP	Helicopter Operations Specialist	Technical Specialist				
HETM	Helicopter Timekeeper	Technical Specialist				
HIOP	Hand-Held Infrared Operator	Technical Specialist				
HIST	Historian	Technical Specialist				X
HLAR	Historical Landscape Architect	Technical Specialist				X

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HLCO	Helicopter Coordinator	Incident Command System	X	X		*
HMGB	Helicopter Manager, Single Resource	Incident Command System	X	X		*
HPIL	Helicopter Pilot	Technical Specialist				
HRAP	Helicopter Rappeller	Technical Specialist			X	
HRSP	Human Resource Specialist	Incident Support	X	X		X
HTCM	Helitorch Crew Member	Technical Specialist				
HTMG	Helitorch Manager	Technical Specialist			X	
HTMM	Helitorch Mixmaster	Technical Specialist			X	
HTPT	Helitorch Parking Tender	Technical Specialist			X	
HYDR	Hydrologist	Technical Specialist				X
HYDT	Hydrologic Technician	Technical Specialist				X
IADP	Initial Attack Dispatcher	Incident Support	X	X		*
IADS	Infrastructure Assessment; Dam Safety Inspector	Technical Specialist				X
IARR	Interagency Resource Representative	Incident Support	X	X		X
ICA2	All-Hazards Incident Commander Type 2	Incident Command System				X
ICA3	All-Hazards Incident Commander Type 3	Incident Command System				X
ICPI	Incident Contract Project Inspector	Incident Support	X	X		X
ICT1	Incident Commander Type 1	Incident Command System	X	X		*
ICT2	Incident Commander Type 2	Incident Command System	X	X		*
ICT3	Incident Commander Type 3	Incident Command System	X	X		*
ICT4	Incident Commander Type 4	Incident Command System	X	X		*
ICT5	Incident Commander Type 5	Wildland Fire	X	X		
IHCA	Assistant Hotshot Superintendent	Technical Specialist			X	
IHCS	Interagency Hotshot Superintendent	Technical Specialist			X	
IMET	Incident Meteorologist	Technical Specialist			X	
IMSA	Incident Medical Specialist Assistant	Technical Specialist			X	
IMSM	Incident Medical Manager	Technical Specialist			X	
IMST	Incident Medical Technician	Technical Specialist			X	

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INBA	Incident Business Advisor	Incident Support	X	X		X
INCM	Incident Communications Center Manager	Incident Command System	X	X		X
INJR	Compensation-for-Injury Specialist	Incident Command System	X	X		X
INSP	Construction and Contractor Inspector	Technical Specialist				X
INTL	Information Lead	Technical Specialist				
INTM	Wildland Fire Investigation Team Member	Associated Activities	X			
INTS	Information Support	Technical Specialist			X	
INVC	Investigator, Criminal	Technical Specialist				
INVF	Wildland Fire Investigator	Associated Activities	X			
INVS	Investigator, Search	Technical Specialist				
INVT	Investigator, Tort	Technical Specialist				
IRCN	Infrared Coordinator, National	Technical Specialist				
IRCR	Infrared Regional Coordinator	Technical Specialist			X	
IRFS	Infrared Field Specialist	Technical Specialist				
IRIN	Infrared Interpreter	Incident Support	X	X		
ITSS	Incident Tech Support Specialist	Technical Specialist			X	
LAAR	Landscape Architect	Technical Specialist				X
LEIS	Law Enforcement Investigation Specialist	Technical Specialist				
LEO1	Law Enforcement Officer Level 1	Incident Command System				X
LEO2	Law Enforcement Officer Level 2	Incident Command System				X
LEOL	Law Enforcement Team Leader	Incident Command System				X
LIBR	Librarian	Technical Specialist				X
LOAD	Loadmaster	Technical Specialist				
LOFR	Liaison Officer	Incident Command System	X	X		X
LSC1	Logistics Section Chief Type 1	Incident Command System	X	X		*
LSC2	Logistics Section Chief Type 2	Incident Command System	X	X		X
LSC3	Logistics Section Chief Type 3	Incident Command System	X	X		X
LTAN	Long Term Fire Analyst	Wildland Fire	X	X		

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MABM	MAFFS Airtanker Base Manager	Technical Specialist			X	
MABS	MAFFS Airtanker Base Specialist	Technical Specialist			X	
MAFC	MAFFS Clerk	Technical Specialist			X	
MAFF	MAFFS Liaison Officer	Technical Specialist			X	
MALO	MAFFS Asst Liaison Officer	Technical Specialist			X	
MCAD	Military Crew Liaison Advisor	Technical Specialist			X	
MCCO	MAC Group Coordinator	Technical Specialist			X	
MCIF	MAC Group Information Officer	Technical Specialist			X	
MEDL	Medical Unit Leader	Incident Command System	X	X		X
MILO	Military Liaison Officer	Technical Specialist				
MXMS	Mixmaster	Technical Specialist			X	
OCEA	Oceanographer	Technical Specialist				X
OPBD	Operations Branch Director	Incident Command System	X	X		*
OPS3	Operations Section Chief Type 3, Wildland Fire	Incident Command System	X	X		*
ORDM	Ordering Manager	Incident Command System	X	X		X
OSA2	All-Hazards Operations Section Chief Type 2	Incident Command System				X
OSC1	Operations Section Chief Type 1	Incident Command System	X	X		*
OSC2	Operations Section Chief Type 2	Incident Command System	X	X		*
OSC3	Operations Section Chief Type 3	Incident Command System				X
PA10	Purchasing Agent, Ten Thousand	Technical Specialist			X	
PA25	Purchasing Agent, Twenty-Five Thousand	Technical Specialist			X	
PA50	Purchasing Agent, Fifty Thousand	Technical Specialist			X	
PACK	Packer	Technical Specialist				
PARK	Parking Tender	Technical Specialist				
PCSP	Paracargo Specialist	Technical Specialist				
PETL	Fire Prevention Education Team Leader	Associated Activities	X			
PETM	Fire Prevention Education Team Member	Associated Activities	X			
PIA2	All-Hazards Public Information	Incident Command System				X

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PILO	Fixed or Rotor Wing Pilot	Technical Specialist				
PIO1	Public Information Officer Type 1	Incident Command System	X	X		*
PIO2	Public Information Officer Type 2	Incident Command System	X	X		*
PIO3	Public Information Officer Type 3	Incident Command System				X
PIOF	Public Information Officer	Incident Command System	X	X		*
PLDO	Plastic Sphere Dispenser Operator	Technical Specialist			X	
PMEC	Pump Mechanic	Technical Specialist				
PREV	Prevention Technician	Technical Specialist				
PROC	Procurement Unit Leader	Incident Command System	X	X		X
PROS	Procurement Specialist	Technical Specialist				
PSA2	All-Hazards Planning Section Chief Type 2	Incident Command System				X
PSAR	Preventative Search and Rescue	Incident Command System				X
PSC1	Planning Section Chief Type 1	Incident Command System	X	X		*
PSC2	Planning Section Chief Type 2	Incident Command System	X	X		*
PSC3	Planning Section Chief Type 3	Incident Command System	X	X		X
PSDP	Public Safety Dispatcher	Incident Command System				X
PTIN	Pilot Inspector	Technical Specialist				
PTRC	Personnel Time Recorder	Incident Command System	X	X		X
PUMP	Pump Operator	Technical Specialist				
RADO	Radio Operator	Incident Support	X	X		X
RAMP	Ramp Manager	Technical Specialist			X	
RAVT	Radio Avionics Technician	Technical Specialist				
RAWS	Remote Automated Weather Station Technician	Technical Specialist			X	
RCDM	Receiving/Distribution Manager	Incident Command System	X	X		X
REAC	Resource Advisor Coordinator	Technical Specialist				X
READ	Resource Advisor	Technical Specialist			X	X
REAF	Resource Advisor, Fireline	Technical Specialist			X	
REGS	Rescue Group Supervisor	Incident Command System				X

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RESC	Resource Clerk	Technical Specialist				
RESL	Resource Unit Leader	Incident Command System	X	X		X
RESP	Rehabilitation Specialist	Technical Specialist				
RMAC	Regional MAC Group Representative	Technical Specialist				
RRAP	RERAP Specialist	Technical Specialist				
RTCM	Retardant Crewmember	Technical Specialist			X	
RXB1	Prescribed Fire Burn Boss Type 1	Wildland Fire	X	X		*
RXB2	Prescribed Fire Burn Boss Type 2	Wildland Fire	X	X		
RXB3	Prescribed Fire Burn Boss Type 3	Technical Specialist			X	
RXCM	Prescribed Fire Crew Member	Technical Specialist			X	
RXM1	Prescribed Fire Manager Type 1	Wildland Fire	X	X		
RXM2	Prescribed Fire Manager Type 2	Wildland Fire	X	X		
SACI	SAIT Chief Investigator	Technical Specialist				X
SAIL	SAIT Team Leader	Technical Specialist				X
SATM	SAIT Safety Manager	Technical Specialist				X
SCEN	Environmental Scientist	Technical Specialist				X
SCKN	Status/Check-In Recorder	Incident Command System	X	X		X
SCPH	Physical Scientist	Technical Specialist				X
SCRD	Security Guard	Technical Specialist				
SCUB	Scuba Diver	Technical Specialist				
SEC1	Security Specialist Level 1	Technical Specialist			X	
SEC2	Security Specialist Level 2	Technical Specialist			X	
SECG	Security Guard	Technical Specialist			X	
SECM	Security Manager	Incident Command System	X	X		X
SEMG	Single Engine Air Tanker Manager	Incident Support	X	X		
SFDR	Structural Fire Apparatus Driver-Operator	Incident Command System				X
SFF1	Structural Firefighter Type 1	Incident Command System				X
SFOL	Structural Fire Line Officer	Incident Command System				X

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SIAL	All-Hazards Situation Unit Leader	Incident Command System				X
SITL	Situation Unit Leader	Incident Command System	X	X		*
SMEC	Small Engine Mechanic	Technical Specialist			X	
SMKJ	Smokeyumper	Technical Specialist				
SOA2	All-Hazards Safety Officer Type 2	Incident Command System				X
SOF1	Safety Officer Type 1	Incident Command System	X	X		*
SOF2	Safety Officer Type 2	Incident Command System	X	X		*
SOF3	Safety Officer Type 3	Incident Command System				X
SOFO	Safety Officer Occupational Health	Technical Specialist				X
SOFR	Safety Officer, Line	Incident Command System	X	X		*
SOIL	Soil Science Specialist	Technical Specialist				
SOPL	Strategic Operational Planner	Wildland Fire	X	X		
SPAG	Special Agent	Technical Specialist				
SPOT	Smokeyumper Spotter	Technical Specialist				
SPUL	Supply Unit Leader	Incident Command System	X	X		X
SRGA	Search and Rescue Geographic Information Analyst	Incident Command System				X
SRT1	Search and Rescue Squad Leader	Incident Command System				X
SRT2	Search and Rescue Technician	Incident Command System				X
SRT3	Search and Rescue Technician Type 3	Incident Command System				X
SRTL	Search and Rescue Team Leader	Incident Command System				X
SRTM	Search Team Member	Technical Specialist				
STAM	Staging Area Manager	Incident Command System	X	X		X
STCR	Strike Team Leader Crew	Incident Command System	X	X		*
STEN	Strike Team Leader Engine	Incident Command System	X	X		*
STEQ	Strike Team Leader Heavy Equipment	Incident Command System	X	X		*
STLM	Strike Team Leader Military	Technical Specialist			X	
STOP	Specialty Tracked Equipment Operator	Technical Specialist			X	
STPS	Structure Protection Specialist	Wildland Fire	X	X		*

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SUBD	Support Branch Director	Incident Command System	X	X		X
SVBD	Service Branch Director	Incident Command System	X	X		X
SWF1	Swiftwater Rescue Squad Leader	Incident Command System				X
SWF2	Swiftwater Rescue Technician	Incident Command System				X
SWFL	Swiftwater Rescue Team Leader	Incident Command System				X
TAES	Technical Assistance; Engineering Support	Technical Specialist				X
TCSP	Telecommunications Specialist	Technical Specialist				
TFLD	Task Force Leader	Incident Command System	X	X		*
THSP	Technical Specialist	Technical Specialist				
TIME	Time Unit Leader	Incident Command System	X	X		X
TMRT	Technical Mountain Rescue Technician	Incident Command System				X
TNSP	Incident Training Specialist	Incident Support	X	X		X
TOCL	Toxicologist	Technical Specialist				X
TOLC	Takeoff and Landing Coordinator	Incident Support	X	X		X
TOOL	Tool Attendant	Technical Specialist				
TOWR	Certified Tower Climber	Technical Specialist				
TPIA	Tractor Plow Operator Initial Attack	Technical Specialist			X	
TPOP	Tractor Plow Operator	Technical Specialist			X	
TRQA	Temporary Roofing Quality Assurance Inspector	Technical Specialist				X
TRT1	Technical Rescue Squad Leader	Incident Command System				X
TRT2	Technical Rescue Technician	Incident Command System				X
TRTL	Technical Rescue Team Leader	Incident Command System				X
TTOP	Terra Torch Operator	Technical Specialist				
UAMC	Unmanned Aircraft Mission Controller	Technical Specialist				X
UASO	Unmanned Aircraft Observer	Technical Specialist				X
UASP	Unmanned Aerial Systems Pilot	Technical Specialist				X
UDQA	Debris Quality Assurance Inspector	Technical Specialist				X
UTVO	UTV Operator	Technical Specialist			X	

Position Code	Position Description	Position Category	310-1 Wildland Fire Quals Sys Guide	FSFAQG	Fed Wildland Fire Quals Sup	DOI IPQG <small>*NWCG 310-1 Positions Recognized by DOI</small>
VESP	Vegetation Specialist	Technical Specialist				
VIDO	Video Camera Operator	Technical Specialist				
WEBM	Incident Webmaster	Technical Specialist				
WHHR	Warehouse Materials Handler	Technical Specialist			X	
WHLR	Warehouse Materials Handler Leader	Technical Specialist			X	
WHMG	Warehouse Manager	Technical Specialist				
WHSP	Water Handling Specialist	Technical Specialist				
WLBD	Wildlife Branch Director	Incident Command System				X
WMGR	Wildlife Manager	Technical Specialist				
WMSP	Watershed Management Specialist	Technical Specialist				
WOBS	Weather Observer	Technical Specialist				
WRED	Writer-Editor	Technical Specialist				X
WRET	Writer-Editor, Technical	Technical Specialist				X
WTOP	Water Tender Operator	Technical Specialist				
XEDO	Xedar Operator	Technical Specialist				

Incident Qualifications and Certification System (IQCS)

Inactive IQCS Positions

Total Inactive Positions: 143

List Updated: Jan-25-16

Position Code	Position Description	Inactivation Effective Date
AAGS	Avian Aviation Group Supervisor	1/1/1940
ACCC	Interagency Resource Representative	8/24/2004
ADOA	ADO Team Leader Class A	10/1/2004
ADOB	ADO Team Leader Class B	10/1/2004
ADOC	Certifying Officer for Disbursement	12/31/2007
ADOF	Assistant Disbursing Officer	10/1/2004
ADOM	ADO Team Member	12/31/2007
ADOS	ADO Support Personnel	10/1/2004
AERO	Aerial Observer	3/25/2005
AFUS	Aerial Fusee Operator	3/3/2015
AGAO	Agency Aviation Officer	8/5/2005
ANPA	Para Anthropologist	3/3/2015
APTA	Admin. Payment Team Leader	10/1/2004
Position Code	Position Description	Inactivation Effective Date
AVGS	Avian Group Supervisor	11/1/2013
BOA2	Boat Operator, Craft Less Than Twenty-Five Feet Length	2/5/2007
BOAT	Boat Operator, Craft Greater Than Twenty-Five Feet Length	2/5/2007
BURL	Burned Area ER Rehab Team Ldr	7/30/2003
CASR	Cave Search/Rescue Specialist	11/6/2015
CCOO	Computer Coordinator	5/20/2004
CCRT	C Faller Certifier	1/1/2015
CMGR	Computer Manager	11/6/2015
CMTL	Comptroller	4/29/2015
OFB	Computer Specialist, Fire Behavior	3/3/2015
CRCI	Crew Liaison Officer	9/1/2005
CS50	Contracting Specialist, 50K	8/24/2004

Position Code	Position Description	Inactivation Effective Date
CTSP	Computer Specialist	1/25/2016
DINS	Damage Inspection Specialist	3/3/2015
DOZ1	Dozer Operator (IA)	12/20/2006
DOZB	Dozer Boss	1/30/2006
DOZS	Dozer Boss w/Supervision	1/20/2006
DPIC	Deputy Incident Commander	6/25/2004
DRIB	Bus Driver	9/8/2006
DRVP	Driver, Pickup	8/24/2006
DRVS	Driver, Stakeside	8/24/2006
ECOT	Ecological Technician	3/3/2015
EDIS	Incident Support Organization	2/2/2007
DLC	Logistics Coordinator, Expanded Dispatch	8/24/2004
EMTA	Advanced Emergency Medical Technician	10/1/2014
EMTI	Emergency Medical Technician Intermediate	1/5/2015
EOCC	Emergency Operations Center Coordinator	3/3/2015
ESF4	Emergency Support Function 4	11/27/2007
EXAD	Explosive Advisor	4/29/2015
FAAT	First Aid Station Attendant	3/3/2015
FALA	Faller Class A	10/1/2014
FALB	Faller Class B	10/1/2014
FALC	Faller Class C	10/1/2014
FASP	First Aid Station Specialist	4/29/2015
FHAS	Fire Helicopter Assistant Supervisor	1/25/2016
FHCM	Fire Helicopter Crewmember	1/25/2016
FHCS	Fire Helicopter Supervisor	1/25/2016
FHSL	Fire Helicopter Squad Leader	1/25/2016
FINV	Fire Investigator	1/1/1940
FIRL	Firing Leader	12/19/2013
FLEI	Fireline Explosives, Initial Attack	11/6/2015
FORH	Forester (Hazard Tree)	8/24/2002

Position Code	Position Description	Inactivation Effective Date
FQCO	Frequency Coordinator	3/3/2015
FUM1	Fire Use Manager Type 1	1/30/2006
FUM2	Fire Use Manager Type 2	1/30/2006
FUMA	Fire Use Manager	8/5/2005
FWCO	Fixed Wing Coordinator	3/3/2015
GISA	All-Hazard Geographic Information System Specialist	1/1/1940
GIST	GIS Technical Specialist	9/29/2006
HAZ2	Hazardous Materials Operations	1/1/1940
HCRW	Helitorch Crew Manager	1/30/2006
HCWN	Helicopter Manager	3/2/2007
HECP	Helitack Crew Person	8/24/2004
HEHH	Helicopter Hover Hook-up Specialist	1/1/1940
HEIN	Helicopter Inspector	11/6/2015
HELB	Helicopter Boss	1/30/2006
HELM	Helicopter Manager	1/30/2006
HEMG	Helicopter Manager (Old)	10/31/2002
HEMM	Helitorch Mixmaster	10/16/2005
HERO	Helibase Radio Operator	6/19/2006
HEXT	Helicopter External Loads	1/1/1940
HIAR	Historical Architect	11/12/2014
HLDS	Holding Specialist	2/16/2007
HSTD	Helicopter Support Truck Driver	4/29/2015
IBA1	Incident Business Advisor Type 1	10/1/2014
IBA2	Incident Business Advisor Type 2	10/1/2014
IBA3	Incident Business Advisor Type 3	1/1/2006
ICSA	Incident Command System Advisor	11/6/2015
INCS	Indian Cultural Specialist	8/18/2006
INDI	Incident Dispatcher	8/25/2006
INLO	International Liaison Officer	11/6/2015
INVA	Investigator, Aviation	1/31/2007

Position Code	Position Description	Inactivation Effective Date
IOF1	Information Officer Type 1	1/30/2006
IOF2	Information Officer Type 2	1/30/2006
IOF3	Information Officer Type 3	1/30/2006
IRDL	Infrared Download Operator	4/29/2015
IRRC	Infrared Regional Coordinator	9/15/2006
IWF1	Investigator, Wildland Fire Type 1	3/3/2015
IWF2	Investigator, Wildland Fire Type 2	3/3/2015
IWF3	Investigator, Wildland Fire Type 3	3/3/2015
LEAS	Law Enforcement Analysis Specialist	4/29/2015
LGPA	Paralegal	3/3/2015
LNOA	All-Hazards Liaison Officer	1/1/1940
LPAC	Packer, Long String	1/31/2007
LSCT	Line Scout	7/9/2009
MAFI	MAFFS Information Officer	3/3/2015
MAOC	Military Air Operations Coordinator	11/6/2015
MCIT	MAC Group	2/1/2007
MCOP	Message Center Operator	3/3/2015
MHEC	Military Helicopter Crewmember	3/3/2015
MHEM	Military Helicopter Manager	11/27/2007
MHMS	Military Helicopter Manager Supervisor	2/1/2011
MORE	Mountain Rescue, High Altitude	4/29/2015
NMAC	National MAC Group Representative	3/3/2015
OCSP	Oil Containment Specialist	11/6/2015
ORPA	Orthophoto Analyst	11/6/2015
PA05	Purchasing Agent, Five Thousand	1/1/2004
PBOP	Probeye Operator	4/26/2007
PHSP	Photogrammetry Specialist	3/3/2015
PUSP	Public Health Specialist	4/29/2015
RCRD	Recorder	2/1/2007
RECY	Recycle/Land Monitor Specialist	11/6/2015

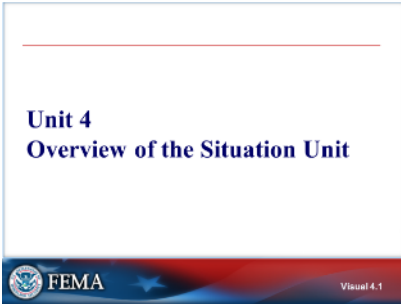
Position Code	Position Description	Inactivation Effective Date
RESE	Remote Sensing Specialist	4/29/2015
RIRE	River Rescue Specialist	11/6/2015
RXFM	Prescribed Fire Monitor	3/24/2005
RXI1	Ignition Specialist Type 1	4/17/2005
RXI2	Ignition Specialist Type 2	4/17/2005
RXPL	Prescribed Fire Planner	1/1/1940
SASP	Snow/Avalanche Specialist	4/29/2015
SEAT	Single Engine Airtanker Manager	7/9/2004
SEC4	Security Specialist Level 4	11/6/2015
SESP	Sewage Treatment Specialist	3/3/2015
SFPS	Structural Fire Protection Specialist	1/1/1940
SOCI	Social Science Specialist	3/3/2015
SOCT	Social Science Technician	3/3/2015
SOSC	Soil Scientist	2/1/2007
SOSP	Soil Conservation Specialist	4/29/2015
SPAC	Packer, Short String	3/2/2007
SPAN	Spanish Language Specialist	3/2/2007
STDZ	Strike Team Leader Dozer	6/19/2006
STPL	Strike Team Ldr Tractor/Plow	6/19/2006
SWRM	Shower Manager	3/3/2015
TESP	Tool and Equipment Specialist	2/1/2007
TMR1	AH Technical Rescue Squad Ldr	1/1/1940
TPL1	Tractor Plow Operator (I.A.)	1/31/2007
TRPB	Tractor/Plow Boss	6/19/2006
TRPS	Tractor/Plow Operator, with Supervision	1/31/2007
WHFL	Warehouse Floor Leader	2/1/2007
WHSE	Warehouse Person	2/13/2007
WTSP	Water Treatment Specialist	3/3/2015

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Unit 4: Overview of Situation Unit

STUDENT MANUAL

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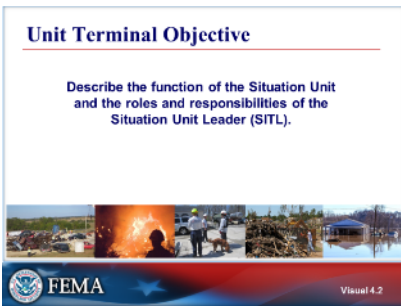


Visual 4.1

UNIT 4: OVERVIEW OF THE SITUATION UNIT

Through this unit, you will gain a general understanding of the roles and responsibilities of the Situation Unit.

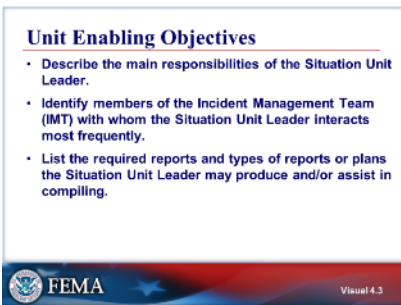
Through discussion of the gathering, processing, and displaying of information inherent to the Unit, you will gain insight into the key elements of the Situation Unit within the Incident Command System.



Visual 4.2

UNIT TERMINAL OBJECTIVE

Describe the function of the Situation Unit and the roles and responsibilities of the Situation Unit Leader (SITL)

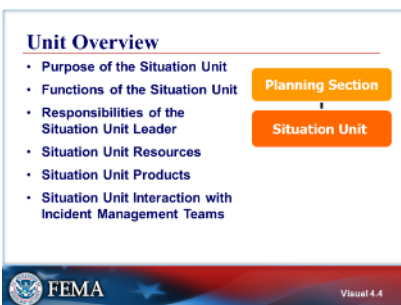


Visual 4.3

UNIT ENABLING OBJECTIVES

- Describe the main responsibilities of the Situation Unit Leader.
- Identify members of the IMT with whom the Situation Unit Leader interacts most frequently.
- List the required reports and types of reports or plans the Situation Unit Leader may produce and/or assist in compiling.

The Final Exam questions are based on the Unit Enabling Objectives.




Visual 4.4

UNIT OVERVIEW

Purpose of the Situation Unit

- The Situation Unit collects, maintains, and displays incident status information for the Incident Management Team.
- The Situation Unit also provides situation evaluation, predictions and analysis, and prepares information on alternative strategies.




FEMA Visual 4.5

Visual 4.5

Situation Unit Functions

The Situation Unit is responsible for determining needs, gathering data, and turning into information (and sometimes intelligence) as well as preparing and displaying incident information.




FEMA Visual 4.6

Visual 4.6

Situation Unit Functions (Cont.)

To perform the functions of a Situation Unit, there must be an understanding of:

- What has happened?
- What progress has been made?
- What are the perimeters?
- What is the incident growth potential?
- What are the threats?
- What are the opportunities?



FEMA Visual 4.7

Visual 4.7

PURPOSE OF THE SITUATION UNIT

The Situation Unit collects, maintains, and displays incident status information for the Incident Management Team.

The Situation Unit also provides situation evaluation, predictions, and analysis, and prepares information on alternative strategies.

SITUATION UNIT FUNCTIONS

- Determining informational needs
- Gathering, analyzing, and evaluating incident data to turn it into information (and sometimes intelligence)
- Preparing and displaying incident information
- Providing mapping, predictive, and risk assessment services
- Submitting reports and documentation

SITUATION UNIT FUNCTIONS (CONT.)

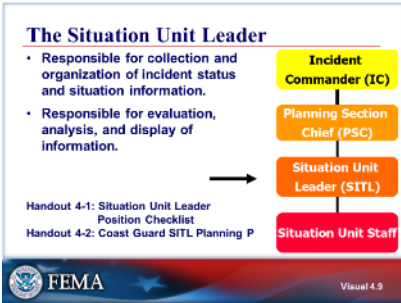
The Situation Unit provides situational awareness:

- What is it?
- What happened?
- Where have we been?
- Where are we now?
- Where are we going?
- What is going to happen next?
- What we can do next?



Visual 4.8

THE SITUATION UNIT LEADER

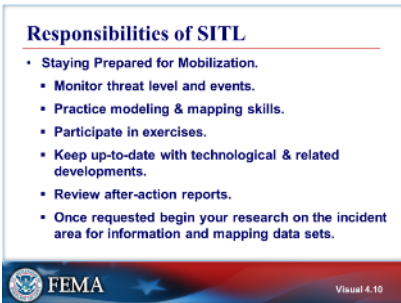


Visual 4.9

THE SITUATION UNIT LEADER

The Situation Unit Leader is responsible for collecting, processing, and organizing all of the incident information. The Situation Unit may also prepare projections of incident growth, maps, and information.

Refer to Handout 4-1: Situation Unit Leader Checklist and Handout 4-2 Operational Period Planning Cycle (Planning P).




Visual 4.10

RESPONSIBILITIES OF THE SITL

It is very important for the Situation Unit Leader to stay prepared for mobilization.

Responsibilities of SITL (Cont.)

- Obtain Briefing from Planning Section Chief or IC.
- Identify reporting requirements and schedules.
- Discuss timelines and priorities.
- Obtain copies of ICS Forms 201, 209, and Incident Action Plans.



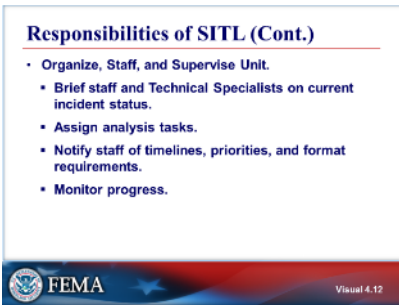
FEMA Visual 4.11

Visual 4.11

RESPONSIBILITIES OF THE SITL (CONT.)

The following steps should also be performed.

- Obtain briefing from Planning Section Chief or Incident Commander.
- Check in.
- Meet with PSC.
 - Identify scheduling issues.
 - Determine timelines, priorities, and expectations.
- Survey current situation.
- Begin collection and analysis of incident data as soon as possible.
- Survey anticipated information and display needs.
 - Incident Management Team's needs.
- Cooperators' needs.



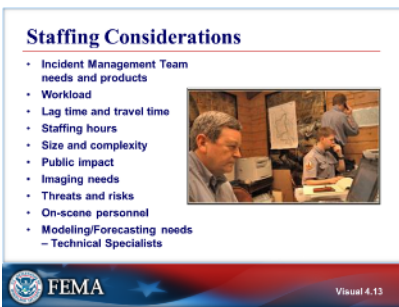
Visual 4.12

RESPONSIBILITIES OF THE SITL (CONT.)

Responsibilities of the Situation Unit Leader include organizing, staffing, and supervising the unit.

- Brief Technical Specialists on current incident status.
- Assign analysis tasks.
- Notify staff of timelines, priorities, and format requirements.
- Monitor progress.
- Assemble staff and manage unit to provide information, based on:
 - Quality information
 - Timely information
 - Constantly updated information
 - Accurate and usable displays of information
 - Information that has been verified and analyzed

On a day-to-day basis, more of the Planning Section Chief's time will be spent managing work associated with the Resources Unit than the Situation Unit, unless there is a problem. Ensure that you have good people to support you.

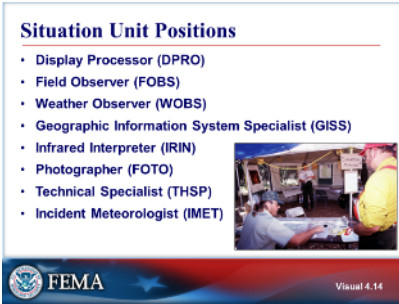


Visual 4.13

STAFFING CONSIDERATIONS

Manage span of control and organize by using manager positions:

- Do not duplicate positions or jobs done by other positions and keep the work as streamlined as possible.
- Only activate positions that are really needed.
- Assign the right people to the right job for the right reason.



Visual 4.14

SITUATION UNIT POSITIONS

Display Processor (DPRO)

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

- Determines number, types, and location of displays required.
- Determines map requirements for the Incident Action Plan.
- Assists the Situation Unit Leader in analyzing and evaluating field reports.

Field Observer (FOBS)

Responsible for collecting situation information from personal observations at the incident and providing information to the Situation Unit Leader, The Field Observer:

- Identifies all facility locations.
- Immediately reports any condition observed that may cause a danger and safety hazard to personnel.
- Gathers information that leads to accurate predictions.

Weather Observer (WOBS)

- Responsible for collecting current incident weather information and providing the information to the Situation Unit Leader.
- Records and reports weather observations at assigned locations on schedule.

Geographic Information System Specialist (GISS)

The Geographic Information System Specialist provides mapping services. Many GISS staff are required to do this work. They produce great looking things that can be useful for Volunteers in Police Service.

The PSC may have to limit access to Geographic Information System Specialists. All map requests should come through the Planning Section Chief.

Infrared Interpreter (IRIN)

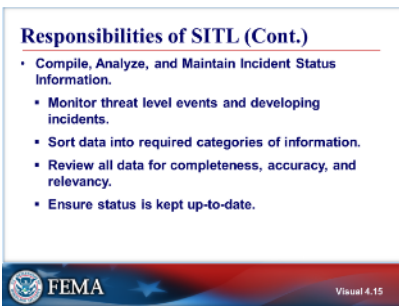
Not used as frequently because the line scan infrared is not used anymore.

Photographer (FOTO)

Typically works with Compensation and Claims in the Finance Section.

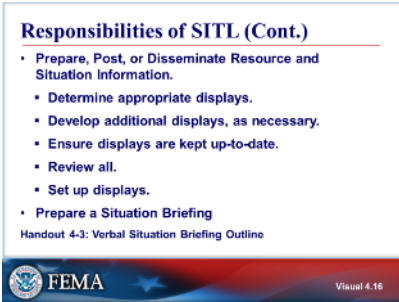
Technical Specialist (THSP)

Technical Specialist may report or support different units within the Planning Section Incident Command.



Visual 4.15

RESPONSIBILITIES OF THE SITL (CONT.)



Visual 4.16

RESPONSIBILITIES OF THE SITL (CONT.)

The Incident Management Team may need a variety of information to assist them in planning for their mission. It is the Situation Unit Leader's responsibility to prepare, post, or disseminate situation information.

- Determine appropriate displays.
- Develop additional displays, as necessary.
- Ensure displays are kept up-to-date.
- Review all.

The SITL may be asked to give a Verbal Situation Briefing during a meeting or briefing.

Refer to Handout 4-3: Verbal Situation Briefing Outline. Handout 4-3 is a template that can be used to prepare for the verbal briefing.

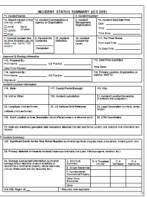
The Incident Management Team will use every piece of information the Situation Unit produces. You cannot possibly produce everything they could ever want. The Planning Section Chief must prioritize.

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

Responsibilities of SITL (Cont.)

- Prepare the ICS Form 209 Incident Status Summary.
- Incident status to Agency Administrators.
- Provides basic information for PIO to use in media releases.
- MAC Groups use it to prioritize incidents competing for similar resources.

Handout 4-4: ICS Form 209- Instructions
Handout 4-5: Sample ICS Form 209



FEMA Visual 4.17

Visual 4.17

RESPONSIBILITIES OF THE SITL (CONT.)

The ICS Form 209 Incident Status Summary is prepared by the Situation Unit. Resource information is obtained from the Resources Unit.

ICS Form 209 serves the following purposes:

- When duplicated and distributed to Command Staff members, it provides them with information regarding status/progress of the IMT's efforts.
- It provides basic information to the Public Information Officer for the preparation of media releases.
- It provides incident information to Agency Administrators, dispatch, and off-incident coordination centers.
- Multi Agency Coordinating (MAC) Groups can use the ICS Form 209 to prioritize incidents that are competing for the same resources.

Refer to the following handouts:

- Handout 4-4: ICS Form 209 instructions
- Handout 4-5: Sample ICS Form 209

Responsibilities of SITL (Cont.)

- Prepare Periodic Predictions.
 - Analyze existing information and provide predictions of future status for use in planning.
 - Assemble information on alternative strategies.
 - Document alternatives.

FEMA Visual 4.18

Visual 4.18

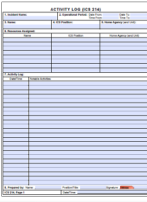
RESPONSIBILITIES OF THE SITL (CONT.)

The Situation Unit Leader provides situation evaluation, prediction, and analysis for the Incident Commander (IC) and Operations Section Chief and prepares information on alternative strategies. Responsibilities include:

- Analyzing existing information and providing predictions of future status for use in planning.
- Assembling information on alternative strategies.
- Identifying resources required to implement contingency plans.
- Documenting alternatives for presentation to the Incident Commander and Operations Section.

Responsibilities of SITL (Cont.)

- Maintain ICS Form 214 Activity Log:
 - Record details of Unit activity.
 - Use as a reference for after-action reports.
 - Submit copy to the DOCL.
 - SITL can use OPS 214 to gain valuable information about the incident.



The image shows a screenshot of the ICS Form 214 Activity Log. It is a table with columns for 'Date/Time', 'Unit', 'Activity', and 'Remarks'. The table is mostly empty, with some faint text visible in the background.

FEMA Visual 4.19

Visual 4.19

RESPONSIBILITIES OF THE SITL (CONT.)

Another responsibility of the Situation Unit Leader is to maintain the ICS Form 214 Activity Log.

The Activity Log is used to record details of Unit activity. The file of these logs provides a basic reference from which to extract information for inclusion in any after-action reports.

An Activity Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Resource Team and Task Force Leaders, and Unit Leaders. Completed logs are forwarded to Supervisors, who provide copies to the Documentation Unit.

The Documentation Unit maintains a file of all activity. It is necessary that one copy of each log be submitted to the Documentation Unit.

The ICS Form 214 can also be used to obtain important information from the Operations personnel. It could be modified to collect specific information about where those personnel have been working and what progress has been made.

Situation Unit Resources

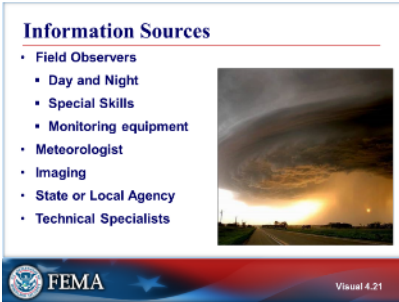


The photograph shows a group of people in a control room or operations center. They are seated at desks with multiple computer monitors. One person in the foreground is looking at a monitor, while others are looking towards the back of the room. The room has a professional, busy atmosphere.

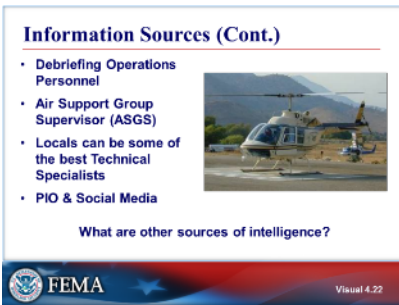
FEMA Visual 4.20

Visual 4.20

SITUATION UNIT RESOURCES



Visual 4.21

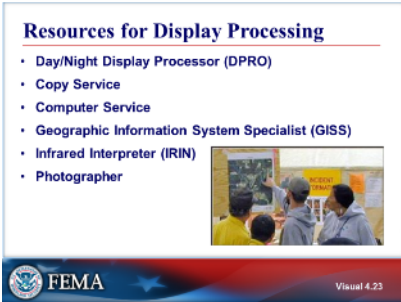


Visual 4.22

INFORMATION SOURCES

INFORMATION SOURCES (CONT.)

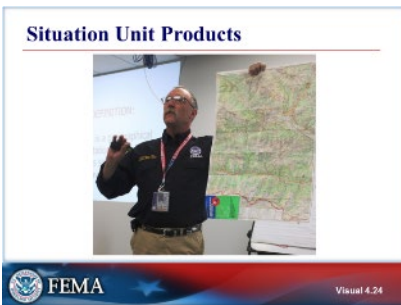
- Debriefing Operations Personnel
 - Set up table where Operations personnel must pass.
 - For example, if a map of the building or flood needs to be created, information can be obtained by interviewing Operations personnel as they finish their shift, or before, using cellular or Internet-based data collection tools.
- Coordinate with Air Support Group Supervisor (ASGS)
 - They schedule flights, look at fires, flights, and floods.
 - They will be using the same helicopters that Operations.
- Great source of information.
- Availability might be limited.
 - Locals can be some of your best Technical Specialists.
 - PIO's and Social Media monitoring can also provide valuable local information.



Visual 4.23

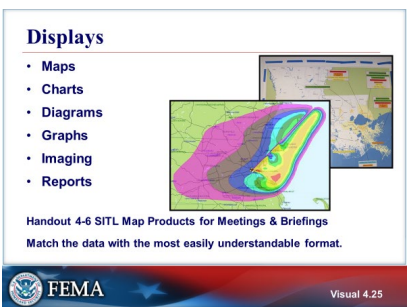
RESOURCES FOR DISPLAY PROCESSING

- Day/Night Display Processor (DPRO)
 - Collects data, prepares displays, and drafts reports.
- Copy Service
 - Makes sure whoever is doing the copying will make it happen.
- Computer Service
- Geographic Information System Specialist (GISS)
 - Great source of information which is difficult to obtain.
- Infrared Interpreter (IRIN)
- Photographer



Visual 4.24

SITUATION UNIT PRODUCTS



Visual 4.25

DISPLAYS

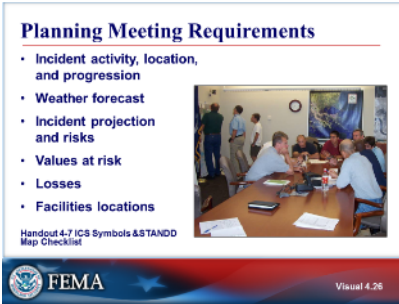
Make sure you match the data with the most easily understandable format.

Develop visuals check to ensure the information is understandable.

- Do those viewing the displayed data understand what's going on?
- Is the information being disseminated to the people who really need to know?

Maps and displays often speed up and/or improve comprehension of information reports.

Refer to Handout 4-6: SITL Map Products for Meeting & Briefings and review. Handout 4-6 shows what displays/maps products are usually required for each specific Meeting & Briefings during the Planning Process.



Visual 4.26

PLANNING MEETING REQUIREMENTS

- Incident activity, location, and progression
- Produce a plot of the incident perimeter, operational boundaries, and facilities, which may be on:
 - Topographical maps
 - Planimetric maps
 - Nautical charts
 - CAD drawings
- At a minimum, prepare a sketch:
 - Spot weather forecast
 - Incident projection
 - Values at risk
 - Losses
- Facilities locations
- Potential drop points, helispots, staging areas, shelters, mobile lab locations, Points of Distribution (PODs), Casualty Collection Points.

Refer to Handout 4-7: ICS Symbols and STANDD Map Checklist.

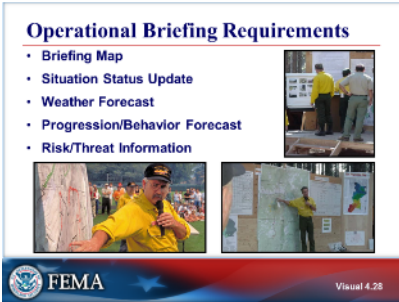
Handout 4-7 is a basic symbols guide for map making. There are numerous other ICS Symbols charts, including the US Coast Guard. Page 2 is the STANDD Checklist.

All maps must STANDD. The students will use Handout 4-8 for any maps they make for the remainder of the course.



Visual 4.27

INCIDENT ACTION PLAN REQUIREMENTS

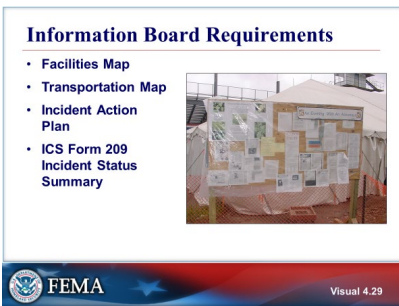


Visual 4.28

OPERATIONAL BRIEFING REQUIREMENTS

The Situation Unit Leader needs to provide products for the Operational Briefing, which may include:

- Briefing Map
 - Often a large, not-to-scale sketch
 - Visibility most important
 - Shows talking points
 - Must be delivered on time and reflect current information
 - Large incidents may require multiple Geographic Information System maps
- Situation Status Update
- Weather Forecast
- Progression/Behavior Forecast
- Risk/Threat Information



Visual 4.29

INFORMATION BOARD REQUIREMENTS

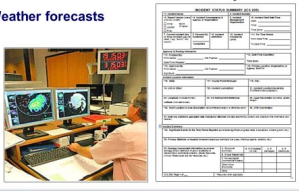
Depending upon the size and duration of the incident, the Situation Unit Leader may need to provide products for the Information Boards, which may include copies of:

- Facilities Map
- Transportation Map
- Incident Action Plan
- ICS Form 209

The SITL can negotiate with the PIO for maintenance of the info board.

Additional Required Products

- ICS Form 209 Incident Status Summary
- Weather forecasts



FEMA Visual 4.30

Visual 4.30

ADDITIONAL REQUIRED PRODUCTS

- ICS Form 209 Incident Status Summary
- Weather forecast

Potential Additional Products

- Projection
- Damage Assessment
- Contingency
- Evacuation
- Resource Protection
- Risks and Hazards
- Decontamination and Disposal
- Cleanup and Recovery
- Monitoring and Samplings




FEMA Visual 4.31

Visual 4.31

ADDITIONAL REQUIRED PRODUCTS (CONT.)

Situation Unit's Interaction with IMT




FEMA Visual 4.32

Visual 4.32

SITUATION UNIT INTERACTION WITH THE IMT

Incident Commander

- Update Incident Commander on current situation.
- Maintain maps in Incident Commander work area.
- Review and approve ICS Form 209:
 - Percent containment and Mitigation
 - Status of Incident
 - Priorities



FEMA Visual 4.33

Visual 4.33


INCIDENT COMMANDER

The Situation Unit Leader must:

- Keep the Incident Commander updated on incident status, damages, and threats
- Maintain maps in the Incident Commander's work area
- Get Incident Commander approval of ICS Form 209
- Obtain Incident Commander approval before releasing documents

Operations Section Chief

- Incident status
- Weather forecasts
- Operations needs map of entire incident
- Sampling maps
- Projections, risks, threats and hazards
- Provide mapping and imaging services
- Verify all incident facilities and travel plans
- Sensitive areas, values, risks, and losses





Visual 4.34

OPERATIONS SECTION CHIEF

Air Operations Branch Director

Coordinate on:

- Map air facilities on IAP map
- Air-hazard maps
- Flight scheduling for reconnaissance or FLIR
- Flight scheduling for FOBS





Visual 4.35

AIR OPERATIONS BRANCH DIRECTOR

Public Information Officer

- Needs intelligence and maps for press release.
- Needs ICS Form 209 ASAP.
 - PIO to release maps or incident info unless confirmed by SITL.
- Make agreement on information board maintenance.




Visual 4.36

PUBLIC INFORMATION OFFICER

Safety Officer

- Inform on Incident Status
- Keep updated on threats and risks
- Obtain injury info for ICS Form 209
- Can use to gather information/intel




FEMA Visual 4.37

Visual 4.37

SAFETY OFFICER

Ground Support Unit

- Work with the Ground Support Unit to identify the location of Drop Points.
- Assist with their mapping needs.
- Verify the location of Staging Area(s).




FEMA Visual 4.38

Visual 4.38

GROUND SUPPORT UNIT

Facilities Unit Leader

- Assist Facilities Unit Leader in locating sites for incident facilities.
- Prepare Facilities Map with input from Facilities Unit Leader.




FEMA Visual 4.39

Visual 4.39

FACILITIES UNIT LEADER

Resources Unit Leader

- Assist in locating resources.
- Obtain ICS Form 209 resource info.




FEMA Visual 4.40

Visual 4.40

RESOURCES UNIT LEADER

Resource Advisors and Agency Reps

- Values
- Map sources
- Local personnel
- Stay informed
- Sensitive resources and issues
- SITL provides access to mapping products and ICS-209



Handout 4-8: Map Request Form

FEMA Visual 4.41


Visual 4.41

RESOURCE ADVISORS AND AGENCY REPS

Refer to Handout 4-8: Map Request Form. Handout 4-8 will help eliminate confusion on what map elements are needed.

Cost Unit Leader

Obtain ICS Form 209 cost information.




FEMA Visual 4.42

Visual 4.42

COST UNIT LEADER

Compensation and Claims Unit Leader

- Provide information on damages and losses.
- Assist with documentation and imaging of possible claims and losses.
- Obtain information on reportable injuries.




FEMA Visual 4.43

Visual 4.43

EOC Support

- ICS Form 209
- Information on Incident Status
- Maps of the incident as requested
- EOC may be able to assist with access to plans, maps, forecasting and modeling



FEMA Visual 4.44

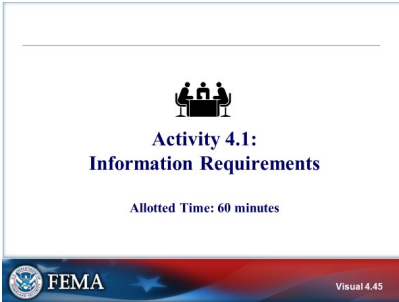
Visual 4.44

COMPENSATION AND CLAIMS UNIT LEADER

EOC SUPPORT

The Situation Unit Leader must:

- Provide information to many persons and/or agencies not on the Incident Management Team.
- Be prepared for surprise briefing and map requests from:
 - Agency Representatives and Dispatchers
 - VIPs
- Emergency Operation Center:
 - ICS Form 209
 - Information on Incident Status
 - Maps of the incident as requested
- The EOC can also help the SITL with access to numerous plans kept on file at EOC's – Evacuation Plans, Response Plans, HAZUS Modeling, etc.
- The EOC may be able to help with Contingency Plans and other workloads.

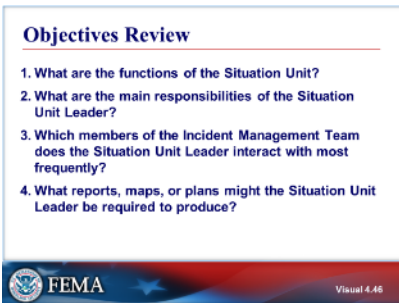


Visual 4.45

ACTIVITY 4.1: INFORMATION REQUIREMENTS

The instructor will explain Activity 4.1.

You will have 1 hour to complete the activity.



Visual 4.46

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the main responsibilities of the SITL.
- Identify members of the IMT with whom the Situation Unit Leader interacts most frequently.
- List the required reports and types of reports or plans the Situation Unit Leader may produce and/or assist in compiling.

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Supplemental Materials

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Handout 4-1: Situation Unit Leader Position Checklist

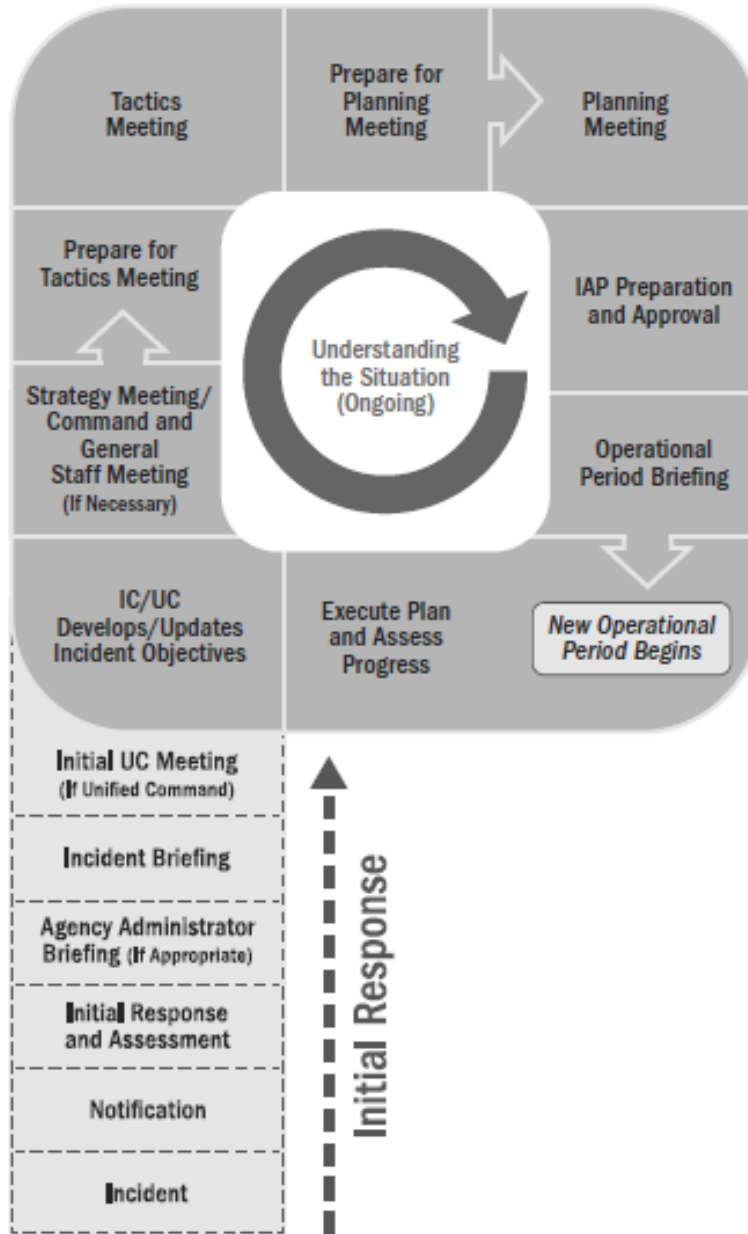
The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

Task

1. Obtain briefing from Planning Section Chief:
 - Review ICS Form 201 for incident status.
 - Determine incident objectives and strategy.
 - Determine necessary contingency plans.
 - Identify reporting requirements and schedules—both internal and external to the incident.
2. Organize and staff Unit, as appropriate:
 - Assign Field Observers.
 - Request Technical Specialists, as needed.
3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):
 - Brief Technical Specialists on current incident status.
 - Assign analysis tasks.
 - Notify staff of time lines and format requirements.
 - Monitor progress.
4. Compile, maintain, and display incident status information for Incident Command Post staff:
 - Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
 - Determine appropriate map displays.
 - Review all data for completeness, accuracy, and relevancy before posting.
 - Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in planning area.
 - Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
 - Ensure displays and maps are kept up to date.
5. Provide photographic services and maps:

- Photographic services may be used to document operations and information activities, public information activities, and accident investigations.
 - Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate.
 - Ensure photographs are processed at the end of each operational period.
 - Request or develop additional and specialized maps as required.
 - Provide Incident map(s) for Incident Action Plan (IAP).
6. Provide situation evaluation, prediction, and analysis for Command and Operations; prepare information on alternative strategies:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204 Contingency Plan.
 7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished, and work left to be accomplished.
 8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.
 9. Prepare ICS Form 209 Incident Status Summary and other status reports, as assigned before each Planning Meeting:
 - Provide copies to Command and General Staff.
 - Forward to agency administrator and to other entities, as directed.
 10. Participate in Planning Meetings, as required.
 11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.
 12. Provide Briefing to relief on current and unusual situations.
 13. Document all activity on ICS Form 214 Activity Log.

Handout 4-2: Operational Period Planning Cycle (Planning P)



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Handout 4-3: Verbal Situation Briefing Outline

Introduction: Your Name & Incident Position

Name and Type of Incident (Fire/Flood/Maritime/Hazmat/Civil Unrest)

Date and Time, and Title of Briefing (Planning Meeting, Ops Briefing, etc.)

Extent of Incident, Current Perimeter, Area of Operation

Established Facilities

Systems/Infrastructure Affected (Power, Water, Sewage, Transportation, etc.)

Verified numbers of fatalities/Injuries

Significant Impacts

Major Considerations (Approaching Weather Systems, High Priority Activities, Political Sensitivities, etc.)

Evacuations and Shelters (Populations Displaced)

Prognosis/Forecasts/Threats

Weather Forecast

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Handout 4-4: ICS Form 209 Instructions

Refer to EL_962_HO_4-4_ICs_Form_209.pdf

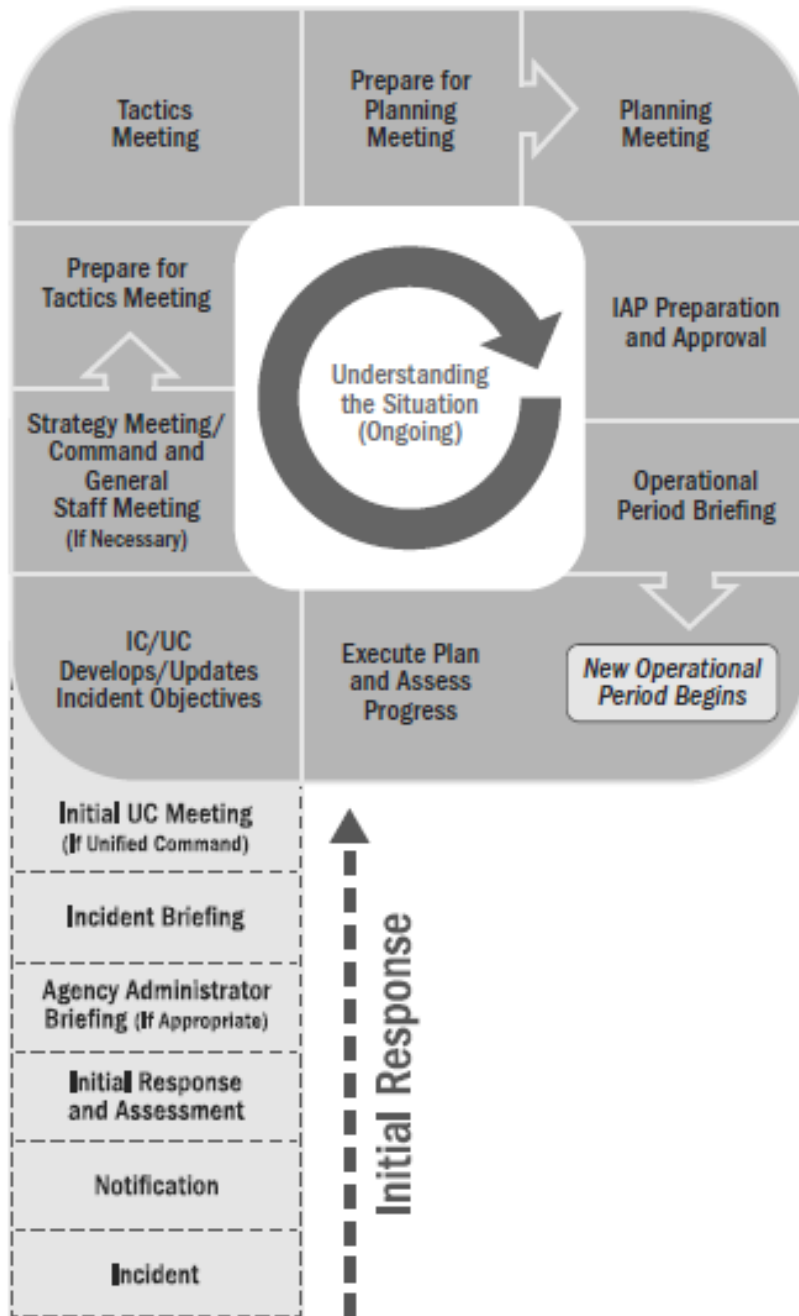
Handout 4-5: Sample ICS Form 209

Refer to EL_962_HO_4-5_ICs_Form_209.pdf

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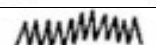
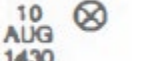








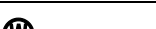

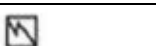

Handout 4-6: SITL Map Products for Meetings & Briefings

Meeting Order and Name	Who Attends	Intended Audience	Meeting Objectives	Comments	SITL Products needed for meeting
1. Strategy if needed	IC, Command & General Staff (C&GS), Agency Admin. (Optional)	C&GS	From Agency Administrator Direction, validate incident or adjust objectives.	Convened when there is a change to the incident objectives. If incident objectives are unchanged, it is not necessary to have this meeting. Objectives documented on ICS Form 202.	
2. Command & General Staff	C&GS only	C&GS only	Monitoring of Team Performance and adjustments as necessary.	Can be held any time, usually informal over lunch or similar. Monitors "pulse" of the C&GS.	
3. Tactics	OSC, PSC, SOF, LSC, RESL	OSC, PSC, SOF, LSC	Develop draft ICS Form 215 for next operational period.	Conducted in private to develop achievable tactical plan. Be sure it achieves ICS Form 202 objectives.	Incident map, working copy
4. Planning	C&GS, Selected Unit Leaders, Agency Reps.	C&GS VIPS, Agency Admin.	Present the Draft ICS Form 215 to the whole IMT, adjust plan as necessary.	This is the most "choreographed" meeting. IC approves tactical plan at this stage.	Incident map working copy, maybe same one from Tactics Meeting
5. IAP Preparation and duplication				Typically, RESL & DOCL do most of the work. Other Section personnel as needed.	IAP Map, Traffic Plan & Facilities Maps
6. Operations Period Briefing	C&GS	Operational Resources Leader (DIVS, TFL, STL, Group Sup. Etc.)	Brief Operation Section supervisors on work assignments and other important components of the plan.	Distribute copies of IAP to Supervisors. Brief on assignments, work location, resources etc.	Incident Map Large Scale





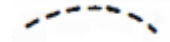

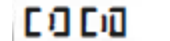

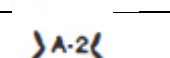

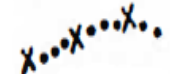
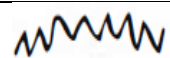



Handout 4-7: ICS Symbols and STANDD Map Checklist

SUGGESTED SYMBOLS FOR PLACEMENT ON A BASE MAP

Map Symbol	Symbol Description	Symbol Color
	Ridge	Black
	Manmade Features	Black
	Completed Dozer Line	Black
	Completed Line	Black
	Line Break Completed	Black
	Fire Origin or Hazard (Identify type of hazard – power lines, etc...)	Red
	Incident Command Post	Blue
	Incident Base	Blue
	Camp (Identify by name)	Blue
	Helispot (Include location and number)	Blue
	Helibase	Blue
	Repeater/ Mobile Relay	Blue
	Telephone	Blue
	Fire Station	Blue
	Water Source (Identify type -pond, cistern, hydrant, etc...)	Blue
	Mobile Weather Unit	Blue
	IR Downlink	Blue
	First Aid Station	Blue

SUGGESTED SYMBOLS FOR PLACEMENT ON OVERLAYS

Map Symbol	Symbol Description	Symbol Color
	Uncontrolled Fire Edge (Identify date and time)	Red
	Spot Fire (Identify date and time)	Red
	Hot Spot (Identify date and time)	Red
	Fire Spread Prediction (Identify date and time)	Orange
	Planned Fire Line	Black
	Planned Secondary Line	Black
	Branches (Initially numbered clockwise from fire origin)	Black
	Divisions (Initially lettered clockwise from fire origin)	Black
	Segments (Combine division letter with clockwise numbering within the division)	Black
	Wind Speed and Direction	Black
	Proposed Dozer Line	Black
	Fire Break (Planned or Incomplete)	Black
	Staging Area (identify by name)	Blue

Overlays should include registration marks to enable the overlay to be positioned correctly on the map. These registration marks may consist of identified road intersections, township/ range coordinates, map corners, etc.

Handout 4-7: ICS Symbols and STANDD Map Checklist (Cont.)

Maps – Standards Checklist

S.T.A.N.D.D. Standard

_____ **Scale.** The scale is usually drawn at bottom of map. If map is “not to scale” then write that on the map. Map scale may change with the copying process.

_____ **Title.** Map title should be at top of map. Incident name and number should also be included (includes state, unit identifier, and number; Roaring River Derailment: CO-CEC-5975

_____ **Author.** The person who created the map should write their name or initials in the lower right corner.

_____ **North arrow.** North arrow should always be on the map.

_____ **Date.** The date and time information was gathered should be written somewhere on the map.

_____ **Datum.** The datum of the map should be written somewhere. This is important for Global Positioning Systems.

Symbology Standard

_____ Incident Command System (ICS) symbology. Additional symbols must be defined in legend.

Accuracy Standard

_____ Current and up-to-date information.

_____ Features are drawn in right location and have accurate shape and proportion.

_____ Map scale is accurate or states “not to scale.”

Utility Standard

_____ Map dimensions are appropriate to use.

_____ Complete.

_____ Readable.

_____ **Deadline met.**

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Handout 4-8: Map Request Form

Date: ___/___/_____

Desired Delivery Date and Time: ___/___/_____ AM/PM

Requested by: _____

Deliver to: _____

Quantity: _____

Audience (circle): **Ops** **Public** **Planning** **Other:** _____

Physical Map Properties

Format (circle): **Electronic** **Hard Copy**

If electronic, circle desired file format: **PDF** **JPEG** **Other:**

Provide your email:

Size (circle): **8.5 X 11 in** **11 X 17 in** **17 X 22 in** **36 X 48 in** **Other:**

Orientation (circle): **Landscape** **Portrait**

Physical Map Properties

Color (circle): **Black and white** **Color**

Title: _____

Lat/Long Grid (circle): **Y** **N**

Layers (check all that apply):

- | | |
|---|--------------------------------------|
| <input type="checkbox"/> Topography | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Hillshade | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Roads | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Ownership | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Rivers | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Cabins | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Allotments | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Fire Perimeter | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Mileposts | |
| <input type="checkbox"/> ICS Symbols | |
| <input type="checkbox"/> Towns | |
| <input type="checkbox"/> Protection Zones | |

Map Request Form (continued)

Special Requests

Activity 4.1: Information Requirements

Information Requirements Activity 4.1 Overview - Unit 4

Purpose

The purpose of this activity is to provide students with an opportunity to practice performing some of the responsibilities of the Situation Unit. The focus will be on information needs and how best to provide or display this information.

Note: In NIMS, “intelligence” refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

Objectives

Students will:

- Identify information needs for an incident
- Determine the most effective methods of providing or displaying this information

Activity Structure

This scenario-based activity is scheduled to last approximately 40–60 minutes, including small group discussion and presentation of each group’s approach and answers. Students will review a scenario, then discuss and document on an easel pad the information requirements and how best to display them. Groups will then present their approach to the entire class.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4 to 6. Each group will assume the role of SITL.

Players respond to the situation based on their expert knowledge of response procedures, current plans in place in their community, and insights derived from training. **The following are the specific instructions for your participation in the activity:**

1. Within your work group, select a group spokesperson.
2. Review the information provided. Given the information in the scenario, identify possible additional information requirements.
3. Write the possible information requirements and ways to provide or display this information on an easel pad paper.
4. Present your group’s approach to the class.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Activity 4.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	40 minutes	Small Group
Debrief/Review	15 minutes	Classroom

Activity 4.1 Scenario Introduction

NOTE: This scenario is the same as the scenario for Activity 3.1. The only difference is the questions at the end. Refer to the ICS Form 201 Activity 3.1 as necessary.

Situation

Early this morning, a Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. The front part of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment. Central City Police Department cars are on both sides of the river at the derailment. Their police radio picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident. One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reporters are lining up for interviews as well.

There is a pervasive rumor that the train engineer's license to operate the engine had expired, but that is being checked out. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. HazMat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The mayor has issued an evacuation order for residents in the surrounding area and is requesting assistance from the State. The Red Cross is establishing an evacuation center at North High Schools in Central City.

There are rumors that hundreds of Coho salmon, a federally listed threatened species, have been killed in the river. The Parks Department, County, and State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses for 25 miles downriver from the rail bridge site.

The Emergency Medical Agency in Liberty County is reporting numerous incidents of burning eyes and lungs. The Central City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along this stretch of the Roaring River.

The local Incident Management Team has delegated authority for the entire area affected by the train derailment. Liberty County, in the State of Columbia, is the largest county in the State in

terms of population, and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 149,000 and the metropolitan area population is approximately 302,412. Central City serves as a major transportation hub within the State, serving commercial river traffic and rail, air, and interstate traffic and is 40 miles from the Port of Charlotte, on the Big Ocean.

Incident Objectives

Initial incident objectives were general:

1. Provide for the safety of the public and a safe work environment for all responders.

Identify current and potential hazardous materials releases and potential impacts to the public and environment, including: Human Exposure, Municipal Water Supplies, Air Quality, Flora and Fauna.

Establish safety mitigations for firefighters and extinguish fires as soon as possible.

Prepare and initiate a plan to contain and prevent further release of hazardous materials by 1200 hours tomorrow.

Complete a damage survey within 24 hours.

Establish HAZMAT clean-up activities with a target completion time of 72 hours.

Return all public facilities used for the response to at least minimal operational condition within 48 hours.

Activity 4.1 Questions

1. a) What additional information or intelligence is essential?

b) What information is useful, but not essential?

c) What additional information do you think the rest of the staff would need?

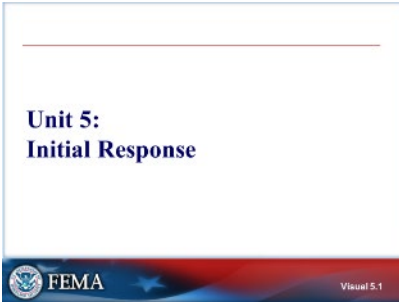
2. What would be the best way to display or provide this information (e.g., large wall displays, letter-sized page for each person, etc.)?

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Unit 5: Initial Response

STUDENT MANUAL

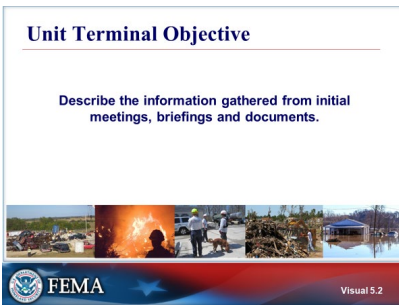
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Visual 5.1

UNIT 5: INITIAL RESPONSE

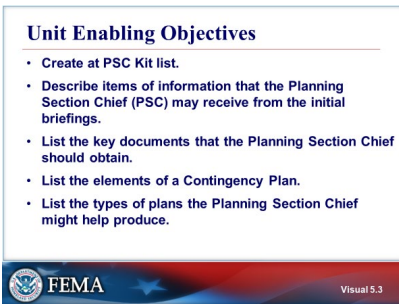
Through this unit, you will understand the importance of the initial response. The focus of the initial response is on gathering incident status information as well as obtaining the many agency requirements. This unit will provide descriptions for each of the meetings that occur as well as the documents that should be obtained during the initial response. You will learn the significance of information gathering, organizing, and communicating.



Visual 5.2

UNIT TERMINAL OBJECTIVE

Describe the information gathered from initial meetings, briefings and documents.



Visual 5.3

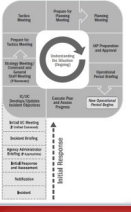
UNIT ENABLING OBJECTIVES

- Create a PSC kit list.
- Describe items of information that the Planning Section Chief will receive from the initial briefings.
- List the key documents that the Planning Section Chief should obtain.
- List the elements of a Contingency Plan.
- List the types of plans the Planning Section Chief might help produce.

The Final Exam questions are based on the Unit Enabling Objectives.

Unit Overview


- Initial Response and Assessment
- Initial Meeting or Briefings
- Initial Documents
- Strategy
- Contingency Plans



FEMA Visual 5.4

Visual 5.4

Initial Response and Assessment



FEMA Visual 5.5

Visual 5.5

UNIT OVERVIEW

- Initial Response and Assessment
- Initial Meeting or Briefings
- Initial Documents
- Strategy
- Contingency Plans

INITIAL RESPONSE AND ASSESSMENT



Visual 5.6

PERSONAL PLANS KIT

It is essential that the Planning Section Chief arrive on time with a well-stocked kit. The Planning Section Chief may divide the responsibility for carrying the forms and supplies among the team. The kit should be easily transportable and be within agency weight limitations.

- Essential ICS forms (these are the forms required to immediately begin preparing the Incident Action Plan and accomplish required reporting)
 - ICS Forms 202, 203, 204, 205, 206, 207, 208, 209, 211, 213, 214, 215, 215A, and 219s
- Other ICS Forms 221 and 225
- Sample documents, templates, and plans (hard copy or electronic)
 - Sample Delegation of Authority or Letter of Direction Letter
 - Evacuation Plan(s)
 - Transition Plan(s)
 - Demobilization Plan
- References
 - Plans Section Chief, SITL, RESL, DEMOB, DOCL Job Aids
 - Mobilization Guides
 - IMT SOG's
 - Unit Identifiers
 - Field Operations Guide
 - ICS forms catalog
 - ICS position descriptions
 - Individual and team guidelines
 - Mnemonics and airport designators
 - Phone numbers of people you might need to call for more support



Visual 5.7

SUPPLIES AND EQUIPMENT


The Planning Section Chief is also responsible for bringing basic essential mapping supplies, appropriate office supplies, and T-Card holders.

Other Kit Items

- Supplies and equipment:
 -
 -
 -
 -
 -
 -
- Laptop computer (and portable printer/copier) with the following software:
 -
 -
 -
 -
 -
 -
- Paper 8 ½" x 11"
- Blue Painter tape (3" wide)
- Projection equipment includes:
 -
 -
 -
 -
 -
- Surge protectors, power inverters, power strips, and extension cords

Notification

- Information gathering begins upon notification.



Where can information be obtained prior to arriving?

FEMA Visual 5.8

Visual 5.8

Initial Response

- Incident size-up is done to set the immediate incident objectives, such as:
 - Nature and magnitude of the incident.
 - Hazards and safety concerns for responders and public.
 - Initial priorities and immediate resource requirements.
 - Location of ICP and Staging Area.
 - Entrance and exit routes for responders.

FEMA Visual 5.9

Visual 5.9

Initial Response and Assessment

- A clear understanding of an incident is critical.
- Many factors must be considered when performing this assessment, but the most important are:
 - Situational awareness.
 - Incident complexity.

FEMA Visual 5.10

Visual 5.10

NOTIFICATION

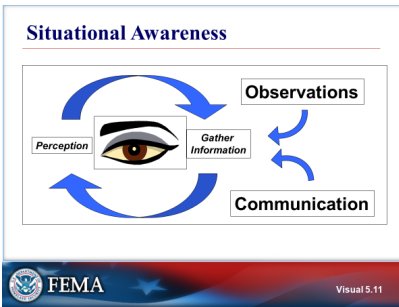
INITIAL RESPONSE

A size-up is done to determine the immediate incident objectives. The first responder to arrive must assume command and size up the situation by determining:

- Nature and magnitude of the incident.
- Hazards and safety concerns.
 - Hazards facing response personnel and the public.
 - Evacuation and warnings.
 - Injuries and casualties.
 - Need to secure and isolate the area.
- Initial priorities and immediate resource requirements.
- Location of Incident Command Post (ICP) and Staging Area.
- Entrance and exit routes for responders.

INITIAL RESPONSE AND ASSESSMENT

Obtaining a clear understanding of an incident is critical. Many factors must be considered when performing this assessment, but the most important and all-encompassing factors are situational awareness and incident complexity.



Visual 5.11

SITUATIONAL AWARENESS

Situational awareness is an awareness of potential incident behavior and the ability to predict where the incident will be in the future.


Situational awareness depends on both individual perception and sharing it with the rest of the team, and involves these actions:

- Identifying problems or potential problems.
- Recognizing the need for action.
- Not ignoring information discrepancies; rather, analyzing discrepancies before proceeding.
- Seeking and providing information before acting.
- Continuing to collect information about the incident and assignments made.
- Assessing your own task performance.
- Identifying deviations from the expected.
- Communicating your situational awareness to team members.

Complexity Analysis

- Factors that affect the probability of control of an incident:
 - Impacts to Life, Property, and the Economy
 - Community and Responder Safety
 - Potential Hazardous Materials
 - Weather and Other Environmental Influences
 - Likelihood of Cascading Events

Handout 5-1: All-Hazards Complexity Analysis



Visual 5.12

COMPLEXITY ANALYSIS

Many factors determine the complexity of an incident, including:

- Impacts to life, property, and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events.
- Potential crime scene.
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.
- Availability of resources.

Refer to Handout 5-1: All-Hazards Incident Complexity Analysis.

Initial Meetings and Briefings

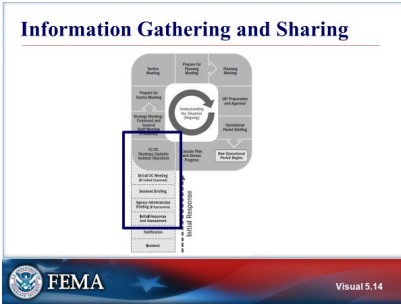


FEMA



Visual 5.13

INITIAL MEETINGS AND BRIEFINGS



Visual 5.14

INFORMATION GATHERING AND SHARING


As the Planning Section Chief, you will be responsible for directing the IMT through the Planning Cycle and holding people accountable for attending these meetings on time and prepared. During the meeting, you will facilitate and potentially take notes (if the Documentation Unit Leader is not present).

Information Gathering and Sharing

- Agency Administrator Briefing
- ICS Form 201 Incident Briefing
- Initial Unified Command Meeting (if Unified Command)
- Incident Commander (IC) or Unified Commander (UC) sets incident objectives
- Initial Strategy Meeting and Information Meeting

Information Gathering

- Information gathering and sharing is very important during the initial briefings, for example:
 - Type of Incident
 - Incident History
 - Magnitude
 - Estimated Duration
 - Constraints
 - Current Plan



What other information could potentially be gathered?

Visual 5.15

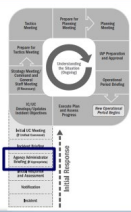
Visual 5.15

INFORMATION GATHERING

Agency Administrator Briefing

- Purpose: To provide common understanding between Agency Administrator (AA) and IMT and present Delegation of Authority (if applicable).
- Attendees: At a minimum, Command and General Staff should attend.

Handout 5-2: Essential Elements from an Agency Administrator
Handout 5-3: Agency Administrator's Briefing Checklist Template



FEMA Visual 5.16

Visual 5.16

AGENCY ADMINISTRATOR BRIEFING

Agency Administrator is the generic title for the Agency Administrator or Executive or Official (or designee) who is responsible for that jurisdiction/agency's response to an emergency. This title is used temporarily, regardless of that person's normal position title. The Jurisdiction/Agency must designate who the IMT will be working with as well as who has the authority to make decisions and obligate funds to mitigate the incident.

The briefing provides information, guidance, and directions, including constraints necessary for the successful management of the incident. A large amount of information is provided during the briefing that must be sorted, analyzed, prioritized, and shared among the Incident Management Team members. Sometimes the Agency Administrator or Executive allows time for questions, but not always.

The purpose of the Agency Administrator Briefing is to:

- Provide a common understanding between the Agency Administrator or Executive and the Incident Management Team.
- Inform the Incident Management Team of the history and current status of the incident, and actions taken to date.
- Present the Delegation of Authority (if applicable).
- Present other documents providing information.
- Identify key agency personnel who will be involved with the Incident Management Team, such as the Agency Administrator's Representative.
- Establish procedures and schedules for communication and resource ordering.
- Establish how news media, public information, and important local and political contacts will be handled on the incident.
- Identify special safety awareness concerns and expectations.

At a minimum, the Command and General Staff should attend. Attendance of other members of the teams should be at the Incident Management Team's discretion. The

Agency Administrator's Briefing is not a public meeting; news media should not be invited.

It is the Planning Section Chief's job to acquire copies of the written AA Briefing and the Delegation of Authority/Letter of Authorization and ensure adequate copies are available for the C&G Staff to use during the Briefing.

Copies of an ICS Form 201 or similar document will be very helpful to your Plans Section staff (discussed later). The PSC will request this document as well.

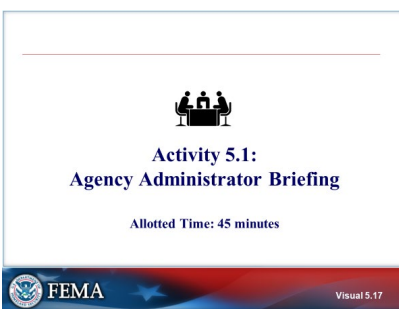
It is also important to coordinate with the IC and the AA on who will facilitate the Briefing. Early arrival to the meeting location is essential to completing this task.

Depending on the experience and NIMS/ICS knowledge of the AA, you and the IC may need to coach them and help them create a briefing document.

You need to obtain the document that authorizes the Incident Management Team to manage the incident, regardless of what it is called, what form it takes, or who delivers it. An Action Memo often documents verbal approvals.

Either at the time of the Agency Administrator Briefing or at a separate place and time, if necessary, ensure that the Incident Management Team has an opportunity to meet with, be briefed by, and thoroughly transition with the current Incident Commander and members of their organization prior to assuming command of the incident.

Refer to Handout 5-2: Essential Elements from an Agency Administrator and Handout 5-3: Agency Administrator's Briefing Checklist Template.



Visual 5.17

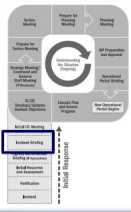
ACTIVITY 5.1: AGENCY ADMINISTRATOR BRIEFING

The instructor will explain Activity 5.1.

You will have 45 minutes to complete the activity.

Incident Briefing

- Purpose: Incoming IC understanding the incident and response well enough to take command.
- Attendees: Prospective IC and Command and General Staff, as available.
- Facilitator: Current IC or Planning Section Chief.



The diagram illustrates the Incident Briefing process. It features a central circular flow with three main components: 'Incident Commander', 'Planning Section Chief', and 'Command and General Staff'. Arrows indicate a clockwise flow of information. The 'Incident Commander' provides 'Incident Information' to the 'Planning Section Chief', who then provides 'Situation Summary' to the 'Command and General Staff'. The 'Command and General Staff' provide 'Current and Planned Objectives' back to the 'Incident Commander'. The 'Planning Section Chief' also provides 'Current and Planned Actions, Strategies and Tactics' to the 'Incident Commander'. A 'Map/Sketch' is shown as an input to the 'Incident Commander'. The 'Incident Commander' also provides 'Resource Summary' to the 'Planning Section Chief'. The 'Planning Section Chief' provides 'Resource Assignment' to the 'Command and General Staff'. The 'Command and General Staff' provide 'Resources in-route or ordered' back to the 'Incident Commander'. The diagram is labeled 'Incident Briefing' and 'Initial Response'.

FEMA Visual 5.18

Visual 5.18

INCIDENT BRIEFING

The incoming Incident Commander needs to understand the incident and response well enough to take command.

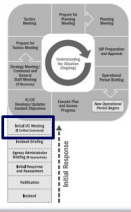
ICS Form 201 Incident Briefing information is updated and used as the initial response incident action plan and briefing tool until the response ends or the ICS Form 201 is superseded by a formal IAP. ICS Form 201 contains the following information:

- Map/Sketch
 - Facilities Established
- Situation Summary and Health and Safety Briefing
 - Incident Potential
- Current and Planned Objectives
- Current and Planned Actions, Strategies and Tactics
- Current Organization
- Resource Summary
 - Resource Assignment
 - Resources in-route or ordered

The facilitator for this Incident Briefing will be the current Incident Commander or possibly the incoming Planning Section Chief. The attendees will be the incoming Incident Commander and Command and General Staff, as available.

Initial Unified Command Meeting

- Purpose: Unified Command (UC) agreement on scope and emphasis of response, establish and document constraints, limits, as well as establish and agree on priorities.
- Attendees: ICs in the UC.
- Facilitator: IC or UC or Planning Section Chief.
- Applicable for a unified command.



FEMA Visual 5.19

Visual 5.19

INITIAL UNIFIED COMMAND MEETING

The purpose of the Unified Command Meeting is to obtain agreement on important issues prior to the Initial Strategy meeting. These include:

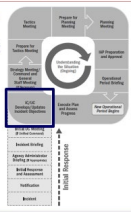
- Considering criteria for Unified Command; validating newly formed Unified Command.
- Identifying scope and emphasis of response.
- Establishing and documenting constraints and limits.
- Establishing and agreeing on priorities.
- Agreeing on staff assignments, incident support facilities, locations, resource ordering procedures, cost-sharing procedures and information, investigation related intelligence, and information security matters.

The facilitator will be an Incident Commander or Unified Command member or Planning Section Chief, if available.

Attendees will include Members of the Unified Command that will comprise the Unified Commander, Documentation Unit Leader (DOCL) as recorder, and Planning Section Chief as facilitator.

UC/IC Set Incident Objectives

- Purpose: For the UC/IC to agree on objectives for a defined operational period in the context of priorities, resources, and overall goals.
- Attendees: Members of the Unified Command (PSC by Invitation).
- Facilitator: IC or PSC (if directed).



FEMA Visual 5.20

Visual 5.20

UC/IC SET INCIDENT OBJECTIVES

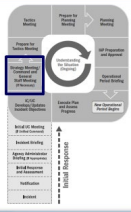
The members of the Unified Command will agree on incident objectives for the next operational period in the context of priorities, resources, and overall goals. The Initial Unified Command Meeting may continue and roll right into this IC/UC Set Initial Incident Objectives Meeting:

- Determine operational period.
- Develop or amend objectives.
- Develop major tasks for Command and General Staff to accomplish, consider preparing for operations beyond the next operational period.
- Prepare for the Initial Strategy Meeting.

The facilitator will be an IC (PSC if directed).

Initial Strategy Meeting

- Purpose: For Command and General Staff to understand decisions, overall goals, objectives, expected timeframes, priorities, procedures and functional assignments, specific tasks and safety concerns.
- Attendees: IC, C&GS, SITL, and DOCL, if available.
- Facilitator: IC or Planning Section Chief.



FEMA Visual 5.21

Visual 5.21

INITIAL STRATEGY MEETING

At the Initial Strategy Meeting the Incident Commander briefs the Command and General Staff (CS&G) on:

- The Incident Commander's priorities, goals and objectives:
 - Incident Commander will set objectives for ICS Form 202 Incident Objective.
 - Determine control strategies.
 - Establish immediate priorities.
 - How to handle any operational, logistical, or financial constraint.
 - Goals for the team's development.
- Initial instructions:
 - Resource ordering procedures.
 - Location of Incident Command Post may be set if it hasn't already been done.
 - Set situation status reporting requirements.
 - Financial accountability procedures.
 - Policy for releasing information.
- Expected timeframes:
 - Operational periods and planning cycle may be set at this meeting.
 - Set the team's meeting schedule. The PSC will develop this prior to this meeting and the IC will confirm. It will be presented to the Command and General Staff at this Initial Strategy Meeting.
 - Set off-incident reporting requirements.
 - Determine agencies' release priorities.
- Recognizing and mitigating identified or observed safety concerns.

The facilitator will be the Incident Commander or Planning Section Chief. Attendees should include Incident Commander, Command and General Staff, Situation Unit Leader and Documentation Unit Leader.



Visual 5.22

Delegation of Authority

- **Purpose:** Identifies the time and the limits of the IMT's authority.
- **Source:** May come from an Area Command, Agency Administrator or Executive, Agency Head or may be verbal.
- **Planning Section Chief Responsibilities:** Assist the IC to document what verbal authorities have been conferred and try to get written acceptance by the Agency Administrator or Executive.

Handout 5-4 Delegation of Authority Example
Handout 5-5 Return of Delegation of Authority Example

Visual 5.23

INITIAL DOCUMENTS

DELEGATION OF AUTHORITY

Purpose - Delegation of Authority identifies the time and limits of the Incident Management Team's authority, including fiscal limitations, and target completion or commitment timeframes.

Source - It may come from an Area Command, Agency Administrator or Executive, Agency Head or may be verbal.

Copies of the Delegation of Authority should be kept for filing in the Final Incident Package. If no Delegation of Authority has been prepared, the Planning Section Chief should assist the Incident Commander to document what verbal authorities have been conferred and try to get written acceptance by the Agency Administrator.


A Return or Relinquishment of Delegated Authority is usually done when the incident is turned back over to the local jurisdiction. Can be combined with a Transfer of Command / Transition Meeting.

Refer to Handout 5-4: Delegation of Authority Example and Handout 5-5: Return of Delegation of Authority Example.

Responsibility - PSC assists the IC to document what verbal authorities have been conferred and try to get written acceptance by the Agency Administrator or Executive.

ICS Form 209 Incident Status Summary

- Purpose: Provides basic information on the current status of the incident.
- Source: Typically may be obtained at the AA Briefing, if applicable.
- The IMT may have to prepare the "Initial" ICS-209.
- Planning Section Chief Responsibilities: Obtain copies for SITL and RESL.




Visual 5.24

Incident Data

- Purpose: Used for displaying and analyzing current and projected situations.
- Source: Obtained at the AA's Briefing.
- Planning Section Chief Responsibilities: SITL responsible for display generation.

What do we already know about the Train Derailment?



Visual 5.25

ICS FORM 209 INCIDENT STATUS SUMMARY

Purpose - ICS Form 209 provides basic information on the current status of the information.

Source - ICS Form 209 is typically obtained at the Agency Administrator Briefing. If you are transitioning with an IMT expect an ICS Form 209. An IMT will normally complete an ICS Form 209 for the incident involving the timeframe before their arrival. They would initiate it once they engage in the incident. If you are transitioning with the initial response it is more likely that the ICS Form 209 wasn't completed.

Responsibility – When available, the Planning Section Chief obtains copies for the Situation Unit Leader and Resources Unit Leader.

Ensure information is also shared with other members of the Command and General Staff. It is good information for determining overall scope of the incident.

INCIDENT DATA


Purpose - GIS data is used to display and analyze current and projected situations. Detailed mapping data and GIS data are used for displaying and analyzing current and projected situations.

Source - GIS data (if available) is obtained at the Agency Administrator Briefing. If you are transitioning with the initial response organization, it is possible that they will not have GIS information to give you.

Responsibility - The Situation Unit Leader is responsible for display generation.

ICS Form 201 Incident Briefing

- **Purpose:** Provides basic information regarding the incident status situation and resources.
- **Source:** Typically prepared by initial IC and obtained from outgoing personnel at the Initial IC's Briefing.
- **Planning Section Chief Responsibilities:** Ensure the form is up-to-date, SITL uses the map and summary of current actions while the RESL uses the organization and resources summary.




Visual 5.26

Visual 5.26

Current IAP

- **Purpose:** Provides information for the current operational period.
- **Sources:** Obtained from outgoing IMT.
- **Planning Section Chief Responsibilities:** Obtain copies and background information.



Visual 5.27

Visual 5.27

ICS FORM 201 INCIDENT BRIEFING

Purpose - Used when the incident transitions from Initial Action to an Incident Management Team, ICS Form 201 provides basic information regarding the incident status situation and resources allocated to the incident.

Remind students that this was handed out in Unit 3 for the Check-in/T card Activity.

Source - It is typically prepared by initial Incident Commander and obtained from outgoing personnel at the Initial Incident Commander's Briefing.

The ICS Form 201 is typically prepared by the initial Incident Commander and obtained from outgoing personnel at the Initial Incident Commander's Briefing.

Responsibility - It is the responsibility of the Planning Section Chief to ensure the form is up to date and assist with any necessary updating.

The Situation Unit uses the map and summary of current actions pages while the Resources Unit Leader uses the organization and resources summary pages.

CURRENT IAP

Purpose - The current IAP provides information for the current operational period. It should be available if transitioning from another team.

Sources - The current IAP can be obtained from outgoing IMT.

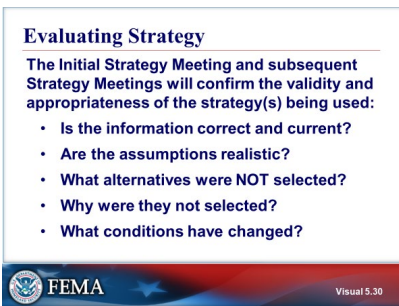
Responsibility - It is the Planning Section Chief's responsibility to obtain enough copies for Command and General Staff, as well as to obtain corrected copies and background information.



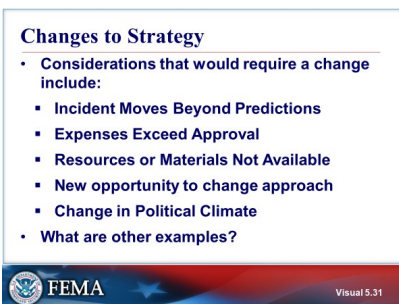
Visual 5.28



Visual 5.29



Visual 5.30



Visual 5.31

STRATEGIES AND OTHER TYPES OF PLANS

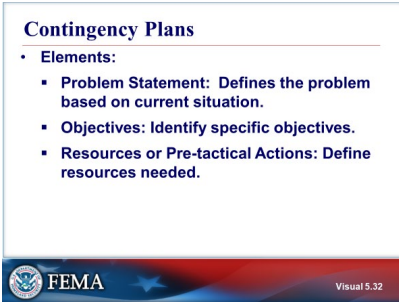
STRATEGIC PLANNING OVERVIEW

The Incident Management Team and Agency Administrator develop a Strategic Plan for the incident that considers overall incident strategy and management. The Strategic Plan can be communicated orally between the Agency Administrator and Incident Management Team. Hopefully this information is available at the “Initial Strategy Meeting”.

The Agency Administrator or Executive, the Delegation of Authority Letter or Letter of Direction, and previous members of the Unified Command all provide information that may help to determine the best strategy to use.

EVALUATING STRATEGY

CHANGES TO STRATEGY



Visual 5.32


CONTINGENCY PLANS

Contingency Plan elements:

- **Problem Statement**
 - Clearly defines the problem based on current situation.
 - Defines the need for additional actions.
 - Identifies the point at which the plan would be implemented.
 - Example: A multi-casualty situation at this festival, with 10 or more victims.
- **Objectives**
 - Identifies specific objectives this plan will add to the incident.
 - Example: Provide for pre-hospital care of the injured and care for fatalities.
- **Resources or Pre-Tactical Actions**
 - Defines the resources needed to carry out this Contingency Plan.
 - Defines the pre-tactical actions needed to be taken before plan is implemented.
 - Example: Request the following resources: 1 Battalion Chief, 5 Engines, 1 Truck, 5 ALS and 5 BLS Ambulances, EMS Supervisor, 10 Law Enforcement Officers, 2 Law Enforcement Supervisors and a Medical Examiner

Contingency Plans (Cont.)

- **Tactical Actions:**
 - Identify the action point and defines any pre-identified specific tactical actions.
- **Location:**
 - Define any pre-identified locations for resources to report.
- **Appendix:**
 - Provides contact information for specific people.



Visual 5.33

CONTINGENCY PLANS (CONT.)

Tactical Actions

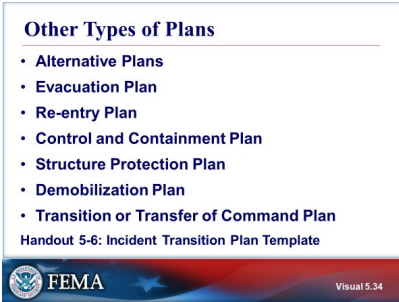
- Identifies the action point(s) (when and where to implement the plan).
- Defines any pre-identified specific Tactical Actions to be taken in the Contingency Plan.
 - Example: Establish Medical Branch, with Triage, Treatment, Transportation, and Morgue Groups

Location

- Defines any pre-identified locations for resources to report.
 - Example: Resources to respond to Staging at 26th and T St.

Appendix

- Provides any needed phone numbers, cell phone numbers, contact information for specific people, resources needed, or any other important information needed to carry out this Contingency Plan.



Visual 5.34

OTHER TYPES OF PLANS


The Planning Section gets involved in the development of other types of plans such as:

- Alternative Plans
- Evacuation Plans
- Re-entry Plans
- Control and Containment Plans
- Structure Protection Plans
- Demobilization Plans (discussed separately)
- Transition or Transfer of Command Plan
 - The Planning Section usually solicits input from the other on the Command and General Staff members and compiles this into a single document called a transition plan. Depending on the incident the plan could be brief or very detailed.
 - The Planning Section Chief will usually facilitate the Transition Meeting where this plan is overview by the current IMT for the benefit of the incoming IMT.

Refer to Handout 5-6: Incident Transition Plan Samples 1 and 2.

Objectives Review

1. What items should be in the Planning Section Chief Kit?
2. What kind of information will the Planning Section Chief receive from the initial briefings?
3. What key documents should the Planning Section Chief obtain?
4. What are the elements of a contingency plan?
5. What other types of plans might the Planning Section Chief help produce?



Visual 5.35

OBJECTIVES REVIEW

Unit Enabling Objectives


- Create a PSC kit list.
- Describe items of information that the Planning Section Chief will receive from the initial briefings.
- List the key documents that the Planning Section Chief should obtain.
- List the elements of a Contingency Plan.
- List the types of plans the Planning Section Chief help produce.

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Supplemental Materials

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Handout 5-1: All-Hazard Incident Complexity Analysis

ALL-HAZARD INCIDENT COMPLEXITY ANALYSIS		
Incident Name:		Date:
Incident Number:		Time:
This Complexity Analysis is weight based on the relevance to Life Safety, Incident Stabilization, and Property Conservation.		
Complexity Factors		Check if Pertinent
Impacts to life, property, and the economy		
Urban interface; structures, developments, recreational facilities, or potential for evacuation.		<input type="checkbox"/> 3%
Community and responder safety		
Performance of public safety resources affected by cumulative fatigue.		<input type="checkbox"/> 5%
Overhead overextended mentally and/or physically.		<input type="checkbox"/> 5%
Communication ineffective with tactical resources or dispatch.		<input type="checkbox"/> 5%
Incident action plans, briefings, etc. missing or poorly prepared.		<input type="checkbox"/> 5%
Resources unfamiliar with local conditions and tactics.		<input type="checkbox"/> 5%
Potential hazardous materials		
Potential of Hazardous Materials		<input type="checkbox"/> 4%
Weather and other environmental influences		
Unique natural resources, special-designation areas, critical municipal watershed, protected species habitat, cultural value sites.		<input type="checkbox"/> 3%
Likelihood of cascading events		
Variety of specialized operations, support personnel or equipment.		<input type="checkbox"/> 4%
Potential crime scene (including terrorism)		
Potential crime scene		<input type="checkbox"/> 4%
Potential of terrorism		<input type="checkbox"/> 5%
Political sensitivity, external influences, and media relations		
Sensitive political concerns, media involvement, or controversial policy issues.		<input type="checkbox"/> 3%
Organizational Performance Values and Product Development		
Non-IAP products not being developed or deficient.		<input type="checkbox"/> 3%
Area involved, jurisdictional boundaries		
Incident threatening more than one jurisdiction and potential for unified command with different conflicting management objectives.		<input type="checkbox"/> 3%
Availability of resources		
Operations are at the limit of span of control.		<input type="checkbox"/> 4%
Unable to properly staff air operations.		<input type="checkbox"/> 4%
Limited local resources available for initial attack/response.		<input type="checkbox"/> 4%
Heavy commitment of local resources to logistical support.		<input type="checkbox"/> 4%
Existing forces worked 12 hours without success.		<input type="checkbox"/> 4%
Percentage Score		0%
If 10% or lower look at going to or staying at Type 4 Team		X
If 10% to 20% maintain or go to Type 3 Team		
If greater than 20% consider additional / specialized overhead		

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Handout 5-2: Essential Elements of an Agency Administrator Briefing

The Incident Command System (ICS) uses the term “Agency Administrator” (AA) as a generic title for the Agency Executive or Official (or designee) who is responsible for that agency’s response to an emergency. This title is used temporarily, regardless of that person’s normal position title. Another term used for this position is “Agency Official,” but it is not a standard ICS title.

An Agency Administrator’s Briefing is used when an incident exceeds the capability of the agency’s normal response organization and an Incident Management Team (IMT) is being assigned. Along with a Delegation of Authority, the AA Briefing is used to convey critical information that the IMT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the AA.

A large amount of information is provided during the briefing; it must be sorted, analyzed, prioritized, and shared among IMT members. Successful IMTs have developed effective methods of accomplishing this process. Of course, good listening skills are required, but the IMT must also be able to work together to ensure that critical information is shared. Sometimes the AA allows time for questions, but not always.

The IMT should conduct a quick, internal Strategy Meeting immediately following the Agency Administrator briefing. During this meeting the IMT shares the important issues that each member gathered during AA Briefing or may have obtained from other sources up to that point. The Incident Command (IC) may issue interim direction to the IMT while he/she is establishing the Incident Objectives.

Each IMT member must effectively glean the information required for that person’s functional area, as well as issues that span more than one function. Not everyone will “hear the same thing,” even though they are listening to the same briefing. The following are some examples of such information:

- Issues, concerns, and/or tasks that affect your functional area.
- Issues, concerns, and/or tasks that are discussed about your functional area but are important to another function. You must make sure the leader of that other function is aware of the issue.
- Issues, concerns, and/or tasks that are discussed about another functional area and have a significant impact on your area. You must ensure that the other team member is aware of the impact on your function.
- Issues, concerns, and/or tasks that may be important when developing Incident Objectives, Strategy, or Tactics.
- Constraints, legal issues, opportunities, or problem areas that affect your function as well as other functions.
- Issues, concerns, and/or tasks that are unclear and will need follow up or clarification in order to effectively accomplish the task or deal with the issue.

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Handout 5-3: Agency Administrator Briefing Checklist Template

Roaring River Train Derailment

Incident Name:

Incident #:

Date:

Agency Administrator/Official:

Incident Commander:

- **Incident Description (ICS Form 209) & IAP**

- **Location/Population Affected**

- **Threats to Humans (current/immediate)**

- **Threats to Natural Resources (current/immediate)**

- **Political & Community Concerns**

- **Financial Considerations**

- **Jurisdiction Participants**

- **Response Options/Proposed Actions**

- **Resource Needs (e.g., Contractors)**

- **Policy Issues**

- **Stakeholders (Who are they and have they been notified?)**

- **Priorities**

- **Health/Safety**

- **Schedule (Assume Command? IC Briefing? Planned Public Meeting? etc.)**

- **Visuals (maps, photos, etc.)**

- **Management Objectives:**
 - 1.
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
 - 7.

- **Need for Inter/Intra-Agency Support**

- **Media Interest? How to handle release of information (Agency or IMT?)**

- **Other Available Resources (water plans, city equipment, etc. and location or method of obtaining)**

- **Deficiencies in Information – Data Gaps**

- **Other Command Post Locations or Facility Recommendations?**

- **Special Information on Finance/Administration (burn rates, source of money, in-kind services ceilings)**

- **Scope of Work (as defined) (Action Memos, Delegation of Authority, Mission Assignments)**

- **Logistics Concerns and Needs**

Activity 5.1: Agency Administrator Briefing

Instructor Directions

In preparation for the AA Briefing, the primary role of the PSC is to ensure that the Command and General staff have access to copies of the briefing document. Various options for this activity:

Options for AA Briefing Document:

1. Keep copies of the AA Briefing document separate. Only hand out if, and when, the students ask for it.
2. Hand out the briefing document before you begin and let them follow along and take notes. (The advantage of having the briefing in the hands of the Command and General Staff is it can potentially reduce the question and answer time.)

Options for Activity: Because this is a Planning Section Chief course, it is left to instructor's discretion as to whether there is value added in this optional activity of assigning students to play the role of the other Command and General Staff positions.

1. Assign each table a Command and General position (i.e., Planning, Operations, Logistics, Finance, PIO, Safety, etc.) and have the students take notes from that perspective. Debrief afterwards so all student groups can hear what the others "heard", reinforcing how important it is to hear the different perspectives of the IMT.
2. Have all students listen to the briefing from the perspective of Planning Section Chief.

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Agency Administrator Briefing Activity 5.1 Overview- Unit 5

Purpose

The purpose of this activity is to provide participants with an opportunity to identify key information needed from an Agency Administrator (AA) Briefing to perform their role as the Planning Section Chief (PSC).

Objectives

Students will:

- Identify key information presented in an Agency Administrator's Briefing to help them perform as a Planning Section Chief.
- Identify key information not presented, but needed, in an Agency Administrator's Briefing.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussion and presentation of group findings. Participants will watch the Instructor roleplay an Agency Administrator giving a briefing, using information from the Agency Administrator Briefing Checklist. In small groups, participants will discuss the briefing to answer the three questions (under Questions section). Each group will present their findings to the rest of the group.

Rules, Roles, and Responsibilities

Participants will be divided into groups of 4 to 6. Following are the specific instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Watch and listen to the Agency Administrator briefing.
3. Discuss and answer the questions below.
4. Write your answers to the questions on easel pad paper.
5. Present your list to the rest of the class.

Instructors perform the roleplay, after which they moderate discussions, answer questions, and provide additional information as required.

Activity 5.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Instructor Roleplay Agency Administrator	10 minutes	Classroom
Discussion/Documentation	20 minutes	Small Group
Debrief/Review	10 minutes	Classroom

Notes

Use this space to take notes on the Agency Administrator Briefing

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Activity 5.1: Agency Administrator Briefing

Recommended Answers

Incident Name: _____ **Incident #:** _____ **Date** _____

Agency Administrator/Official: _____ **Incident Commander:** _____

- **Incident Description (ICS Form 209) & IAP**

Early this morning, Central and Columbia (C&C) freight train derailed and rolled down an embankment along the Roaring River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The area along the river bank is part of the Central City Riverfront Park. The train consisted of 4 diesel locomotives, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). The Engineer driving the train managed to get to the river bank and is being treated at Central Hospital for serious injuries sustained in the derailment.

The area about 200 yards from the derailment has been cordoned off. HazMat crews and rail crews are busy containing the spill and bringing in equipment to remove the derailed cars. The Mayor has issued an evacuation order for residents in the surrounding area, and is requesting assistance from the state. The Central City hospital has exceeded its capability to staff the emergency room.

- **Location/Population Affected**

Liberty County in the state of Columbia. Liberty County is the largest county in the State in terms of population, and includes Central City, the largest and densest population center in the State of Columbia. The population of Central City is approximately 400,000 and the metropolitan area population is approximately 800,000. Central City serves as a major transportation hub within the state: commercial river traffic, rail, air, and interstate traffic and is 40 miles from the Port of Charlotte, on the Big Ocean.

- **Threats to Humans (current/immediate)**

Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river. Central City Police Department cars are on both sides of the river at the derailment. Their police scanner picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail car. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The Red Cross is establishing an evacuation center at North High Schools in Central City. The Emergency Medical Agency (EMA) in Liberty County is reporting numerous incidents of burning eyes and lungs. There are numerous water intakes along this stretch of the Roaring River.

- **Threats to Natural Resources (current/immediate)**

There are rumors that hundreds of Coho salmon, a Federally listed threatened species have been killed. The Parks Department, County, and State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses for 25 miles downriver from the rail bridge site. There are numerous water intakes along this stretch of the Roaring River.

- **Political & Community Concerns**

There is a pervasive rumor that the train Engineer's license to operate the engine had expired, but that is being checked out. Whether true or not, this has potential to create issues among the community.

- **Financial Considerations**

See Management Objectives

- **Jurisdiction Participants**

There is uncertainty about whom or which agency is in charge of the incident. The IMT should aggressively pursue information on which agencies and jurisdictions have a responsibility be in unified command. Submit the list of potential Unified Command agencies to the mayor's office. A determination will be made by the MACE. Responding agencies that should not be in unified command should be placed into one of the following categories: Cooperating Agency, Supporting Agency or Stakeholder. The Liberty County Emergency Plan shall be followed. If the incident exceeds the response capability of Central City, resources shall be obtained from the county and state.

- **Response Options/Proposed Actions**

Current response options include evacuation of residents and HAZMAT response. Search and rescue is underway in the derailment area. Options are limited. As soon as the rescue operations are completed and the fires are extinguished, containment and clean up are the only options.

- **Resource Needs (e.g., Contractors)**

It is unlikely that the local HAZMAT resources will be adequate for this incident. EPA should be immediately involved in order to obtain the necessary contract HAZMAT resources. The Railroad should provide as many resources as possible from their resources.

- **Policy Issues**

The Mayor has appointed the City Manager to be the AA's Representative.

- **Stakeholders (Who are they and have they been notified?)**

Displaced citizens due to evacuation, local business owners. All have been notified. Potential school closures need to be discussed with the School district.

- **Priorities**

Life and safety of citizens and responders

Protection of city infrastructure

Protection of private property

Stabilization

Recovery

(See Management Objectives for more detail)

- **Health/Safety**

See Management Objectives

- **Schedule (Assume Command? IC Briefing? Planned Public Meeting? etc.)**

The IMT should assume command of this incident immediately following this briefing. A formal transfer of command shall be accomplished with the personnel currently on the incident.

- **Visuals (maps, photos, etc.)**

Obtain all maps, photos etc. from the City and County public works depts.

- **Management Objectives**

1. As always, top priority is the safety and rescue of the public, and safety of the responders.
2. Monitor responder work/rest guidance and insure your team implements appropriate work/rest mitigation processes to avoid cumulative fatigue of all assigned personnel.

3. Identify the threat to the public and the environment presented by materials involved in the derailment.
4. Prevent further damage to property, public facilities and the tourist economy by utilizing appropriate strategies to prevent the further release of materials from the rail cars.
5. Provide logistical support (food, water, and rest) for local resources assigned to your incident.
6. Complete a damage survey within 24hrs.
7. Obtain the necessary resources through the local EOC and return all public facilities you use to at least minimal operational condition within 48 hours.
8. Manage the Public Information process until the JIC is established, at which time, information releases will be generated by the IMT PIO and released by the JIC.
9. The Mayor of Central City has directed that all city resources ordered and assigned to your incident will work for you as an assisting or cooperating agency
10. This incident shall be managed under the ICS system.
11. Maintain a high level of cooperation between all responding agencies and elected officials.
12. Manage the human resources assigned to the incident in a manner that promotes a positive and harassment free work environment.
13. Financial Considerations.
 - a. After safety considerations, select the most cost efficient alternatives for managing the incident.
 - b. Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process. When possible select the least cost option. Provide cost analysis for activities with high costs.
 - c. All contract resources must be under a valid federal or county contract. You are delegated authority to sign emergency contracts for this incident on behalf of the County. Blank contracts will be provided for this purpose.
 - d. All costs, claims, potential claims etc. must be tracked and recorded in the final documentation package.

14. A standard final Incident Documentation package will be provided to the Mayor's Office prior to the team's release.

- **Need for Inter/Intra-Agency Support**

Liberty County Emergency plan outlines inter/intra agency support. Follow the direction in the plan. The county EOC will support the incident. The EOC is also described in the plan.

- **Media Interest? How to handle release of information (Agency or IMT?)**

One of the TV news crews is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reporters are lining up for interviews as well.

The IMT will be responsible for public warnings and emergency notifications.

Media releases shall be coordinated and released through the Mayor's Public Affairs office. On-scene interviews should be controlled by the PIO on the IMT.

The report about the chlorine gas plume was picked up by several citizens who contacted the local news stations in Central City. Reporters from the major local TV, radio, and newspaper news bureaus are on the way to the incident.

- **Other Available Resources (water plans, city equipment, etc. and location or method of obtaining)**

Contact the City Manager

- **Deficiencies in Information – Data Gaps**

Exact contents of all the train cars and potential interaction and hazards.

It is not clear how many people were on the train when it derailed.

- **Other Command Post Locations or Facility Recommendations?**

The current location of the ICP and staging areas are considered temporary until the threat assessment can be accomplished and safe locations identified. The Logistics Section of the IMT shall coordinate with the EOC and the city Manager on proposals for long term facilities, including a base or camps.

- **Special Information on Finance/Administration (burn rates, source of money, in-kind services ceilings)**

The City and County Administrative Officers will issue specific financial direction within 24 hours.

- **Scope of Work (as defined) (Action Memos, Delegation of Authority, Mission Assignments)**

A written letter of Delegation between the Mayor and the IC has been prepared and will be issued to the IC. Management Objectives are provided. Normal laws and regulations shall be employed. The IC shall create specific incident objectives.

- **Logistics Concerns and Needs**

No logistical support has yet been arranged for the initial responders. They will soon need food, water, replacement tanks, fuel etc. The river may cause logistical challenges to coordinate activities on both sides of the river.

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Handout 5-4: Delegation of Authority Example

Note: IC or UC are expected to also sign this document.

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 general public,

- with the secondary goal of, to the extent possible, preservation of property;
3. The Incident Manager shall manage the incident reasonably, cost-effectively, and within professional or recognized industry standards applicable in the area of 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 in compliance 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:

7. This Executive Order shall be promptly and generally publicized; and
8. A copy of this Executive Order shall be filed with the Administrator to 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 2016.



Allan H. Kittleman
County Executive

Handout 5-5: Return of Delegation of Authority Example

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.

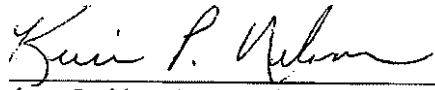
It is mutually agreed that the objectives and management direction have been met and that the Commonwealth of Pennsylvania Type 3 All-Hazards Incident Management Team, is hereby released effective

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 Miler, Howard County Office of Emergency Management

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Handout 5-6: Incident Transition Plan Sample 1

Although the sample is from the Logistics Section, it provides a comprehensive perspective of the level of detail and information to provide in a Transition Plan.

Facilities

Land Use/Facility Agreements

ICP/Base Camp and Tuchuck Spike are located on Lands owned and administered by the USDA, Forest Service.

There is one agreement related to the main helibase, and one for Home Ranch Bottoms Satellite Camp. These are through the same owner, Gary and Michelle Hembd. See Finance section for copies of these two agreements.

There may be an agreement related to Saunderson Community Center, currently being used for Structure Protection Spike Camp. No copy of an agreement has been found. This will need to be clarified before closeout of Wedge Canyon Fire.

Access to the Kintla Ranch retardant base is through up to 4 private parcels. Owners permitted access with provision to have land use agreements soon. No agreements developed yet. Facility is on Forest Service land.

There is no knowledge of other land agreements at this time.

Bear Meadows (1.2 miles north) is a great site for ICP expansion, but the local Resource Advisor (Karl Anderson) did not want to utilize this Meadow Complex.

Shower Contracts

Showers (E-14)

Operator - Lou Keniston – OK's Showers. Located at Wedge ICP.
National agreement #53-0243-9-2011.

Phone contacts: (425)462-0018 or (800)458-8061. NIFC should be notified when release is scheduled.

Showers (E-255)

Operator - Charles Pearson - Pearson Brothers. Located at Wedge ICP. This is a call when needed shower. EERA agreement #NIFC-03-S5.

Phone contacts: (406)467-3362. NIFC should be notified when release is scheduled.

Showers (E-517)

Operator - Roi Jacobs – NuWay Sanitation. Located at Tuchuck Spike Camp. National agreement #53-024B-9-2019. Phone contacts (307)332-2114 or (307)332-3096. NIFC should be notified when release is scheduled.

Potable Water**Potable Water Truck (E-317)**

Operator - Dale Sand, Owner: Rick Ostberg. Located at Wedge ICP. EERA agreement #56-03H6-03-215.
Phone contacts: (406)467-2817 and (406)788-1300.

Potable Water Truck (E-28)

Operator – Bill Loudermilk, Brr Trucking. Located at Wedge ICP. EERA agreement #56-03H6-03-202.

Potable Water Truck (E-516)

Operator – Deloy Denning, Pearson Brothers, Inc. Located at Tuchuck Spike Camp. Waiting for a copy of EERA and associated agreement number.
Phone contacts: (406)467-3362

Potable Water Source for ICP

City of Columbia Falls. Agreement on file, no S-number assigned. Approved site is referenced as hydrant 131 located at the corner of Aluminum Drive and Dorothy Street. Load log required for approved users to accommodate payment to city of Columbia Falls. Potable water source for Tuchuck Spike Camp is the city of Eureka. Hydrant is located at the south end of Eureka (a historic village, museum and school are there).
Buying Team to verify that there is no charge for the potable water.

Gray Water**Gray Water Truck (E-48)**

Operator – Ken Pederson. Located at Wedge ICP. EERA #56-0385-3-0007. Vendor provides disposal site for his truck only.
Phone contact: (406)752-4321

Gray Water Truck (E-253)

Operator – Sally Miller, Superior Septic Service. Located at Wedge ICP. EERA #56-03K0-3-033

Gray Water Disposal Sites for E-253 and E-515

Two sites are currently approved, neither requiring an agreement at this time. One is the water (sewer) treatment system for Glacier National Park Headquarters. The other is via permission from the Columbia Falls Aluminum Plant located in Columbia Falls, MT. Both of these sites are approved treatment plants for sewer disposal. If a third site is needed, the City of Columbia Falls would be recommended. Phone contacts: Facility Maintenance for Glacier National Park, Jeff Harker (406)888-7964
Mike Eldridge for Aluminum Plant (406)250-4145 or (406)892-8400.

Refrigerator Trailer (E-38)

Frontier Transportation. Located at Wedge ICP. EERA #56-0385-3-0054.
Phone contacts: (406)758-3000 and (406)755-7203.

Dust Abatement (E-505)

Operator – Larry Roberts, Logging, Inc. Located at Wedge ICP. EERA 56-0385-3-0054
Phone contacts: (406)257-3495 or (406) 755-7203.

Light Towers (E-452, E-456)

Contact – Chuck Sneed, United Tool Rental. Located at Home Ranch Bottoms Satellite Camp. Did not check in and have no agreement. Need to contact buying team or vendor.
Phone contact: (406)837-2404.

Dumpster Service (S-971)

Operator – Thomas Ivers, Glacier Disposal. Forest BPA#P114415-69. We receive daily service on eleven dumpsters located as listed below:

- (3) 30-40 yd. dumpsters at ICP
- (1) 6-yd dumpster at ICP
- (1) 6-yd dumpster at Home Ranch Bottoms Satellite Camp
- (2) 4-yd dumpsters at ICP
- (2) 4-yd dumpsters at Saunderson Spike Camp
- (2) 1 ½ -yd dumpster at ICP

Phone contacts: (406)892-4384

Bear Proof Dumpsters (S-2571) for Tuchuck Spike. (Have not arrived yet).

North Valley Refuse, Whitefish, Montana
(2) 2 yds each
Phone contact: (406)862-4381

Generators and Light Towers (E#s listed below)

Owner – Midway Rental. See list of locations below. EERA #56-0385-3-0117.

E-75 45-KVW generator at ICP

E-76 70-KVW generator at ICP

E-77 20-KVW generator at ICP

E-78 Light tower at ICP

E-79 Light tower at ICP

E-80 Light Tower at ICP

E-405 70-KVW generator at ICP

E-748 6-KVW generator at ICP

Phone contacts: (406)758-2022 or (406)26-6028

Cold Water Sinks (E-230, E-249, E-256, E-257)

Operator- Sally Miller, Superior Septic Service. Located at ICP. EERA #56-03R6-2-6020.

Phone contacts: (406-822-4495 or (406) 822-2727.

Cold Water Sinks (S-68)

Operator: Pee Wee Sanitation. EERA #56-0385-3-0091. Locations listed below:

4 units at ICP

4 units at Home Ranch Bottoms Satellite Camp

1 unit at Tuchuck Spike Camp

1 unit at Schnaus Cabin

Phone contacts: (406) 892-7933 or (406) 250-5442.

Portable Toilets (S-68)

Operator: Joe Tamburd, Pee Wee Sanitation. EERA #56-0385-3-0091. Toilet rental with daily service. As of 1200 on 8/6/03, locations are listed below for total of 122 units.

80 units in Wedge ICP

12 units in Home Ranch Bottoms Spike Camp

6 units in Home Ranch Bottoms Spike Camp 6

units in Wedge Helibase

2 units in second retardant plant

1 unit in DP4

2 units in Tuchuck Spike Camp

1 unit in Ford Cabin

2 units in Polebridge

5 units in Saunderson Spike Camp

5 units in Whale Creek.

Phone contacts: (406) 892-7933, (406) 250-5442, and (9406) 250-7935.

Tents and Support (E# listed below)

Operator- Gary A. Baxter, YES Enterprises. Located at Home Ranch Bottoms Satellite camp for DAY sleeping. EERA #56-0398-2-0073.

20x20 tent

Command Tent

20x20 tent

Command Tent

20x20 tent

20x20 tentswamp cooler

swamp cooler

swamp cooler

swamp cooler

swamp cooler

swamp cooler

swamp cooler

swamp cooler

generator

spider box with cords

Phone contacts: (406) 646-9377 or (406) 640-1038 or 888-646-9377.

Safety Barricades/S-742/Midway Rental. Location along road at ICP. EERA#56-0385-3-0117. Phone contacts: (406)758-2022 or (406)261-6027. There are a total of eight barricades with flasher lights.

Hand wash station (8 sink) (E-489)

Operator- Jerry Welborn, Welborn Aquahaul, agreement #KAE-03-3003

Phone contact: (307) 684-8665.

Hand wash station (12 sink) (E-560)

Operator- Jerry Welborn, Welborn Aquahaul, agreement #KAE-03-3003

Phone contact: (307) 684-8665. Additional Resources We continue to have an influx of resources. These will be monitored and passed on during the joint Logistic Section transition meeting.

Additional Resources

We continue to have an influx of resources. These will be monitored and passed on during the joint Logistic Section transition meeting.

Data Discrepancies

There are discrepancies in some of the E-#s and/or S-#s for tacking. This is being reviewed and changes and/or corrections noted as Bennett's Team reconciles the Resource Order Service System (ROSS) books.

Facilities Unit Staffing

FAC(t)- Rick Willoughby, O-205, last shift 8/9/03, ICP

BCMG- Harry (Buck) LaGrew, O-411, last shift 8/18/03, Sonderson
Satellite Palmer, AK

BCMG-William Oppelt, O-418, last shift 8/18/03, ICP, Great Falls,

MTBCMG(t)- Ishmal Ennis, O-206, last shift 8/12/03, ICP, Berlin, MD BCMG-
Michel Lee, O-423, last shift 8/18/03, Tuchuck Spike, Fairbanks,
AK

BCMG- Kevin Probst, O-204, last shift 8/10/03, Home Ranch Bottom
Satellite Camp, KNF, Williams, AZ

Camp Crew (10-person, Trapper Cr. #9 (Paul Cohen), C-58, last shift
8/12/03)

Camp Crew (10 Person, Anaconda #7 (Jim Kirsch), C-86, last shift
8/18/03)

Camp Crew (10 person, Elko ENS #1 (Sharlene Allison), C-67, last shift
8/13/03)

Food Unit

The catering service on this incident is:

For Stars Express Catering
223 California Street
El Segundo, CA 90245

Unit: K-1
Manager/Owner: Peter Starkman
Manager: Henri Komrij
Contract # EERA-NIFC-03-F1

Meal cost is contained in the Mobile Food Services Contract. For Stars Express, a call when needed (CWN) caterer, provides a very high-quality food service. Being relatively new in the fire catering business, they still have some organizational and managerial aspects to fine tune. However, they are an extremely professional company with a friendly and cooperative staff willing to meet the challenges required on an incident of this size. Relatively few problems have occurred with the meal service.

Those that have were dealt with through a team approach with our Food Unit Leaders and For Stars Express managers.

The current Food Unit Leaders are Bob Miller and Emery Gray. Bob's last day is August 9. Emery will be staying until his 14-day tour of duty is up on August 16. Barb Plattes, COTR, was on site intermittently from July 22 through August 4. Paul Burris, COTR, reported for duty on August 6. His last day is August 19, 2003.

1. Kitchen Grease Removal

Presently, we are disposing of grease through a Missoula firm.

Contact:

Kevin Murphy

L & M Recycling

Missoula, Montana

(877) 728-2393 (Toll Free)

(406) 549-1628 It appears scheduling grease pickup once each week is sufficient. Coordinate through Ordering.

2. Daily Standing Orders

- a. Water - 6,000 bottles
- b. Gatorade - 125 cases
- c. Peaches - 6 cases (S-94)
- d. Grapes - 10 cases (S-96)
- e. Strawberries - 10 cases (S-97)
- f. Bananas - 3 cases (S-98)
- g. Ice - 6,000 pounds

Check with Supply (Ordering) for Vendor information.

Attached is a copy of the Flathead National Forest Supplemental Food Policy. Procurement of dried fruit chips, fruit bars, granola bars, Lipton Brisk Tea and Lemonade has been authorized.

3. Spike Camps

- 1) Community Center (45 persons)
 - i. Breakfast: Pick up at 0600 at kitchen. Also pick up sack lunches, drinks, and supplementals at government reefer.
 - ii. Dinner: Pick up at 1800 at kitchen. Also pick up ice and supplementals at government reefer.
- 2) Tuchuck (85 persons)
 - i. Breakfast: Pick up at 0400 at kitchen. Also pick up sack lunches, drinks, and supplementals at government reefer. IAPs are picked up by FDUL at 0345 from Nomad copy trailer and shipped with meals.
 - ii. Dinner: Pick up at 1930 at kitchen. Also pick up ice and supplementals at government reefer. Information provides daily newspapers to FDUL for crew reading.

- 3) Schnaus Cabin (16 persons)
Kaibab Helitack
Retardant Base
 - i. Dinner: Pick up at 1930 at kitchen. No other meals, or supplemental foods or drinks requested.

- 4) Sack lunches
 - i. At 1700 each day Ground Support provides transportation to move sack lunches from the caterer to the government reefer.

Transportation is on a standing order with Ground Support. Coordinate supplemental requirements with Incident Base/Camp Manager.

Laundry Services: S-74 Contract Account: P14415-74 July 19th xx
Columbia Falls Laundromat
733 9th Street West
Columbia Falls, MT 59912

Scope of Agreement: This Blanket Purchase Agreement covers the purchase of supplies or services from the above-names vendor. This agreement becomes effective when signed by the two parties and will remain so until cancelled by either party upon 30-day written notices to the other.

Cleaning nomex clothing, camp personnel and fire crew clothing, and sleeping bags. Laundry to be picked up daily or as needed at the camp and delivered back to camp. Pickup time is 0900 hours daily, and return is at 0900 the following day.

Point of Contact: Rose Levett
406-892-4200
406-250-6883 (cell)

Security

Objectives: Provide for the safety of all incident personnel and the public in the execution of all incident operations. (See attached security plan).
Provide security staffing as assigned by the Incident Commander and the Logistics Sections Chief.

Current Security Staffing Requirements

Assignment	Day Shift	Night Shift
ICP/Incident Base and Camp	2 SEC2/ 1 SECM	2 SEC2
Home Ranch /Satellite Camp (Engine Camp)	1 SEC2	1 SEC2
Camus Radio Relay	1 SEC2	1 SEC2
Wedge Helibase (South Base)		1 SEC2
Schnaus Helibase (Middle Base)	1 SEC2	
Kintla Retardant Base (North Base)	1 SEC2	
Red Meadow Checkpoint**	1 SEC2/1 Deputy	1 SEC2/1Deputy
Trail Creek Checkpoint**	1 SEC2/1 Deputy	1 SEC2/1 Deputy
Minimum Staffing Requirements	8 SEC2/1SECM	7 SEC2 *

* (one designated as night supervisor)

** Controlling access to National Forest lands

Vehicles required for transport and assignment:

ICP/Incident Base and Camp	1
Camus Radio Checkpoint	2 (1 per shift)
Wedge Helibase/Schnaus Helibase	1
Kintla Retardant Base	1
Red Meadow Checkpoint	2 (1 per shift)
Trail Creek Checkpoint	2 (1 per shift)

As of 8/7/03 current resources on hand will provide coverage through 8/12/03 (assuming present assignments continue)

See current security staffing list attached

Logistics Chief concerns:

- 1) Bear attractants (food/juice/sack lunches/etc.) in the ICP. Discuss actions taken to date.
- 2) Drug use in the ICP was suspected. A drug dog can be requested through Sheriff James Dupont or Under Sheriff Chuck Curry of the Flathead County Sheriff's Dept. Dog comes with Deputy Sheriff Bill Emerson (406) 758-5610.
- 3) Theft from "For the Stars" Catering. A new shipment of 5.5 oz. juices. And 25 cases (48 cans per case) was stolen during the night hours of 8/6 or 8/7/2003.

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Handout 5-6: Incident Transition Plan Sample 2

INCIDENT NAME:

INCIDENT

NUMBER:

**Team Name Type X Incident Management Team
to
Team Name Type X Incident Management Team**

This Transition Plan will guide the orderly transfer of command on this incident. This Plan, along with the ICS Form 209, Incident Status Summary, applicable maps, resource and demobilization information, and authorizing delegation(s) of authority, adequately summarize the status of the incident sufficient for transition.

An enclosed Complexity Analysis (Section H) documents the decision for the type (level) of incident management team that will assume command.

Plan Approval(s):

Agency Administrator(s) or Area Commander:

Agency or Area Command	Agency Administrator Signature	Date

Outgoing Incident Management Team:

IMT Name	Incident Commander Signature	Date

Incoming Incident Management Team:

IMT Name	Incident Commander Signature	Date

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A. INCIDENT OBJECTIVES

(State the incident objectives from the latest Form ICS Form 202 Incident Objectives).

B. TRANSITION SCHEDULE and COORDINATION

(Name) IMT will transition with (Name) IMT on (date) and will participate in Incident Management operations until (name) Team assumes command of the incident at (time) on (date).

(Name) IMT will develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (Name) IMT will jointly develop and produce the Incident Action Plan for the (Operational Period). (Name) IMT and (name) IMT will jointly conduct the morning briefing on (date or day) at (location).

C. ORGANIZATIONAL NEEDS

A list of resources to be left with the incoming IMT, by ICS function, is included in **Section F** of this narrative. The incoming team should continue to coordinate with (Name of Area Command) in (location) and Expanded Dispatch in (location) regarding the release and reassignment of resources. Area Command is primarily interested only in critical resources such as Type 1 crews and aircraft. Critical resources are identified by Area Command daily, and included in their daily fire summary information.

D. CONTACTS

A list of important contacts, by ICS function, with phone numbers and/or email addresses is included in **Section G** of this narrative.

E. FUNCTIONAL HIGHLIGHTS

1. Command

(State relevant information necessary for the incoming incident commander to understand and successfully function upon transfer of command. Items to consider include the following):

2. Political considerations: Local public contact through community meetings has been critical for a successful operation. The relationship between the residents and the Okanogan National Forest, Methow Valley Ranger District has been sometimes contentious especially over the past year or so, in regards to air quality resulting from prescribed burning projects. The Fawn Peak Complex and the Needles Fire have given the District and the Incident Management Teams opportunities to rebuild relationships

with several communities.

During our tour on the Needles Fire Hart's Team has conducted one community meeting, maintain a constant presence within communities of Winthrop, Mazama, and throughout the Methow Valley. Also daily fire fact updates, radio program updates and interviews, Kiwana talking engagements, tours of the ICP and helibase. We have supported the district in several health and safety issues dealing with outfitters to help find successful and safe conclusions to several local issues. Department of Natural Resources and the Methow Valley Fire Protection District worked closely with the team on level 2 Evacuation processes and identifying trigger points and thresholds and processes, to identify when to reduce evacuation levels. The team also supported several other incidents within the Okanogan National Forest with aircraft and crews.

- 3. Agency Administrator, Agency Administrator Representatives, Resource Advisors, BAER Team Members:** The Okanogan National Forest provided a line officer representative and several resource advisors to support the Team. Also Department of Natural Resources provided a representative as well as the Methow Valley Fire Protection District. These representatives were at all of the briefings and community meetings to assist and advise the Team. Having these individuals available everyday facilitated the evening WFSA validation and signature. These individuals supported the decision-making process on many issues and one person that deserves mention is Jim Russell from the Northwest Regional Office who was acting Line Officer Representative while Elton Thomas Forest Fire Staff took time off. Jim did an outstanding job of resolving local issues, supporting the District Ranger on some difficult issues and overall going above and beyond the call of duty in hours and support for the team. The Forest was aggressive in early immediate fire suppression activity rehabilitation efforts.

The Team devised a rehab group to work throughout the fire on these efforts.

On arrival to the Needles Fire the in-briefing with the forest (Forest Supervisor, Fire Staff, DNR, Fire Protection District, and others and Gary Bernts Type II IMT occurred at ICP. The forest asked Hart's team to have transfer of command the following day. The forest was supportive of Hart's Team's request to have an entire day of transition and then the morning of the second following day to proceed with Transfer of Command. This gave Hart's team an entire day with Berndts team instead of a single evening before change in command.

- 4. Cost Containment objectives and opportunities:** Hart's Team documented cost containment measures taken and they are documented in the Finance Section Chiefs summary.
- 5. Cooperator involvement:** Everyday members of the team had contact with: Okanogan National Forest representatives, DNR, Methow Valley Fire Protection District, and the Methow Valley Ranger District. Also everyday members of the team, information, air operations, operations, logistics and Plans at the minimum had

communications with private individuals to keep them in the communication loop and decision making process.

- 6. Various agency objectives:** Manage safety and coordinate and consult with Forest Safety and Health Manager which is done daily or when this manager is available. Maintain aviation safety and manage risks. Manage Human Resources. Cost effectiveness. Support initial attack. All of these objectives have been accomplished.

During the first day of Hart's Teams tour the cost ceiling of the WFSA preferred alternative was recognized that it may be exceeded in managing this fire to meet objectives. The forest was notified of the need for revision and the finance section chief made projections to support the revision, for the next team's tour.

2. Safety

(State relevant information necessary for the incoming Safety Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Major safety hazards (line, camps, transportation, and other)
- Recommended future staffing
- Ongoing investigations and/or reviews
- OSHA relationships
- Daily conference calls

3. Information

(State relevant information necessary for the incoming Information Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Recommended future staffing
- Information center locations
- Key talking points, past, present, and future
- Recommended tasks
- Political considerations
- Relationships with local agencies and news outlets (print and electronic)
- Daily conference calls

4. Liaison

(State relevant information necessary for the incoming IMT to understand and successfully function upon transfer of command. Items to consider include the following):

- Current staffing, by agency, of Liaison Officers

- Major issues expressed by Liaison Officers, by agency
- Opportunities for improved relations

5. Operations

(State relevant information necessary for the incoming Operations Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current strategy and the anticipated probability of success
- Tactical successes
- Tactical barriers
- Cooperator responsibilities, accomplishments to date, and future needs
- Specialized equipment on-scene and needs for the future
- Ground safety considerations and limitations to operations
- Cost containment opportunities
- Supervisory recommendations during transition

5a. Air Operations

- Aviation facility locations (past, present, and future) and capabilities including current issues and future use opportunities. Includes fixed and rotor wing bases, dip sites, re-load bases, portable retardant plants, FAA towers, etc.
- Utilization of current assigned fleet
- Past and existing Temporary Flight Restrictions including number(s)
- Visibility and other environmental issues
- Operational successes and issues
- Recommended future staffing
- Working relationships with cooperators including states and the military
- Communication frequency management and recommendations
- Daily conference calls

6. Plans

(State relevant information necessary for the incoming Planning Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Currency and status of WFSA or other Agency Administrator strategic direction
- Status of planning cycle successes and barriers
- ICS Form 209 Reporting arrangements
- Recommended future staffing
- Status of planning facilities including equipment (copiers, etc)
- Status of incident documentation
- Relationship of cooperators in planning meetings

- Resource (Advisor) issues, concerns, and opportunities
- Interagency Resource Representative contacts
- Daily conference calls

6a. Situation Unit

- Brief description of fuels and fire behavior
- Status of mapping capabilities including GIS
- Status of Fire Weather Meteorologists

6b. Resources Unit

- Brief description of data base including currency

6c. Demobilization Unit

- Current status of Demobilization Plan
- Demobilization issues, concerns and opportunities

6d. Documentation Unit

- Status of documentation

7. Logistics

(State relevant information necessary for the incoming Logistics Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current and future facility locations
- Recommended future staffing
- Successes and barriers in working with expanded dispatch
- Equipment and supply shortages to meet operational objectives
- Communications capabilities and barrier
- Daily conference calls

7a. Facilities

- Issues with current facilities
- Status of camp help arrangements
- Existing land use agreements and needs
- Status of shower, laundry services
- Camp safety issues

7b. Food Unit

- On-scene caterers and capabilities by location
- Food quality, supply
- Local purchasing and supply opportunities

7c. Ground Support

- Safety considerations
- Travel times for operations personnel
- Equipment considerations (graders, rentals, buses, carts, etc.)
- Environmental considerations (wash stations etc)
- Spike camp considerations

7d. Supply Unit

- Status of resource ordering (reconciliation)
- Working relations with expanded dispatch including local purchase procedures
- Shortages/excesses of supplies to meet operational objectives
- Use of caches
- Delivery times
- Supply Unit staffing performance (Job Corps, AD's, etc.)

7e. Communications

- Issues, concerns, opportunities with existing system(s)
- Status of line communications
- Status of camp to town communications including cell phone and hard line
- Status of data lines/satellite

7f. Security

- Major security issues (non-confidential)
- Cooperator responsibilities (highways, road blocks, evacuations etc.)
- Relations with cooperating law enforcement agencies

7g. Medical Unit

- Facility locations
- EMT status in camp
- Summary of personnel injuries and treatments

8. Finance

(State relevant information necessary for the incoming Finance Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Status of documentation (Finance Package)
- Commissary arrangements
- Agency Incident Business Advisor(s) assigned
- Land Use agreements in effect or needed
- Daily conference calls

8a. Cost Unit

- Status of cost collection mechanisms and daily reports

8b. Time Unit

- Summary of equipment and personnel time issues, barriers
- Equipment and personnel time reconciled with resources unit and Incident Action Plan

8c. Compensation for Claims

- Outstanding claims and/or Compensation for Injury cases
- Potential claims and mitigation measures to avoid

F. OVERHEAD RESOURCES REMAINING

1. Command:

Position	Name (last, first)	Resource Order #	Location	Planned Demob
IIO2t	Schaepi, Jean	0-99	NPS- MN	9/20/03
IIO2t	Stine, Steve	0-100	FS-GA	9/20/03
IIO2t	Powers, Connie	0-239	WA-DNR	9/28/03

3. Operations (Aviation):

Position	Name (last, first)	Resource Order #	Location	Planned Demob

4. Plans:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

5. Finance:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

6. Logistics Personnel:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

7. Logistics Equipment:

Equipment Type	Vendor/Name/NFES #	Resource Order #	Location	Planned Demob

G. CONTACT INFORMATION

ICS Unit	Contact Type (i.e. Co. Sheriff)	Name	Phone	Cell	email

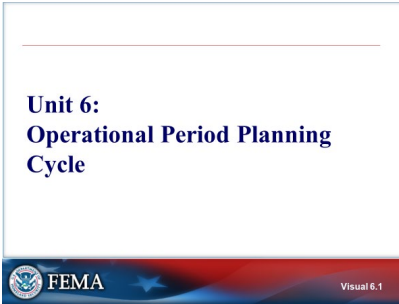
H. COMPLEXITY ANALYSIS:

(Attach an appropriate complexity analysis sufficient to meet the agency administrator(s) / area commanders’ objectives.)

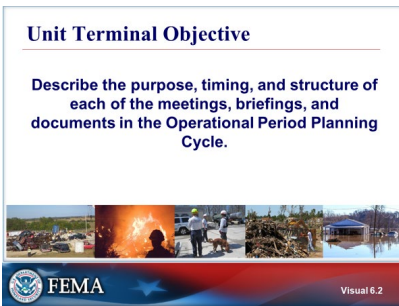
Unit 6: Operational Period Planning Cycle

STUDENT MANUAL

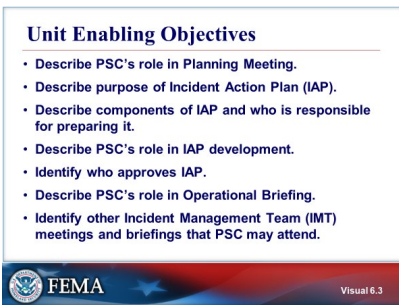
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Visual 6.1



Visual 6.2



Visual 6.3

UNIT 6: OPERATIONAL PERIOD PLANNING CYCLE

UNIT TERMINAL OBJECTIVE

Describe the purpose, timing, and structure of each of the meetings, briefings, and documents in the Operational Period Planning Cycle.

UNIT ENABLING OBJECTIVES

- Describe the Planning Section Chief's role in the Planning Meeting.
- Describe the purpose of the Incident Action Plan.
- Describe the components of the Incident Action Plan and who is responsible for preparing it.
- Describe the Planning Section Chief's role in the Incident Action Plan development.
- Identify who approves the Incident Action Plan.
- Describe the Planning Section Chief's role in the Operational Briefing.
- Identify other Incident Management Team (IMT) meetings and briefings that the Planning Section Chief may attend.

The Final Exam questions are based on the Unit Enabling Objectives.

Unit Overview

- Operational Period Planning Cycle
- Tactics Meeting
- Planning Meeting
- Incident Action Plan
- Operational Briefing
- Incident Status Report
- Other Meetings

FEMA Visual 6.4

Visual 6.4

UNIT OVERVIEW

- Operational Period Planning Cycle
- Tactics Meeting
- Planning Meeting
- Incident Action Plan
- Operational Briefing
- Incident Status Report
- Other Meetings

The Operational Period Planning Cycle


FEMA Visual 6.5

Visual 6.5

THE OPERATIONAL PERIOD PLANNING CYCLE

Operational Period

- The designated time period in which tactical objectives are to be accomplished and reevaluated.
- Common lengths are:
 - 12 or 24 hours for Type 1, 2, 3
 - 2-4 hours for HazMat
 - Multiple days for relatively stable situations
- Establish operational planning period with Incident Commander(s) and Operations Section Chief(s).



FEMA Visual 6.6

Visual 6.6

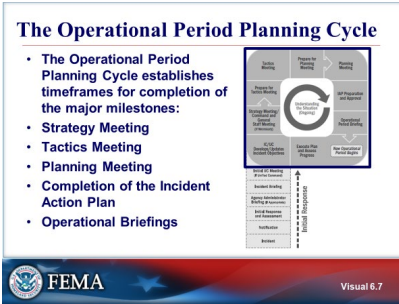
OPERATIONAL PERIOD

The operational period is the designated time in which tactical objectives are accomplished and reevaluated. Common lengths are:

- 12 or 24 hours for Type 1, 2, and 3 incidents
- 2 to 4 hours for hazardous materials incidents
- Multiple days for relatively stable situations

The specific length of time of the operational period varies based on a list of factors, such as:

- Safety conditions
- Condition of resources
- The length of time necessary or available to achieve the tactical assignments
- Availability of fresh resources
- Future involvement of additional jurisdictions or agencies
- Environmental conditions



Visual 6.7

THE OPERATIONAL PERIOD PLANNING CYCLE

These milestones and meetings are a formal way of producing and documenting decisions. Documentation is a reference tool to help communicate the decisions during the operational period.

Remember that you walk a line between following a set process and losing the spirit of why you are doing the process. Let the process drive you to reach useful decisions. You need to understand the key point of an Incident Command System so that when somebody comes to you and says, “this is how the Incident Command System is accomplished,” you will have the knowledge to be able to respond appropriately.

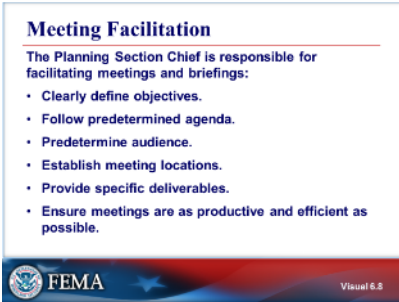
The Planning P is very useful but sometimes you forget that there need to be interaction and discussion all day long. It is important to realize that casual, one-on-one conversations are important to the incident action planning process as well.

The purpose of the Operational Period Planning Cycle is to establish timeframes for completion of the primary functions with the Section.

The Planning Section Chief is responsible for seeing the Operational Period Planning Cycle process and time frames are adhered.

The Operational Period Planning Cycle requires completion of five major items:

- Strategy Meeting
- Tactics Meeting
- Planning Meeting
- Completion of the Incident Action Plan
- Operational Briefing



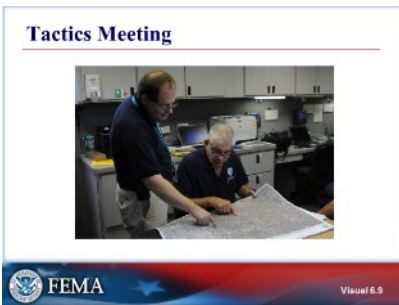
Visual 6.8

MEETING FACILITATION

As the Planning Section Chief, your job will be to make sure the meetings take place on time and remain organized. Meetings present complex challenges with various components that require a lot of time and attention from the PSC. There are many factors that can divert the attention of the Planning Section Chief to focus on meetings, including the skill set of your team and requests from other Sections of the Incident Management Team.

As the Planning Section Chief, you should be able to answer all these questions.

- What is supposed to come out of this particular meeting or briefing?
- What should it look like?
- When will it be held?
- How long will it last?
- Who should attend?



Visual 6.9

TACTICS MEETING

Tactics Meeting

Purpose: Review the tactics developed by the Operations Section Chief.

- Determine how to accomplish selected strategy.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources.

FEMA Visual 6.10

Visual 6.10

TACTICS MEETING

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes:

- Determining how the selected strategy will be accomplished to achieve the incident objectives.
- Determine the Operations Section Organization.
- Determine the work assignments for the assigned Division/Group.
- Determine the kind, type and quantity of resources required to implement the tactics.
- Identifying methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

The Incident Commander will update the initial objectives if warranted. Upon review, the Planning Section Chief may be asked to provide alternatives and strategy. The Operations Section Chief may assign a Deputy Operations Section Chief (OSC) to work with the Planning Section (commonly called Planning Ops) to develop the tactical plan and/or to work through alternatives and strategies.

The OSC provides the direction on how resources will be deployed to meet the Incident Commander's objectives. This blueprint of tactical deployment for the next operational period will be developed and revised before the Planning Meeting, where formal deployment of resources and work assignments will be approved.

Tactics Meeting (Cont.)

- The Tactics Meeting is typically brief.
- Occurs 1 - 4 hours prior to the Planning Meeting.
- Usually informal.


FEMA Visual 6.11

Visual 6.11

TACTICS MEETINGS (CONT.)

Tactics Meeting (Cont.)

- OSC, Safety Officer, PSC, LSC, and RESL typically attend the Tactics Meeting.
- Others attend, strictly as needed.
- OSC leads the Tactics Meeting.
- PSC may facilitate to help keep meeting on track.



FEMA Visual 6.12

Visual 6.12

TACTICS MEETINGS (CONT.)

The following people may also need to be involved, depending on the magnitude and complexity of the planned operations:

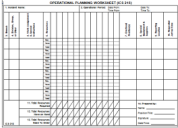
- Communications Unit Leader
- Medical Unit Leader
- Ground Support Unit Leader
- Situation Unit Leader
- Technical Specialists

Operations Section Chief leads the Tactics Meeting but the meeting is scheduled and can be facilitated by the Planning Section Chief (to help keep meeting on track).

ICS Form 215

There are three methods IMTs commonly use when preparing for the Tactics Meeting.

- The ICS Form 215 is drafted prior to the meeting.
- The ICS Form 215 is drafted during the meeting.
- The ICS Form 215 is drafted after the meeting.



FEMA Visual 6.13

Visual 6.13

ICS FORM 215

The ICS Form 215 Operational Planning Worksheet is used to document the Tactical Plan. It displays the branches, divisions, and groups as determined by the OSC. Also found on the ICS Form 215 are the work assignments, quantity, kind, and type of requires resources, available resources, their reporting location and arrival time for resources.

After reviewing ICS Form 215 for potential hazards and discussing with the OSC, the Safety Officer determines mitigation measures and documents both on the ICS Form 215A Incident Action Plan Safety Analysis.

The ICS Form 215 Operational Planning Worksheet is designed to document the results of the Tactics Meeting. The ICS Form 215 displays:


- Branches (if applicable)
- Division by geography
- Group by function
- Work assignments
- Quantity, kind, and type of resource plus availability (Requested, Have, or Need)
- Reporting location for resources
- Requested arrival time of resources

This worksheet should be completed at least 1 - 2 hours prior to the Planning Meeting.

ICS Form 215 (Cont.)

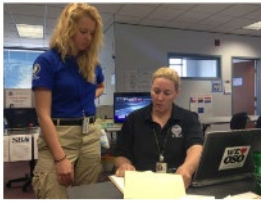

Completing the ICS Form 215 prior to the Planning Meeting will:

- Prevent unnecessary discussion of tactics
- Maximize effectiveness
- Avoid excessive external influences
 - Closed door session with a "gatekeeper"
- Promote a perception of organization



Visual 6.14

Prepare for Planning Meeting

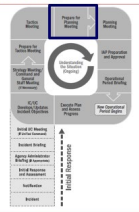




Visual 6.15

Prepare for Planning Meeting

Following the Tactics Meeting, the PSC prepares for Planning Meeting:

- Analyze ICS Form 215.
- Obtain ICS Form 215A.
- Assess current operations.
- Gather information.

Visual 6.16

ICS FORM 215 (CONT.)

Completing the ICS Form 215 Operational Planning Worksheet prior to the Planning Meeting will:

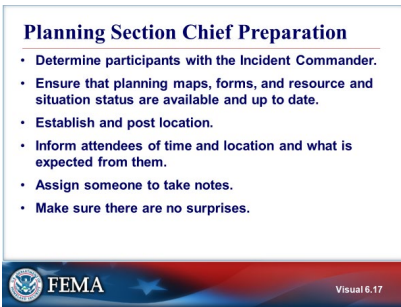
- Prevent unnecessary discussion of tactical operations in an open forum.
- Maximize the effectiveness of the Planning Meeting.
- Avoid excessive external influences by keeping the door closed and appointing a "gatekeeper" or door guard to keep non-essential personnel from wandering in to "see what's going on". Especially Agency Administrator's - unless that has been pre-arranged with the IMT.
- Promote organization.

PREPARE FOR PLANNING MEETING

PREPARE FOR PLANNING MEETING

Following the Tactics Meeting, the Planning Section Chief coordinates preparation for the Planning Meeting. Preparation includes:

- Analyzing the ICS Form 215 Operational Planning Worksheet developed in the Tactics Meeting.
- Obtaining the ICS Form 215A.
- Assessing current operations effectiveness and resource efficiency.
- Gathering information to support incident management decisions.

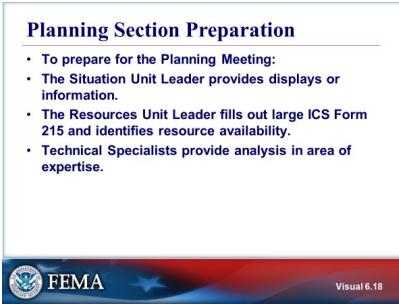


Visual 6.17

PLANNING SECTION CHIEF PREPARATION

The Planning Section Chief is the glue that holds everything together. Preparation includes:

- Determining Planning Meeting participants with Incident Commander.
 - Only key personnel should attend the Planning Meeting to facilitate an orderly and brief exchange of information; final determination of participants is made by the Incident Commander.
 - Ensuring that planning meeting displays such as agenda, maps, forms, and resource and situation status are up-to-date and posted.
- Informing attendees of time, location, and expectations.
 - Post the Operational Period Planning Cycle timeframes at the Incident Command Post.
 - Post agenda for meeting.
- Using large Operations maps, sketch maps, or charts for planning and briefing.
- Displaying Incident Command System Forms 215 and 215A – wall-size or LCD Projector versions.
- Having the Resources Unit prepare a current resource inventory.
- Having the Situation Unit update displays and summarize current incident information gathered.



Visual 6.18

PLANNING SECTION PREPARATION

There are many responsibilities for the Planning Section when it comes to preparing for the Planning Meeting.

Planning Section staff assignments:

- Situation Unit Leader:
 - Impacts to public health
 - Current maps and situations
 - Natural resource damage
 - Evacuation status
 - Clean-up progression
 - Sampling and monitoring data
 - Other pertinent information
- Resources Unit Leader:
 - Current status of resources on incident as well as regionally and nationally
 - Wall size ICS Form 215 completed
 - Resource availability
- Technical Specialist:
 - Risk analysis, response and clean-up technology
 - Epidemiological data
 - Meteorological data
 - Analysis in area of expertise
 - Fire Behavior predictions
 - Environmental considerations



Visual 6.19



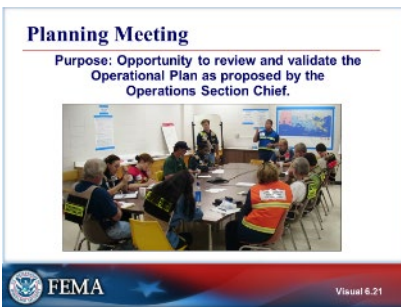
Visual 6.20

DISPLAYS FOR THE PLANNING MEETING

It is critical to ensure maps, forms, and appropriate information are displayed or available.

- Meeting Agenda
- Large-scale current, accurate map of incident.
- Large ICS Forms 215 and 215A if needed.
- Easel charts, markers, etc., for bin items.
- Include confirmed, ordered resources that have not yet arrived.

PLANNING MEETING



Visual 6.21

PLANNING MEETING

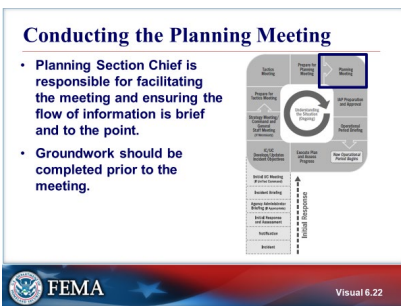
The Planning Meeting provides the opportunity to review and validate the Operational Plan.

The Incident Action Planning Process was developed to assist the Planning Section Chief in developing the Incident Action Plan using the information, tactics, resource requirements, and the needs of the Operations Section Chief in an orderly and systematic manner.

The purpose of the Planning Meeting is to put the final touches on ICS Form 215, gather support for the plan from the Command and General Staff, and gain approval from the Incident Commander.

The Incident Commander(s) places considerable emphasis on developing the IAP. The Operations Section Chief describes the amount, kind, and type of resources he/she will need to accomplish the plan. The Resources Unit Leader works with the Logistics Section Chief to fulfill the resource needs. The Incident Commander approves the plan.

At the end of the meeting, the Planning Section Chief indicates the time all components when all elements of the IAP and support documents must be submitted so the IAP can be completed, reviewed, duplicated, and made ready for the Operational Briefing.



Visual 6.22

CONDUCTING THE PLANNING MEETING

If the Tactics Meeting has taken place, the information and proposed plan should not surprise anyone during the Planning Meeting. Under the best circumstances, it will be a brief meeting with only minor changes.

The Planning Section Chief is responsible for facilitating the Planning Meeting and ensuring that the flow of information is brief and to the point.

Most of the groundwork for the plan should have been done by all parties involved prior to the meeting. This prevents the group from diverging from the current subject. There should be no surprises for the Incident Commander at the Planning Meeting.

Facilitating the Planning Meeting	
Tips for Facilitation	
Follow the meeting agenda.	Stay focused and keep as brief as possible.
Silence all cell phones and radios.	Always start on time.
Always give ground rules; consider posting.	Always display Command presence.
Keep to 30 minutes or less.	Touch base with all concerned.
Stay on track and arrange post-meeting discussions, if needed.	Participants must be prepared and able to commit their agencies.


FEMA Visual 6.23

Visual 6.23

FACILITATING THE PLANNING MEETING

Tips for facilitating the Planning Meeting:

- Require all participants to come prepared and on time.
- Agency representatives must be able to commit their agencies.
- Responsible party/landowners must have authority.
- Adhere to the incident action planning process.
- The type of incident influences the agenda.
- Silence all cell phones and radios.
- Stay focused and keep Planning Meeting as brief as possible.
- Always start on time.
- Always give ground rules.
- Always display Command presence.
- Keep to 30 minutes or less.
- Always use time savers.
- Touch based with all concerned.
- Focus on why you are there.
- Keep on track by arranging after-meeting discussions.

Time Savers	
<ul style="list-style-type: none"> • Have involved people up front – predesignate seats. • Discuss their roles before the meeting. • Use an agenda. • No dead air time. 	

FEMA Visual 6.24

Visual 6.24

TIME SAVERS

Agenda Discussion	
1. Briefing on situation and resource status.	Planning Section Chief
2. Set/review incident objectives.	Incident Commander
3. Identify assignments.	Operations Section Chief
4. Specify tactics.	Operations Section Chief
5. Specify safety mitigation measures.	Safety Officer
6. Specify resources needed.	Operations Section Chief, Planning Section Chief
7. Specify Operations facilities and reporting locations.	Operations Section Chief, Planning Section Chief, Logistics Section Chief
8. Develop resource and personnel order.	Logistics Section Chief
9. Consider Communications, medical, and traffic plan requirements.	Logistics Section Chief, Planning Section Chief
10. Finalize, approve, and implement Incident Action Plan.	Planning Section Chief, Incident Commander, Operations Section Chief

Handout 6-1: Planning Meeting Agenda

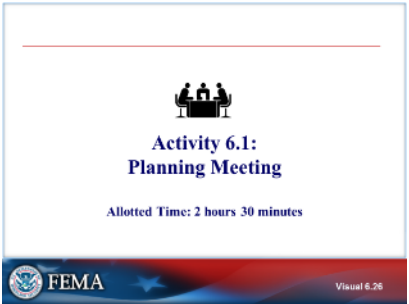
Visual 6.25

AGENDA DISCUSSION

The Planning Meeting Checklist provides basic steps for use in almost any incident situation. However, not all incidents require written Incident Action Plans. The need for a written Incident Action Plan and attachments is based on incident requirements and the decision of the Incident Commander.

Before participants leave the Planning Meeting, make sure they know when you want the products.

Refer to Handout 6-1: Sample Planning Meeting Agenda.

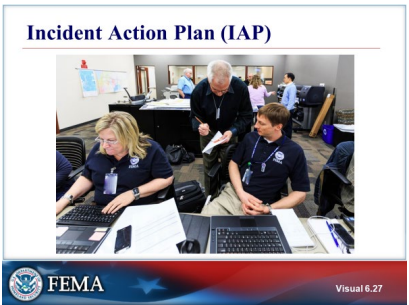


Visual 6.26

ACTIVITY 6.1: PLANNING MEETING

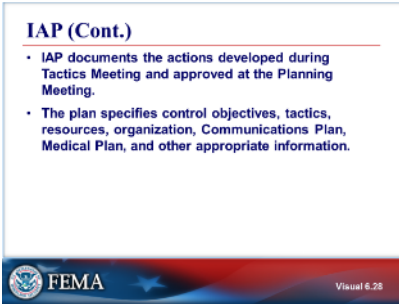
The instructor will explain Activity 6.1.

You will have 2 hours and 30 minutes to complete the activity.



Visual 6.27

INCIDENT ACTION PLAN (IAP)



Visual 6.28

IAP (CONT.)

The Incident Action Plan is the written document that assures all operational personnel understand where they are assigned, who they are working for, who is working for them, their work assignment, how they will communicate, and the emergency medical procedures.

The IAP documents the actions developed during the Tactics Meeting and approved at the Planning Meeting.

The plan specifies:

- Control objectives
- Tactics
- Resources
- Organization
- Communications Plan
- Medical Plan
- Other appropriate information

IAP (Cont.)

- Incidents will vary in size and complexity, so will the IAP.
- Planning process exists to produce an IAP.
- IAPs must be accurate and complete enough to be the guide for Operations.

FEDMA Visual 6.29

Visual 6.29

IAP (CONT.)

Incidents vary in kind, size, complexity, and requirements, as will the Incident Action Plan. The product of the Operational Period Planning Cycle is the Incident Action Plan.

An Incident Action Plan must be prepared for each operational period and distributed just prior to the Operational Briefing. The IAP must be accurate and transmit information agreed upon and approved in the Planning Meeting.

The Incident Action Plan is a legal document that describes the actions taken during that operational period. Beyond providing operational information, it is used for cost accounting, resource tracking and resource accountability during times of emergency.

The Operational Period Planning Cycle was developed to facilitate the development of an Incident Action Plan in an orderly and systematic manner. The Incident Action Plan is prepared by the Planning Section with input from the appropriate Sections and Units of the Incident Management Team.

An Incident Action Plan is completed following each formal Planning Meeting conducted by the Incident Commander and the Command and General Staff. The plan must be approved by the Incident Commander prior to distribution. Sufficient copies of the Incident Action Plan will be reproduced and given to all supervisory personnel at the Section, Branch, and Leader levels.

The Planning Section Chief supervises the development, preparation, completion, duplication, and distribution of the Incident Action Plan.

- On smaller, less complex incidents, the Incident Commander may perform this task
- The content of the Incident Action Plan is incident objectives-driven

The Incident Commander approves the completed Incident Action Plan. The level of detail required in an Incident Action Plan will vary according to the size and complexity of the response. The plan must be accurate


and completely transmit the information generated during the incident action planning process.

Purposes of the IAP

The IAP:

- Addresses the safety of personnel
- Ensures the effectiveness of response operations
- Provides operational direction for incident personnel (who, what, when, where, and how)

What are some other intended purposes?





Visual 6.30

When is an IAP Required?

Incidents generally requiring written IAPs:

- Involve large number of resources.
- Exceed one operational period.
- Requested by Incident Commander.
- Required by Agency.



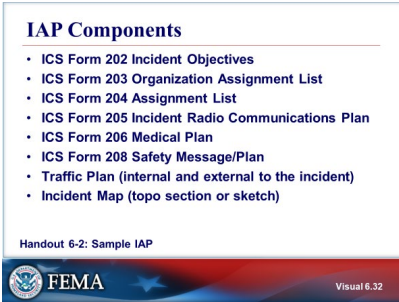
Visual 6.31

PURPOSE OF THE IAP

WHEN IS AN IAP REQUIRED?

Incidents that generally require written Incident Action Plans:

- Involve large number of resources
- Exceed one operational period
- Requested by an Incident Commander
- Required by an Agency



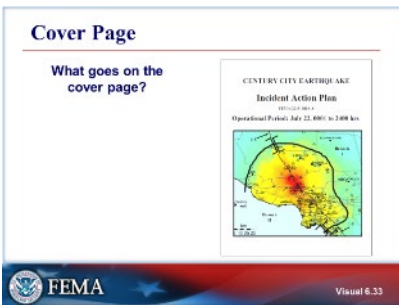
Visual 6.32

IAP COMPONENTS

Refer to Handout 6-2: Sample IAP. This sample Incident Action Plan will give you a sense of what type of information is collected.

Usually an Incident Action Plan is composed of the following components:

- ICS Form 202 Incident Objectives
- ICS Form 203 Organization Assignment List
- ICS Form 204 Assignment List
- ICS Form 205 Incident Radio Communications Plan
- ICS Form 206 Medical Plan
- ICS Form 208 Safety Message/Plan
- ICS Form 220 Air Operations (depends on the incident type)
- Traffic Plan (internal and external to the incident)
- Incident Map (topographic section or sketch)
- ICS Form 214 Activity Log

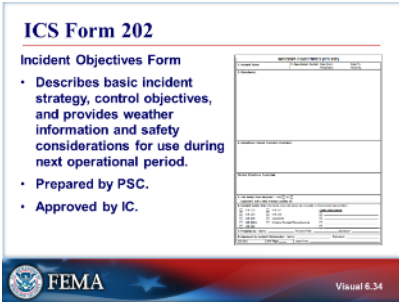


Visual 6.33

COVER PAGE

The incident name, date and time of the operational period and incident number (if applicable) all need to be on the cover of the Incident Action Plan. Check with the agency on any other policies regarding the cover or contents of the IAP.

Be careful, sometimes cover art can add to the digital size of the document, making it difficult to transfer files. Artwork can be a sensitive issue, best to be conservative and limit potential conflicts.



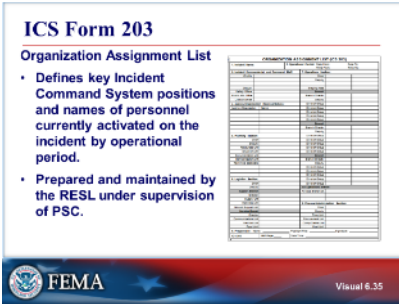
Visual 6.34

ICS FORM 202

Purpose - The ICS Form 202 Incident Objectives Form is the first page of the Incident Action Plan. The Incident Objectives Form lists the Incident Objectives and describes the operational period command emphasis and general situational awareness. It often provides weather information and safety considerations for use during the next operational period.

Preparation - The Incident Commander is responsible for preparing incident objectives. The Planning Section Chief may be delegated to prepare the form for the Incident Commander's approval. In preparing the form, it is important to:

- Consider total incident situation (political, legal, and fiscal).
- Describe strategy and control objectives.
- Limit it to a single operational period.
- If necessary, may include a specific operational task or objective.
- Provide weather information.
- Provide general safety information.



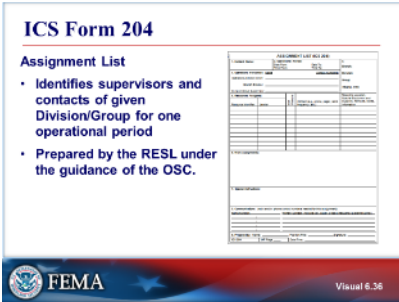
Visual 6.35

ICS FORM 203

Purpose - The ICS Form 203 Organization Assignment List provides Incident Command System personnel with information on the units that are currently staffed and the names of the personnel staffing each position or unit. It is used to complete the ICS Form 207 Incident Organizational Chart, which is posted on the Incident Command Post.

Preparation - The list is prepared and maintained by the Resources Unit Leader under the direction of the Planning Section Chief.

Distribution - The ICS Form 203 Organization Assignment List is distributed as part of the Incident Action Plan.



Visual 6.36

ICS FORM 204

Purpose - The ICS Form 204 Assignment List is used to inform Operation Section personnel of incident assignments. Once the assignments are agreed upon by the Incident Commander and General Staff, the assignment information is given to the appropriate Units and Divisions. Each Division or Group will have its own page. The Assignment List:

- Identifies supervisors and contacts of given Division/Group for one operational period.
- Identifies "TYPE", "KIND," and "NUMBER" of assigned resources for a given Division/Group for one operational period.
- Identifies transportation method, location, and timing.
- Identifies work assignments for given Division/Group for one operational period.
- Provides special instructions and additional information (communications) for a given Division/Group for that operational period.
 - Often the hazard mitigation measures identified on the ICS Form 215A are added in this section, as it is related to a specific Division or Group.


Preparation - The Assignment List is normally prepared by the Resources Unit Leader using the guidance of the ICS Form 215 Operational Planning Worksheet, ICS Form 215A Incident Safety Analysis, and the Operations Section Chief.

Distribution - The Assignment List are assembled and distributed with the remaining forms/documents of the Incident Action. Depending on location of ICP and Camps, assignments may be communicated via radio. Electronic versions may be distributed via the Internet.

ICS Form 205

Incident Radio Communications Plan

- Provides all radio frequency assignments for one operational period in one location.
- Prepared by the Communications Unit Leader and given to the Planning Section Chief.



FEMA Visual 6.37

Visual 6.37

ICS FORM 205

Purpose - ICS Form 205 provides all radio frequency assignments for one operational period in one location. This plan is the summary of information obtained from the ICS Form 216 Radio Requirements Worksheet and the ICS Form 217 Radio Frequency Assignments Worksheet. Frequency assignments on the Incident Radio Communications Plan are typically placed on the appropriate ICS Form 204 Assignment List.


Preparation - The Incident Radio Communications Plan is prepared by the Communications Unit Leader (COML) and given to the Planning Section Chief.

Distribution - The Incident Radio Communications Plan is included in the IAP. Distribution of radio frequency information should be limited to those associated with the incident, for safety and security reasons.

ICS Form 206

Medical Plan

- Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
- Prepared by the Medical Unit Leader and reviewed by the Safety Officer.



FEMA Visual 6.38

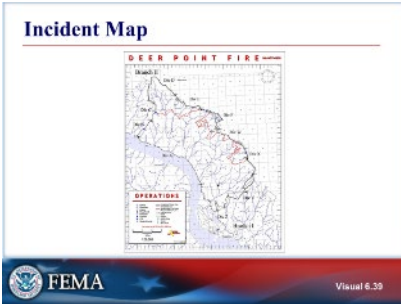
Visual 6.38

ICS FORM 206

Purpose - The Medical Plan provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

Preparation - The Medical Plan is prepared by the Medical Unit Leader (MEDL) and approved by the Safety Officer.

Distribution - The Medical Plan is incorporated into the IAP. Specific instructions and/or medical resources assigned to a Division/Group are incorporated into that ICS Form 204.

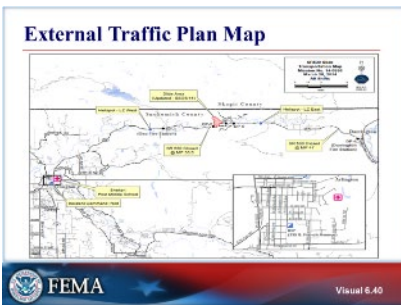


Visual 6.39

INCIDENT MAP

The Incident Action Plan map is prepared by the Situation Unit Leader, Display Processor, or Geographic Information System Specialist. It provides detailed incident information that may include:

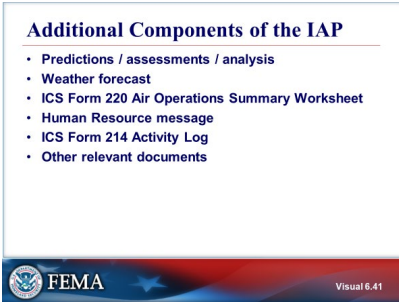
- Areas of impact
- Incident perimeter
- Clean-up process
- Recovery
- Areas sampled
- Areas being monitored and their status
- Restoration status
- Search status
- Debris removal status
- Reoccupation status
- Plume dispersion



Visual 6.40

EXTERNAL TRAFFIC PLAN MAP

The Ground Support Unit Leader prepares the Traffic Plan, which describes routes of travel. The Situation Unit often transfers this information to a finished map product.



Visual 6.41

ADDITIONAL COMPONENTS OF THE IAP

Weather Forecast

- Prepared by meteorologist or provided by weather service.
- Provides current and predicted weather information.
- Fire Behavior Forecast – if on a wildfire
 - Prepared by the Fire Behavior Analyst.
 - Provides specific fire behavior predictions for a wildland fire.

Human Resource Message

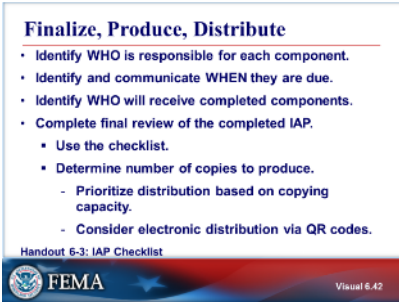
- Prepared by Human Resource Specialist.
- Reminds incident personnel about mutual respect.

ICS Form 214 Activity Log

- If used or needed, it is prepared by Supervisors, Unit Leaders, Officers, and Chiefs.
- Identifies significant events.
- Blank ICS Form 214 placed in Incident Action Plan for distribution purposes.

Miscellaneous Optional Attachments

- Logistics notes.
- Finance notes.
- Pending Demobilization list.
- Facilities map (internal Traffic Plan map).



Visual 6.42

FINALIZE, PRODUCE, DISTRIBUTE

The Planning Section Chief, with approval of the Incident Commander, determines what components will be included in the Incident Action Plan for each operational period. The PSC is then responsible for the completion and distribution of the IAP.

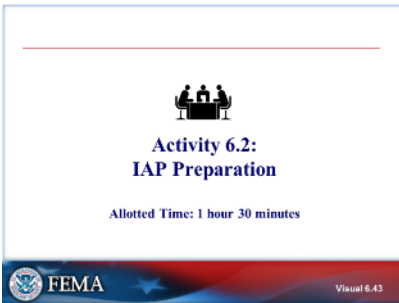
When finalizing, producing, and distributing materials, remember:

- Identify who is responsible for developing each component.
- Identify when the components are to be completed and turned in to the Planning Section. This happens at the end of the Planning Meeting: “IAP Components are due.”
- Identify where it should be delivered.
- Identify who should receive the completed components.
- Review all components for completeness and approvals. Refer to Handout 6-3 IAP Assembly Checklist.
- Obtain Incident Commander’s approval of completed Incident Action Plan.
- Determine number of Incident Action Plans required if copying capability is limited reproduce and distribute based on the priorities listed below. Consider moving the IAP electronically to smart phones or tablets, especially maps via QR Codes.
 - The first priority is to the Operations Section supervisory personnel: Branch Directors, Division/Group Supervisors, Task Force or Strike Team/Resource Team Leaders, Single Resources Bosses, such as Engine and Crew Captains.
 - Second priority is to IMT members.
 - Third priority:
 - Facilities outside incident base (camps, staging areas, and fixed-wing base).
 - Outside world.

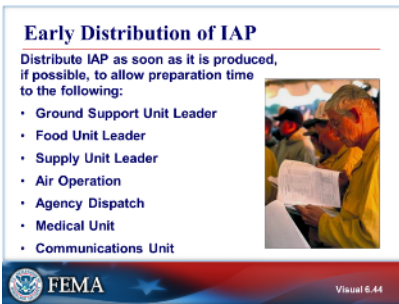
- Agency Administrators/Management.
- Complete Incident Action Plan with or without phone numbers.
- Incident Action Plan map only.
- Arrange for reproduction of Incident Action Plan.

Review IAP prior to the Operational Briefing for:

- Completeness
- Last-minute changes
- Up-to-date information
- Dropped pages
- Other errors



Visual 6.43



Visual 6.44

ACTIVITY 6.2: IAP PREPARATION


The instructor will explain Activity 6.3.

You will have 1 hour and 30 minutes to complete the activity.

EARLY DISTRIBUTION OF IAP

Distribute IAP for Operational Briefing

- Approach varies with situation and number of personnel and copies.
- Prepackage by function:
 - Operations/Divisions
 - C&G Staff
- Limited IAP numbers will require controlled distribution.
- Keep original copy & corrected copy for documentation.



FEMA Visual 6.45

Visual 6.45

DISTRIBUTE IAP FOR OPERATIONAL BRIEFING

- Approach varies with situation as well as the number of personnel and copies.
- Consider bundling for certain division or groups.
- Limited Incident Action Plan numbers will require controlled distribution.
- Submit original and corrected Incident Action Plans to Documentation Unit Leader.
- Evaluate procedures and Incident Action Plan with your staff (make improvements or adjustments as necessary).
- Get ready to do it again.

Prepare for Operational Briefing




FEMA Visual 6.46

Visual 6.46

PREPARE FOR OPERATIONAL BRIEFING

Prepare for Operational Briefing (Cont.)

- Select Briefing Location
 - Large enough.
 - Quiet.
 - Display area.
 - Audio system.
- Select Briefing Time
 - Prior to or at start of operational period.
 - Plan for 30 minutes.
 - Allow for travel time.




FEMA Visual 6.47

Visual 6.47

PREPARE FOR OPERATIONAL BRIEFING

Prepare for Operational Briefing (Cont.)

- Ensure units are preparing their displays.
- Time and location.
- Who attends.
- IAP distribution.
- Use a briefing agenda.
- IAP corrected copy.




Handout 6-4: Sample Operational Briefing Agenda

FEMA Visual 6.48

Visual 6.48

Operational Period Briefing



FEMA Visual 6.49

Visual 6.49

PREPARE FOR OPERATIONAL BRIEFING (CONT.)

Other tasks necessary to preparing for the Operational Briefing:

- Ensure units are preparing their displays.
- Post time and location.
- Determine who should attend.
- Distribute Incident Action Plan.
- Use briefing agenda.
- Have the RESL capture any errors or changes at the briefing on the Incident Action Plan corrected copy.

Refer to Handout 6-4 and review.

OPERATIONAL PERIOD BRIEFING

Operational Period Briefing (Cont.)

- Present the IAP to supervisors of tactical resources.
- Briefed on any critical operational or safety issues and logistical information.
- May be referred to as the Operations Briefing or the Shift Briefing.

FEMA Visual 6.50

Visual 6.50

OPERATIONAL PERIOD BRIEFING

An Operational Period Briefing, also referred to as the Operations Briefing or the Shift Briefing, is just before the beginning of each operational period. It is the time when the Incident Action Plan is presented to supervisors of tactical resources. Generally, the number of attendees does not allow time for questions. Depending upon the size of the audience, if manageable take questions as time allows. The Operations Supervisor should be briefed on any critical operational or safety issues, and logistical information.

If needed, each member of the Command and General Staff who has a part in the Incident Action Plan makes a short presentation to clarify procedures.

The Planning Section Chief and Operations Section Chief share the responsibility for the Operational Briefing. The Planning Section Chief is responsible for facilitating the briefing. The Operations Section Chief has the responsibility to ensure that all operations personnel are adequately briefed. This may require additional briefings after the primary Operational Briefing. These are called “Division/Group Breakouts” where additional questions can be asked/answered.

Operational Period Briefing (Cont.)

- Prior to start of each operational period.
- All supervisors of tactical resources should attend.
- Planning Section Chief facilitates using a concise agenda.

FEMA Visual 6.51

Visual 6.51

OPERATIONAL PERIOD BRIEFING (CONT.)

Key Participants

Key individuals providing input:

- Planning Section Chief
- Incident Commander
- Operations Section Chief
- Logistics Section Chief
- Safety Officer
- Finance/Admin Section Chief
- Communication Unit Leader
- Medical Unit Leader

FEMA Visual 6.52

Visual 6.52

KEY PARTICIPANTS

Planning Section Chief Responsibilities

- During the Operational Briefing the Planning Section Chief has a number of responsibilities, including:
 - Handing out Incident Action Plans before starting
 - Keeping the briefing focused and brief, less than 30 minutes if possible
 - Identifying location of Division/Group meetings after the Operational Briefing
- What are some additional responsibilities?

FEMA Visual 6.52

Visual 6.53

PLANNING SECTION CHIEF RESPONSIBILITIES

Planning Section Chief's responsibilities at the Operational Briefing:

- Distributing Incident Action Plans before the meeting. The RESL may do this.
- Facilitating the Briefing.
- Keeping the Briefing focused and brief, less than 30 minutes if possible.
- Adhering to 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 location of Division/Group breakout meetings after the Operational Briefing.
- Arranging for placement of unassigned resources with Resources Unit Leader.

Other Meetings



FEMA Visual 6.54

Visual 6.54

OTHER MEETINGS

Other Meetings and Briefings

- Command and General Staff Meetings
- Transition Meetings
- Debriefing/Close-out Meetings
- Public Meetings
- Agency-specific Reviews
- Planning Section Meetings

FEMA Visual 6.55


Visual 6.55

OTHER MEETINGS AND BRIEFINGS

These meetings are not mandatory and do not have a set time or location. They are set up as needed. The Planning Section Chief may be responsible for attending and facilitating a number of these meetings.

Command and General Staff Meetings

- Discuss important information affecting team.
- IC determines involvement.
- PSC may be asked by IC to facilitate.
- Need quiet time to assemble team.




FEMA Visual 6.56

Visual 6.56

Transition Meetings

- Conducted when teams transition or turn back to local management
- PSC usually facilitates this meeting



FEMA Visual 6.57

Visual 6.57

COMMAND AND GENERAL STAFF MEETINGS

The Command and General Staff Meetings are used to discuss important information that affects the team.

TRANSITION MEETINGS


Transition Meetings are conducted when the incident is transitioning from one Incident Management Team to another Incident Management Team or being turning back over to local control. The Incident Commander may assign the Planning Section Chief to facilitate a Transition Meeting.

The Planning Section Chief from the existing team will probably facilitate.

Refer to Unit 5 - to Handouts 5-5 Return of Delegated Authority Sample and Handout 5-6 Incident Transition Plan Template.

Debriefing/Close-out Meetings

- Agency Administrator is usually present.
- May be held during Transition Meeting.
- PSC facilitates.



FEMA Visual 6.58

Visual 6.58

DEBRIEFING/CLOSE-OUT MEETINGS

Debriefing/Close-out Meetings are usually held with the Agency Administrator (AA). They may be held in conjunction with the Transition Meeting. The Planning Section Chief may be assigned by the Incident Commander to facilitate.


Debriefing/Close-out Meetings are the time when you meet with the Agency Administrator/Executive and report your accomplishments in relation to your assigned tasks. Probably not too many Type III or Type IV teams have had to attend Debriefing/Close-out Meetings.

A document called an Executive Summary or Final Narrative can be prepared. In this document, you include:

- Incident overview
- Input from C & G Staff
- Successes
- Challenges
- Recommendations for future

Public Meetings

- PSC does not usually attend unless requested by IC.
- Plans Section provides maps and displays.



FEMA Visual 6.59

Visual 6.59

PUBLIC MEETINGS

A City Council Meeting is an example of a Public Meeting.

Agency-Specific Reviews and Accident Investigations

- PSC involved by IC request.
- Timing and involvement determined by IC.
- Be aware of possible distraction from PSC job during response or incident.

FEMA Visual 6.60


Visual 6.60

AGENCY-SPECIFIC REVIEWS AND ACCIDENT INVESTIGATIONS

The Planning Section Chief is only involved in Agency-Specific Reviews or Accident Investigations if requested to do so by the Incident Commander. The timing and involvement for these reviews is determined by the Incident Commander.

Planning Section Meetings

- Schedule every couple of days.
- Need quiet time for maximum attendance.
- Good problem-solving time.
- Pulse check.




FEMA Visual 6.61

Visual 6.61

PLANNING SECTION MEETINGS

**Activity 6.3:
ICS Form 209 Preparation**

Allocated Time: 45 minutes



FEMA Visual 6.62

Visual 6.62

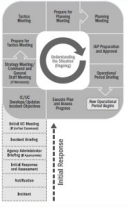
ACTIVITY 6.3: ICS FORM 209 PREPARATION

The instructor will explain Activity 6.3.

You will have 45 minutes to complete the activity.

Unit Summary

- Monitoring the Operational Period Planning Cycle and facilitating the required meetings is a significant portion of the Planning Section Chief's responsibility.
- Keeping the team on track is imperative.




FEMA Visual 6.63

Visual 6.63

UNIT SUMMARY

Objectives Review

1. What is the Planning Section Chief's role in the Planning Meeting?
2. What is the purpose of the Incident Action Plan?
3. What are the components of the Incident Action Plan and who is responsible for preparing it?
4. What is the Planning Section Chief's role in the Incident Action Plan?
5. Who approves the Incident Action Plan?
6. What is the Planning Section Chief's role in the Operational Briefing?
7. What other Incident Management Team meetings and briefings might the Planning Section Chief attend?



Visual 6.64

Visual 6.64

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the Planning Section Chief's role in the Planning Meeting.
- Describe the purpose of the Incident Action Plan.
- Describe the components of the Incident Action Plan and who is responsible for preparing them.
- Describe the Planning Section Chief's role in the Incident Action Plan.
- Identify who approves the Incident Action Plan.
- Describe the Planning Section Chief's role in the Operational Briefing.
- Identify other Incident Management Team meetings and briefings that the Planning Section Chief may attend.

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Supplemental Materials

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Handout 6-1: Sample Planning Meeting Agenda

- | | | |
|-----|---|----------------|
| 1. | Ground Rules | PSC |
| 2. | Briefing on current situation | OSC, SITL |
| 3. | Review Incident Objectives | PSC, IC |
| 4. | Presentation of the ICS Form 215 Operational Planning Worksheet | OSC |
| | a. Plot control lines, establish branch/division boundaries | |
| | b. identify group assignments | |
| | c. Specify tactics for each division/group | |
| | d. Specify resources needed by division/group | |
| | e. Identify reporting locations and time | |
| 5. | Specify safety mitigation measures for identified hazards in all divisions/groups | Safety Officer |
| 6. | Logistical Issues: | LSC |
| | a. Resource/Supply Issues | LSC |
| | b. Communications Plan | LSC |
| | c. Medical Plan | LSC |
| 7. | Financial Issue | FSC |
| 8. | Assisting & Cooperating Agency Issues | LOFR |
| 9. | Information Issues (Internal/External) | PIO |
| 10. | Finalize, support and approval of the plan | PSC |
| 11. | Closing remarks, products dues | IC, PSC |

IC = Incident Commander
 SOF = Safety Officer
 LOFR = Liaison Officer
 PIO = Public Information Officer
 PSC = Planning Section Chief
 OSC = Operations Section Chief
 LSC = Logistics Section Chief
 FSC = Finance/Administration Section Chief
 MEDL = Medical Unit Leader
 COML = Communication Unit Leader

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Activity 6.1: The Planning Meeting

The Planning Meeting

Activity 6.1 Overview – Unit 6

Purpose

The purpose of this activity is to provide the students with the opportunity to prepare for and practice facilitating a Planning Meeting.

Objectives

Students will:

- Identify key information presented in a Planning Meeting.
- Demonstrate their ability to prepare the workspace and facilitate the Planning Meeting.

Activity Structure

This activity is scheduled to last approximately 2–3 hours, including small group discussion and presentation of group findings. Participants will have the opportunity to roleplay a Planning Meeting. In small groups, one student is selected by the instructor who has been designated by their agency to be a Planning Section Chief.

That student will assign tasks to prepare the work area for a Planning Meeting and roles for the ICS position scripts. The selected student will play the role of the Planning Section Chief. Each group will present to the rest of the student groups.

Rules, Roles, and Responsibilities

Working in your student group, follow the specific tasks/instructions for the activity:

1. Within your student group, a Planning Section Chief will be selected by the instructor, with input from the student group. The group will be assigned 1 of the 6 scenarios.
2. The remaining students will play a different member of the Incident Management Team (IMT) based on the scripts provided. Note: There will be more scripts than students, so you will play more than one IMT member.
3. The designated Planning Section Chief will assign tasks to prepare the work area for a Planning Meeting.
4. Conduct the Planning Meeting with other student groups observing.
5. Conduct a quick After Action Review of each Planning Meeting. Discuss what you noticed about how the meeting was facilitated.
6. If there is enough time, allow the students to switch roles and scenarios.

Activity 6.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Prepare for the Planning Meeting	1 hour	Student Groups
Roleplay with other groups observing	1 - 2 hours	Student Groups
Debrief/Review	10 minutes	Classroom

Buck's Lake Incident (Wildfire)

Scenario: A wildland fire started on July 4th in a large state park. It quickly grew and escaped initial attack. Your team was called and took responsibility on the morning of July 5th. The fire was 850 acres at that time due to high winds and low humidity. The fire has slowed somewhat and your efforts have been successful in controlling some areas of the fire, but it now threatens a small mountain community of Acorn Canyon.

Estimates are that the fire will be contained sometime over the next 24 hours at 1,200-1,500 acres.

It is now the evening of July 5th (2000 hours) and you are conducting a Planning meeting for the Day Shift-July 6th. Operational period will be 0600-1800. You have produced two IAP's for this fire covering Day Shift for July 5 and Night Shift (current operational period) of July 5-6.

Incident objectives were established and are still valid. They are:

- Keep the fire
 - North of Potrero Road
 - East of Sim's Ridge Road
 - South of Highway 146
 - West of Acorn Canyon Road
- Protect structures in Acorn Canyon Subdivision

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Buck's Lake Incident (Wildfire) Operations Script

When called on by the Planning Section Chief, provide the following:

Current Situation: Tonight, we will continue to construct line in Division B and improve lines in Divisions A, D, and E. Structure protection will stay in place. We should have line construction done in all Divisions except Division C and some of Division D tonight.

Weather has moderating this evening, allowing for us to make good headway.

When called on by the Planning Section Chief, provide the following:

Operational Plan for Upcoming IAP: The plan for tomorrow is to continue working to secure the lines in Division's B and D and complete and hold the control line in all of Division C. Divisions A and E will be patrolled with some mop-up.

I think that the structure protection in Acorn Canyon will be needed until the end of the shift. After which, we could release those Strike Teams to demobilization.

Now verbally and quickly review the ICS Form 215 to show how you will be staffing the incident tomorrow along with other important information included on the form.

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**Buck's Lake Incident (Wildfire)
Planning Section Chief Script**

The weather forecast for the next operational period: Temps 80 degrees; RH 20%;
Winds: 5-10 MPH

No "wind Events" in the forecast for the next several days according to the National Weather Service. We have a Spot Weather Forecast for the IAP.

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**Buck's Lake Incident (Wildfire)
Incident Commander Script**

When asked to confirm incident objectives, indicate that they are still valid.

When called on at the conclusion of the meeting: Make sure that all outstanding orders are canceled early tomorrow if we are successful with this plan. I will not call the fire contained until the lines have held for 24 hours. All else is good. Be safe.

I approve the plan.

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**Buck's Lake Incident (Wildfire)
Logistics Script**

When called on: I have confirmed that the private contract Water Tender has a second operator and can work tomorrow. In response to the Safety Officer's request, we will be able to provide dust abatement on the dirt roads in Division A, B, and D with that water tender.

The Communication Plan will remain the same unless I hear about any issues tonight.

I can support the plan.

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**Buck's Lake Incident (Wildfire)
Safety Officer Script**

When called on: I would like to request dust abatement in Divisions A, B, and E. Also, the safety message will include information about bee swarm safety for tomorrow based on what happened in Division D this morning.

I can support the plan.

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Buck's Lake Incident (Wildfire) Finance Script

When called on: We have no Equipment Time Reports for the private road grader that was used to open the fire road in Division E and D. Please locate that operator and have them come by our Section to complete the documentation.

Also, if we plan to release the structure engines tomorrow, I would prefer to see the municipal engines leave first. Remember that they need to rest prior to departing if they are on-shift all day tomorrow.

I can support the plan.

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**Buck's Lake Incident (Wildfire)
Public Information Officer Script**

When called on: I have set up a meeting with the residents of Acorn Canyon for 1000 tomorrow. IC, can you be available for that? Otherwise, there has been much less press interest.

I can support the plan.

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**Buck's Lake Incident (Wildfire)
Liaison Officer Script**

When called on: The local rancher group is concerned about impacts on their fences and gates. Operations, can you have your Division Supervisors ID any damage?

I can support the plan.

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Buck's Lake Incident (Wildfire) - ICS Form 215

Refer to EL_962_ACT_6.1_ICs_Form_215_1_of_6.pdf

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Central City Incident Flood

Scenario: It is April 10th. The area has experienced three consecutive storms over the last week. Local creeks and the Roaring River are at or near flood stage. Responders have worked along the Roaring River to reinforce and maintain levees protecting Central City. At dawn this morning, evacuations were ordered in the low-lying area west of the river as the West Levee showed signs of failure. A fourth storm is now hitting the area.

Early this afternoon the West Levee failed. A 24-square-block area was quickly inundated by nightfall. Evacuations were incomplete. The flooded area included residential areas and a mixed use, retail/commercial/light industrial area. This area has 4-6 feet of slow moving water and the depth decreases as it moves away from the river. Your team has just assembled and will assume responsibility for the Operations effort tonight and will produce an IAP for full team integration starting tomorrow morning at 0600.

It is now the evening of April 10th at 2200 hours and you are conducting a Planning meeting for the Day Shift April 11th. The operational period will be 0600-1800. This is the first IAP for this incident.

Incident Objectives have been established for the Day Shift. They are:

1. Complete a primary search of the inundated area for immediate threats to life and accomplish those rescues.
2. Complete evacuations of less threatened victims still in the evacuation area.
3. Continue to enhance the East Levee.
4. Evacuate the east side of the river for ½ mile out from the levee and maintain road closures on both sides of the river.
5. Identify hazardous material releases that may be mitigated.
6. Secure utilities in the east side of the evacuation area. Prepare to do the same on the west side.

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Central City Incident Flood Operations Section Chief Script

Current Situation: About three-quarters of the evacuations were completed before the levee failed. We know that the remaining area has victims at varying levels of risk. We pulled crews off of the West Levee but continued to work on the east levee. The utilities in the inundated areas are still on and need to be secured. We will continue to move people out of the impacted areas but, with limited lighting, the risks are quite high and I have reduced the number of operational resources in the flooded area. We will continue trying to locate additional victims.

Plan for next operational period: Tomorrow, we will complete the rescues and evacuations in two phases. First, two Water Rescue Teams will do a quick primary search looking for those who are in life threatening situations and rescue them. Secondly, a second wave of Water Rescue Teams will complete the removal of victims in isolated, but relatively safe, locations.

We will continue to work on the East Levee and prepare to evacuate the area. Sandbags for that area will be loaded by inmates at the County jail and transported to the sandbag drop points. Skip loaders and dump trucks will deliver the bags to the crews on the levee.

HazMat teams will survey areas where the water is less than 3 feet deep for chemical releases or risks that can be mitigated. Any spills in water over 3 feet will be considered untreatable.

A Utility taskforce will work the west side of the river to secure electrical and gas service and then secure the east side.

Now verbally and quickly review the ICS Form 215 to show how you will be staffing the incident tomorrow along with other important information included on the form.

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Central City Incident Flood Planning Section Chief Script

Provide the following weather information: Continued moderate rain today. Showers tonight and tomorrow. Clear tomorrow night. A cold air mass behind the storm will enter the area in 36 hours with high temperature in the low 50s and lows at night in the low 40s.

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Central City Incident Flood Incident Commander Script

When called upon, validate the Incident Objectives.

At the completion of the meeting: I am concerned about the condition of the East Levee and do not want an incomplete evacuation situation that we have on the west side. Get the best information from the Army Corp of Engineers. A second failure would double our problems and I don't want us to get behind the curve any more than we are now.

I approve the plan.

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Central City Incident Flood Safety Officer Script

When called upon: Personnel flotation devices (PFDs) are required if working around floodwaters or on the levee. Decontamination will be needed if responders or victims have made contact with floodwaters. Use clean water. LSC, can we get access to a laundry service? I am concerned about overloaded boats use multiple resources. Do not engage on HazMat issues without a site safety plan.

I can support the plan.

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Central City Incident Flood Logistics Section Chief Script

When called upon: The local Armory will be used as the ICP and Base. The sandbag order has been filled by the EOC. We will be getting sand from a building supply outfit and we need a contract with them. The Medical Unit is concerned about illness of responders and will be producing guidelines for our people to avoid disease. Communications will be established based on the Operations Plan.

I can support the plan.

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**Central City Incident Flood
Finance/Administration Section Chief Script**

When called upon: I will work on the contract for the sand and will complete a Facility Use Agreement with the Armory. Also, track all equipment time, both private and public resources.

I can support the plan.

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Central City Incident Flood
Public Information Officer Script

There is national media attention on this flood, especially with the incomplete evacuations prior to our arrival. I expect many interview requests with the IC to find out what went wrong. I will set up a Media Briefing Schedule and will need to coordinate with the Agency Administrator for their participation. Ask the IC: Can you help with that?

I can support the plan.

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**Central City Incident Flood
Liaison Officer Script**

I only have a partial list of agencies involved with this accident so if you encounter other agencies and/or NGO's, please give me a call so I can meet with them. We probably have numerous "self-dispatched" folks wanting to help, so we'll need to get information on them.

Ask Operations: Can you alert your Division/Group Supervisors to document contact information for these folks, if they encounter them?

I only have a partial list of agencies involved with this incident so if you encounter.

I support the plan.

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Central City Incident Flood – ICS Form 215

Refer to EL_962_ACT_6.1_ICs_Form_215_2_of_6.pdf

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Liberty Park Incident (Search)

Scenario: The date is September 3, 2007. This morning, at about 1100 hours, a family that was camping in Liberty State Park, noticed that their 6-year old son was missing. They searched for about 10 minutes before contacting park staff.

The park is about 10,000 acres and includes rugged, vegetation covered areas and flatter open grasslands. The Roaring River marks the western boundary of the park and State Highway 246 marks the eastern boundary. There is National Forest to the north and the outskirts of Central City to the south. The Park has a main campground with all types of sites (improved to rustic) and four more drive-in sites for tent camping only. There is a two-story Park Headquarters building with a Visitor Center on the first floor and offices on the second floor. A large parking lot is adjacent to the building.

Once Park officials were notified, they initiated a plan that resulted in the park gate being closed and all vehicles leaving the park were searched. A wider search was initiated using all Park staff. The County Sheriff was notified and two Search and Rescue Teams were brought in.

It is now 2000 hours and your team has been brought in to support the search effort. You are conducting a planning meeting for tomorrow, September 4th, day-shift.

Objectives for tomorrow's Operation Period:

1. Expand search to a 2-mile radius from the point last scene.
2. Continue Law Enforcement investigation into the circumstances of the disappearance.
3. Maintain tight security on all entry/exit points of the park.
4. Manage large volunteer force of citizen searchers expected to arrive tomorrow.
5. Support family and provide them with on-site accommodations with adequate privacy.

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Liberty Park Incident (Search) Operations Section Chief Script

When asked by the Planning Section Chief, provide the following:

Current Situation: The search was expanded through the afternoon to include the entire campground. We have now moved out into the undeveloped area east and north of the point last seen. K-9 Search Teams will be in tonight and will be working until 1100 unless we hit on something and need to continue working. We will scale back the search at midnight to reduce the risk to searchers and deploy a larger contingent tomorrow at day break. Law Enforcement (County Sheriff) has an Investigative Team on-site working out of the facilities at the Park Headquarters as well as an off-site Detective Team working out of the Sheriff's Office downtown.

The park is locked down with all departing vehicles being searched and interviews being conducted. We are not allowing new visitors in and may empty the Park tomorrow after talks with State Park personnel and Search and Rescue Team Leaders.

Operational Plan for tomorrow's operational period: We will plan a grid search out to a distance that is calculated on anticipated travel distance of a 6• year-old in this terrain. This will begin at first light (0700). We will be establishing helispots to support remote crew insertions and recovery if needed. A Sheriff helicopter will join the search tomorrow morning. We will have an ALS ambulance on site tomorrow. We will also be housing a Family Support Group in Operations to address that objective.

The 100+ volunteers are expected in tomorrow morning and we intend to form them into 10-person crews with a Search and Rescue Team member as a supervisor to repeat the search of the immediate area. I am concerned about introducing other victims to the area, so care will be taken to assign the right folks to the right areas.

Law Enforcement will be stepping up the investigation to include forensics teams tomorrow morning. Two search dogs with handlers will be included with the one already working for tomorrow's day shift.

Now, verbally and quickly, review the ICS Form 215 to show how you will be staffing the incident tomorrow along with other important information included on the form.

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**Liberty Park Incident (Search)
Planning Section Chief Script**

Provide the following weather information when appropriate:

Tomorrow, temperatures will be in the upper 70s with clear skies. Winds will be light and variable. Humidity will be in the mid 60% range.

Tomorrow night, a front will approach the area and temperatures will fall into the upper 30s by morning. Rain is expected by late the next day with heavy rain for 24 hours after that, with day time temperatures in the 40s.

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Liberty Park Incident (Search)
Finance/Administration Section Chief Script

When asked by the Planning Section Chief, provide the following: I have nothing much to add. All operational resources are mutual aid right now. Who is paying for support costs must be worked out tomorrow. IC, can we meet with State Park Staff and Sheriff's personnel early tomorrow to discuss this?

Otherwise, I can support the plan.

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Liberty Park Incident (Search) Logistics Section Chief Script

When asked by the Planning Section Chief, provide the following: The upstairs offices in Park Headquarters have worked well as quarters for the family. The ICP will be housed downstairs in the large conference room. There is a good media briefing area just outside. The best part is that it is about a mile away from the main search area.

Hot meals will be available tomorrow about mid-morning. I have no idea how many volunteers to plan for or for how long. We will just have to base it off of what we see tomorrow. We plan on shipping them home each night. The Search and Rescue Teams will be housed on-site in the meadow across the street from the Park Headquarters. Base facilities will be set up in the Parking Lot. If rain is predicted, we need a Plan B for 24-36 hours from now. I will be working on that with the OSC and PSC.

I can support the plan.

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**Liberty Park Incident (Search)
Public Information Officer Script**

When asked by the Planning Section Chief, provide the following: This is gaining state-wide interest and will likely go national tomorrow as CNN and FOX have both contacted me for interviews. We will have media briefings every three hours tomorrow.

Tonight, our most recent press release asked volunteer searchers to car pool and we also gave them directions on what to wear and what type of work to expect. Hope that helps this family is prominent locally, and the Mayor of Central City is extremely interested. Expect her out here tomorrow as well.

I can support the plan.

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**Liberty Park Incident (Search)
Liaison Officer Script**

When asked by the Planning Section Chief, provide the following: Logistics, I believe the meadow across the street from the Headquarters that was going to be used for sleeping area is an environmentally sensitive area. I will confirm this with Park Staff right after this meeting. Can we meet with them together?

I can support the plan.

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Liberty Park Incident (Search) Safety Officer Script

When asked by the Planning Section Chief, provide the following: I am most concerned about the volunteers tomorrow. The PIO and I worked on the Media release that went out tonight, but I doubt many folks will get the message. Operations, be careful how you deploy these folks. You will probably see all forms of footwear and physical capability.

Also, make sure we have a good accountability system for all searchers regardless of whether they are standing teams or volunteers.

I can support the plan.

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Liberty Park Incident (Search)
Incident Commander Script

There will be a lot of moving pieces tomorrow with all the volunteers. Let's be methodic on how we Check them in and assign them. Liaison can you work with the Park Manager to find out if there is a VOAD (Volunteer Organizations Assisting in Disasters) Coordinator for the area? Also, check if there is a local Team Rubicon that we might be able to use. That group is comprised former military. They're organized and efficient.

With that said, I approve the plan.

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Liberty Park Incident (Search) – ICS Form 215

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Long Canyon Incident (Landvisual)

Scenario: At about 1500 hours on Saturday, October 19th, after a month of off-and-on rain, a 5-acre piece of hillside above homes in Long Canyon released and slid about 300 feet. The mud and debris plowed into the small community of Long Canyon, which consists of about 120 homes. Eight- 10 homes are completely buried with another 15 damaged to varying degree.

First responding Sheriff Deputies arrived to find survivors and other community residents frantically digging through a mountain of debris and dirt on the fringes of the visual. Within the first two hours, five fatalities are removed from the site and a dozen injured victims were located and pulled from the pile and transported to local hospitals. Since that time, one live victim and two deceased victims were found and removed.

Best estimates are that there are 10 people unaccounted for based on neighbor accounts of the time leading up to the visual and the number of homes buried. This number is an estimate. Law enforcement is working to verify, via relatives and other records, who might truly be missing.

The entire community has been evacuated and the canyon road leading into the community is closed. The hillside appears to be stable but additional land movement cannot be ruled out. Your team arrived at about 1800 on October 19th and began to assist with search and rescue activities. It is now around midnight and you are conducting a Planning Meeting for the Day Shift – October 20th 0600-1800.

Objectives have been set for the Day Shift and they are:

1. Complete a primary search of the perimeter.
2. Begin secondary search of the entire mud and debris field for those unaccounted for.
3. Continue to investigate leads to confirm number and identity of the missing.
4. Maintain the security of the community.
5. Monitor the slope for movement.

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Long Canyon Incident (Landvisual) Operations Section Chief Script

When asked by the Planning Section Chief, provide the following:

Current Actions: The visual left a perimeter of debris (mud, houses, vegetation) about 300 yards long and up to 30 feet high. The visual acted like a bulldozer and shoved each row of homes into the next row and buried them under soil and vegetation.

We think we will be able to search most of the leading edge of the visual by morning, but this will depend on the arrival of the light towers we ordered. The last victim (deceased) was located and removed at about 2000 hours. The area is evacuated and a security perimeter is established.

No additional land movement has been noted other than the noise associated with the settling of the pile. This evening, we reduced the number of responders within the visual zone by half. This will make more resources available for tomorrow's Day Shift if we get them rested tonight.

We cleared the parking issue that was blocking access to the community. Staging is now set up at the County Park, ¼ mile south of the community.

Operational Plan for the next operational period (Day Shift): Tomorrow, we will begin digging into the pile for buried victims. We have a good idea of where houses had been located before the visual and where they have now come to rest. We will target these areas. Some will be under tons of wet soil and debris.

We will use tracked excavators and small bobcat tractors. As we get through the soil and hit debris, we will move to hand digging. We will use K-9 Search Teams, both live-search and cadaver dogs. We want to move the debris to a vacant lot north of the community and need a Land Use Agreement with the landowner.

I plan on dividing the foot of the visual into four divisions with a Technical Search Group available to the Divisions on request. We have the four excavators ordered and multiple dump trucks already arriving.

Now, verbally and quickly, review the ICS Form 215 to show how you will be staffing the Incident tomorrow along with other important information included on the form.

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**Long Canyon Incident (Landvisual)
Planning Section Chief Script**

Provide the following weather information when appropriate: Clear skies tomorrow with temperatures in the high 50s. Light winds. No change for the next 48 hours.

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Long Canyon Incident (Landvisual) Safety Officer Script

When asked by the PSC, provide the following: We will be establishing an emergency evacuation signal for tomorrow to use if there are signs of additional movement of land adjacent to the visual. I will need to work with the Geologists to establish trigger points. PSC, can you let me know when they arrive?

I can support the plan.

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Long Canyon Incident (Landvisual) Logistics Chief Script

When asked by the PSC, provide the following: The County Park will be used as the Base and ICP, with sleeping areas established in the large recreational building there. A shower unit will be on site by morning and a caterer will be in tonight and will be set up by mid-morning. We will have sack lunches in the morning with the first hot meal by mid-afternoon.

The excavators are coming in soon and need to be parked until the morning briefing. I also have confirmation on the Heavy Equipment and Rigging Specialist that was ordered.

Communications will be rough, so I need to see Operations after the meeting, but I think we can solve the issues.

I can support the plan.

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**Long Canyon Incident (Landvisual)
Liaison Officer Script**

When asked by the Planning Section Chief, provide the following: A local Park Department representative will be on-site 24/7. The Park Superintendent will be here in the morning to work out the details of the Facility Use Agreement.

I can support the plan.

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Long Canyon Incident (Landvisual) Incident Commander Script

When asked, the objectives are still valid.

When asked by the PSC, provide the following: Please watch for stress in our responders. As you all know, half of the victims to this point have been children. Some of the missing are children as well. Family members are still trying to access the site and this will continue to be a challenge. I will be working with the PIO, LOFR, and local officials to calm his down.

I can approve the plan.

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**Long Canyon Incident (Landvisual)
Finance Section Chief Script**

With all the heavy equipment, I'll need to verify their contacts/agreements. So, as they check-in, I'll be there to expedite the contract part. We need to make sure there isn't any pre-existing damage to the equipment so a quick inspection will need to be completed. Also, the time tracking will be important.

I can support the plan.

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Long Canyon Incident (Landvisual) Public Information Officer Script

When asked by the PSC, provide the following: Nothing to add other than the press is still here in force to report on the recovery of bodies, alive or dead. Many more will arrive by tomorrow morning. I have ordered two additional Assistant PIO's to help. I plan on a media pool visit mid-morning tomorrow.

I can support the plan.

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Long Canyon Incident (Landvisual) – ICS Form 215

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Shafter Incident (Train Derailment)

Scenario: At about 0530 on August 12, 2007, a freight train derailed in the small town of Shafter. Approximately 12 of the train's 25 cars derailed. A locomotive and a lumber car directly behind the locomotive caught fire. Multiple cars carrying hazardous materials are derailed and some have spilled contents. One high-pressure gas car has been leaking vapor and it has been determined that the car contains chlorine. Additional drums and tank cars are overturned and may be leaking.

Evacuations occurred in the immediate area. The area evacuated is an industrial area that had a low number of occupants at the time of the accident. Immediately adjacent to the area evacuated is a mixed residential area (single family homes and apartment buildings) with high density. At about 0900 hours, the decision was made to evacuate a ½ mile radius around the accident due to the deterioration of the chlorine rail car and a worsening leak.

A perimeter has been established and law enforcement is completing the evacuation of areas that may eventually become impacted by the chlorine cloud.

Shelters are open and being managed by the Red Cross.

Your team was assigned at 0730 to prepare to assume responsibility for the incident at 1200 hrs. You will be supporting the response. The team's OSC happens to be the current local IC and will transition back to the team to become the OSC at 1300.

It is 0800 and you are conducting a quick Planning Meeting in preparation for developing an IAP for the operational period 1300-0600 hours (Aug. 12-13, 2007).

Incident Objectives for that operational period are:

- Complete the evacuation and hold the perimeter.
- Continue to evaluation of the effectiveness of evacuation boundary.
- Identify all materials carried on the train.
- Mitigate life and environmental hazards caused by leaking hazardous materials as reasonable.
- Control fires and extinguish as necessary.
- Keep the public well informed on the status of the response and impacts on the community.

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Shafter Incident (Train Derailment) Operations Section Chief Script

When asked by the PSC, provide the following:

Current Situation: Work has progressed on the identification of the products but that will continue through the day. The condition of the rail cars is making it difficult to assess the condition of individual cars. The fire is contained to the lumber car and the locomotive. We are limiting water application to control runoff. We estimate that it will take another 24 hours to completely determine if other products are being released. The chlorine car will likely be allowed to completely empty. A valve assembly was destroyed. Unless the weather changes, this will be our plan for the chlorine leak.

The Evacuation Branch Director reports 80% effectiveness of the evacuation order. They are canvassing the area for a second time identifying those who have not left. The IC and the local politicians must decide how to handle those who will not leave.

Operational Plan for the next operational period: The proposed plan for the 1300-0600 operational period is to continue to suppress the fire and keep it from impacting additional train cars. The HazMat Group will monitor the chlorine release and evaluate the evacuation area.

In addition, we will begin assessing cars on the perimeter of the accident to see if other products are involved. Most of today will be used to gain situational information so that we can move forward in containing any additional spills beginning tomorrow morning.

Evacuations will remain in place through tonight, as the chlorine car will continue to leak until then. We believe that the car will be empty sometime after sunrise tomorrow.

Now, verbally and quickly, review the ICS Form 215 to show how you will be staffing the incident tomorrow along with other important information included on the form.

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**Shafter Incident (Train Derailment)
Incident Commander Script**

When asked by the PSC, indicate that the objectives are still valid.

When asked by the PSC, provide the following: We will be in Unified Command with local Public Health and Law Enforcement at 0900 today. My main concern is the accuracy of our prediction of the chlorine cloud's size, rate of spread, and duration of the leak. If there are any changes, or hints at changes, I need to know ASAP. Otherwise, keep up the good work.

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Shafter Incident (Train Derailment) Planning Section Chief Script

When appropriate, provide the following weather information:

Today, mostly sunny. High 80. Winds continuing out of the south, 8-10 with gusts to 15 mph.

Tonight, partly to mostly cloudy. Low of 55. Calm. HazMat Technical Specialist is running new plume models and will be sharing with Operations and the HazMat Group ASAP.

Tomorrow, slight chance of showers, highs around 72 as a fast-moving front pass through. Wind will be picking up in the afternoon out of the northwest with gusts to 20 mph.

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Shafter Incident (Train Derailment)
Safety Officer Script

When asked by the PSC, provide the following: We have assigned an Assistant SOFR to the HazMat Group. Site safety plans are being developed. I want to make sure there enough resources to rotate entry teams often into Responder Rehabilitation as the day will get warm.

Firefighting must be done from the upwind side and SCBA will be required if the wind shifts as predicted tomorrow.

I can support the plan.

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**Shafter Incident (Train Derailment)
Public Information Officer Script**

When asked by the PSC provide the following: We have made contact with the City PIO and will be handling press releases out of the JIC at the City Hall Media Center. We will be issuing incident updates every two hours. Please remember, ANY changes must be passed along to us as soon as they happen or are even contemplated.

I can support the plan.

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Shafter Incident (Train Derailment)
Finance Section Chief

When asked by the PSC, provide the following: I will be meeting with the City Finance Director at 1000. The rail company VP of this region will also be meeting with us. LSC and PSC, I need a full resource accounting (as accurate as possible) before that meeting.

I can support the plan.

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**Shafter Incident (Train Derailment)
Logistics Section Chief Script**

When asked by the PSC, provide the following: The responder rehabilitation area is up and running and extra supplies are en route. A full base and ICP will be up at the High School by this evening. We will not be providing sleeping areas, but rather using local hotels. Meals will be provided by the school in their cafeteria.

I can support the plan.

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**Shafter Incident (Train Derailment)
Liaison Officer Script**

When asked by the PSC, provide the following: I have made contact with multiple agency representatives. The power company wants to know when they can get into the area to work on getting power back up to the adjacent areas. Also, the local Red Cross will be placing a representative at the ICP.

I can support the plan.

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Shafter Incident (Train Derailment) – ICS Form 215

Refer to EL_962_ACT_6.1_ICCS_Form_215_5_of_6.pdf

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Smith Refuse Incident (Debris Fire)

Scenario: On June 5th, a fire started in a very large pile of construction debris. The pile was estimated to be about 5 acres in size and in some areas over 30 feet high. The original intent of the site was to collect this debris for recycling. The site sits in a semi-rural area of County jurisdiction with light industrial occupancies surrounding. The nearest residential properties are over a mile away. Only the businesses in the immediate area were evacuated and those businesses remain closed.

The original fire response attacked the surface fire and it appeared that the fire was controlled. In fact, the fire continued to spread in the subsurface material and resurfaced 12 hours later after spreading to one-third of the pile. This is a very deep-seated fire.

Efforts over the last 24 hours have concentrated on the following: cooling the remaining pile, using heavy equipment to separate the pile to gain access to the fire, contain runoff, and monitoring the air quality.

It is June 7th, and your team has been asked to manage the incident. At the current rate of extinguishment, it is anticipated that complete extinguishment will take one week. It is now 1100 hours and you are conducting a Planning meeting for your first IAP that will cover the night operational period (June 7th, 1800• 0600).

Incident Objectives for that operational period are:

1. Continue to access and control the fire in a safe manner.
2. Cool the remaining pile to inhibit fire spread and separate unburned material where appropriate.
3. Control water runoff to allow for water recovery and transport to a treatment facility.
4. Monitor air quality impacts on the local community and advise local officials on health hazard mitigations.
5. Keep the public informed on the progress of the fire suppression effort.
6. Enable local forces to assume all incident management functions as soon as practical.

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Smith Refuse Incident (Debris Fire) Operations Section Chief Script

When asked by the PSC, provide the following: Currently, crews are using heavy equipment to open up the pile to allow elevated hose streams to penetrate it. In addition, we are separating the remaining pile that is not burning from the spreading fire. The big issue is the fact that the fire is spreading in a manner that can best be described as a series of lava tubes. Walking on the pile is absolutely not an option.

The removed and cooled material is held within the containment berm and we need to determine what to do with that solid material. The water is continuing to collect in the adjacent basin and we will begin transferring that water via vacuum trucks to the County Waste-Water Treatment Facility. Liaison, we need to be sure County Environmental Health is on board with that plan.

County Air Pollution Control personnel are working with our HazMat folks to monitor the air on-site and at points down wind.

The County Sheriff has established a perimeter two blocks out from the site and no further evacuations are anticipated.

Operational Plan for the next operational period: This evening, the air temperature should moderate and allow us to progress more quickly. I will staff a Fire Suppression Group that will handle water supply, heavy stream application and provide a rapid intervention capability. The Excavators and a Heavy Equipment Manager will also work for this Group Supervisor. In addition, there will be a HazMat Group that will continue air monitoring, and maintain the wastewater containment berm. We will begin pulling the wastewater out tomorrow morning. The security perimeter will be maintained tonight but with a skeleton staff.

Now, verbally and quickly, review the ICS Form 215 to show how you will be staffing the Incident tomorrow along with other important information included on the form.

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**Smith Refuse Incident (Debris Fire)
Public information Officer Script**

When asked by the PSC, provide the following: The Joint Information Center will not be staffed tonight. There will be one Assistant PIO on site tonight because of the unique visual impact of the large glow that can be seen around the area at night from the burning pile.

I can support the plan.

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**Smith Refuse Incident (Debris Fire)
Finance Officer Script**

When asked by the PSC, provide the following: We will straighten out the contract with the Heavy Equipment tomorrow but the equipment is still available tonight.

I understand a fuel contractor will be in tomorrow morning and will stay on-site. Make sure they meet with me in the morning to complete a contract.

Keep very good fiscal records as this will likely go to litigation and cost recovery. I

can support the plan.

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**Smith Refuse Incident (Debris Fire)
Incident Commander Script**

The objectives are still valid.

When asked by the PSC, provide the following: I am concerned about the contracts not yet completed so concentrate on this issue tomorrow. Tonight, make sure lighting is good and watch the private company operators as they work near the pile.

Make sure we are enforcing safety mitigations to include rest and rehabilitation even if the temperatures are moderate.

I can support the plan.

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**Smith Refuse Incident (Debris Fire)
Planning Section Chief Script**

Provide the following weather information as appropriate:

The temperatures tonight will be in the low 70s with clear skies and 50% humidity. Light winds from the east. Tomorrow, temperatures will again be in the 90's with humidity in the 15-25% range. Winds will be southeasterly 15-25 mph.

Long term forecast has no rain for 10 days.

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**Smith Refuse Incident (Debris Fire)
Safety Officer Script**

When asked by the PSC, provide the following: The same hazards exist tonight except for the extreme heat we are seeing today. I am concerned about visibility, but with the arrival of the lighting units, we should be better off than last night. Remember the incident rule of the “buddy system” anywhere inside of the berm.

I can support the plan.

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**Smith Refuse Incident (Debris Fire)
Logistics Section Chief Script**

When asked by the PSC, provide the following: We have all of the orders placed for tonight and should be good-to-go for two shifts (Day and Night) for the next 4-5 days. The ICP is filling out and the sleeping arrangements at a local hotel are completed. Finance, we have the details for you.

Feeding will continue to be off-site so Operations build that into your rotation for rehabilitation.

I can support the plan.

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**Smith Refuse Incident (Debris Fire)
Liaison Officer Script**

When asked by the PSC, provide the following: The owner is still very upset with the perceived cost of this operation and will be talking to the media and his County Supervisor. All other cooperators are content.

I can support the plan.

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Smith Refuse Incident (Debris Fire) – ICS Form 215

Refer to EL_962_ACT_6.1_ICs_Form_215_6_of_6.pdf

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Handout 6-2: Sample IAP

Refer to EL_962_HO_6-2_ICCS_Form_202.pdf

Refer to EL_962_HO_6-2_ICCS_Form_203.pdf

Refer to EL_962_HO_6-2_ICCS_Form_204_1_of_5.pdf

Refer to EL_962_HO_6-2_ICCS_Form_204_2_of_5.pdf

Refer to EL_962_HO_6-2_ICCS_Form_204_3_of_5.pdf

Refer to EL_962_HO_6-2_ICCS_Form_204_4_of_5.pdf

Refer to EL_962_HO_6-2_ICCS_Form_204_5_of_5.pdf

Refer to EL_962_HO_6-2_ICCS_Form_205.pdf

Refer to EL_962_HO_6-2_ICCS_Form_206.pdf

Refer to EL_962_HO_6-2_ICCS_Form_208_1_of_3.pdf

Refer to EL_962_HO_6-2_ICCS_Form_208_2_of_3.pdf

Refer to EL_962_HO_6-2_ICCS_Form_208_3_of_3.pdf

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Handout 6-3: IAP Assembly Checklist

Assemble the IAP in order of the Operations Briefing Agenda

<u>ITEM</u>	<u>COMPLETE</u>
Cover Sheet	_____
ICS Form 202 Incident Objectives	_____
Are objectives Measurable?	Are objectives Attainable?
Are Objectives Flexible?	Safety message
Weather?	Plan contents
Approved by?	
ICS Form 203 Organization Assignment List	_____
_____ Does ICS Form 203 match ICS Form 204 order?	
Weather Forecast	_____
ICS Form 204 Assignment List	_____
Assignment clear	Date/time
Precise	Measurable
Drop off pt./time	Pick up pt./time
Communication Summary matches ICS Form 205	_____ Prepared by
ICS Form 205 Incident Communication Plan	_____
Command Net	Tactical Net
Support Net	Prepared by
Match frequencies given/coordinated	
ICS Form 206 Medical Plan	_____
_____ Emergency Procedures Clear	_____ Prepared by
_____ Hospitals & Ambulance services	
ICS Form 208 Safety Message/Plan	_____
ICS Form 220 Air Operations Summary	
_____ List of aircraft being used	
_____ TFR in effect remarks	

Incident Map	_____
_____ Clear	_____ Scale
_____ Appropriate Symbols	_____ North Arrow
_____ Matches Assignments on ICS Form 204	_____ Legend
Traffic Plan	_____
_____ Clear	_____ Scale
_____ Appropriate symbols	_____ North Arrow
Approvals on each sheet	_____
Logistics & Finance Issues?	_____
Liaison Officer Issues	_____
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

IAP Preparation Activity 6.2 Overview – Unit 6

Purpose

The purpose of this activity is to allow students to practice the completion of an IAP.

Objectives

Given the information from the ICS Form 215, completed at the Tactics Meeting, and additional resources that were ordered, prepare the Incident Action Plan (IAP).

Activity Structure

This activity is scheduled to take up to 1 1/2 hours for completion. Upon the completion, the completed IAP will be given to the instructors for grading.

Rules, Roles, and Responsibilities

1. Within your student groups take the additional materials (ICS Form 215, ICS Form 215A, ICS Form 211's) and create T-cards for the resources shown on the ICS Form 211's and reorganize the T-Card Sorter Rack to match the ICS Form 215 organization and resource assignments.
2. Transfer the information from the ICS Form 215/215A and the information on the T-cards to the blank ICS Forms 202, 203 & 204's.
3. Given the additional "IAP Components" complete the preparation and assembly of the IAP.
4. Turn in your completed IAP to the instructors for grading.
5. Prepare a list of "issues" found while completing the IAP.

Activity 6.2 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	15 minutes	Classroom
Preparing the IAP	1 hour	Student Groups
Debrief	15 minutes	Classroom

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Activity 6.2: Materials

Refer to EL_962_ACT_6.2_ICs_Form_215.pdf

Refer to EL_962_ACT_6.2_ICs_Form_211_1_of_2.pdf

Refer to EL_962_ACT_6.2_ICs_Form_211_2_of_2.pdf

Refer to EL_962_ACT_6.2_ICs_Form_215a.pdf

Refer to EL_962_ACT_6.2_ICs_Form_208_1_of_3.pdf

Refer to EL_962_ACT_6.2_ICs_Form_208_2_of_3.pdf

Refer to EL_962_ACT_6.2_ICs_Form_208_3_of_3.pdf

Refer to EL_962_ACT_6.2_ICs_Form_206.pdf

Central City FourDayWeatherForecast

Tuesday	Tuesday	Wednesday	Wednesday	Thursday	Thursday	Friday	Friday
Day	Night	Day	Night	Day	Night	Day	Night
1/23	1/23	1/24	1/24	1/25	1/25	1/26	1/26
Mostly Sunny	Slight Chance T-Storms	Slight Chance T-Storms	Chance T-Storms	Chance T-Storms	Chance T-Storms	Partly Cloudy	Mostly Clear
Hi 83 Deg	Low 59	Hi 83	Low 61	Hi 83	Low 60	Hi 75	Low 54

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Handout 6-4: Sample Operational Briefing Agenda

1.	Introduction and Welcome	PSC, IC
2.	Review of ICS Form 202, <i>Incident Objectives</i>	PSC, IC
3.	Review of current incident status/control objectives	OSC
4.	Technical specialist (as necessary)	
	a. Weather	
	b. Hazardous materials	
	c. Fire behavior	
	d. Structural	
5.	Incident boundaries, Branch/Division, and Group locations	OSC
6.	Review of work ICS Form 204, <i>Assignment List</i>	OSC
7.	Review of hazard mitigation, Safety Message	SOF
8.	Logistics--supply, facilities, and ground support	LSC
9.	ICS Form 206, <i>Medical Plan</i>	MEDL
10.	ICS Form 205, <i>Incident Radio Communications Plan</i>	COML
11.	Review of ICS Form 220, <i>Air Operations Summary</i>	AOBD
12.	Incident finance issues	FSC
13.	Agency representative's issues	LOFR
14.	Media and incident information	PIO
15.	Other Issues	
	a. Fire/Incident information	IOF
	b. Training Specialist	TNSP/PSC
	c. Demobilization	DMOB/PSC
	Closing remarks (if appropriate) Rep.; State Rep.; IC	Local
	Conclusion, Breakout assignments	

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Activity 6.3: ICS Form 209 Preparation

ICS Form 209 Preparation Activity 6.3 – Unit 6

Purpose

The purpose of this activity is to allow students to prepare an Incident Status Report (ICS Form 209) for a simulated incident using information from the Roaring River Train Derailment.

Objectives

Students will:

- List the responsibilities of the Planning Section Chief in preparing the Incident Status Report (ICS Form 209).
- Demonstrate the capability to prepare an Incident Status Report (ICS Form 209).

Activity Structure

This scenario-based activity is scheduled to last approximately 45 minutes. Students will gather information needed for the preparation of the Incident Status Report (ICS Form 209) from the Roaring River Derailment.

Rules, Roles, and Responsibilities

This will be a group activity. Students groups will prepare an ICS Form 209 based on their gathered information up until now.

Following are the specific activities and instructions for your participation in the activity:

1. Review the information provided.
2. Given the information in the scenario, prepare an ICS Form 209 based on the first reporting period of the scenario.
3. Present your ICS Form 209 to the class for critique.

Activity 6.3 Schedule

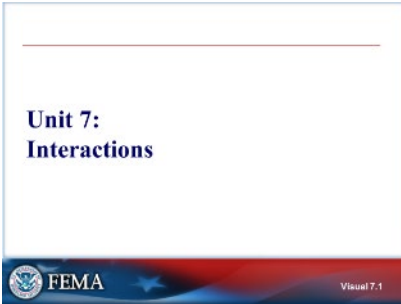
Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	40 minutes	Individual
Debrief/Review	15 minutes	Classroom

Refer to EL_962_ACT_6.3_ICs_Form_209.pdf

Unit 7: Interactions

STUDENT MANUAL

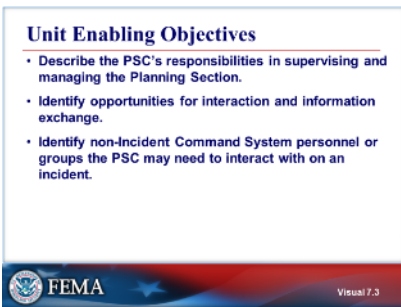
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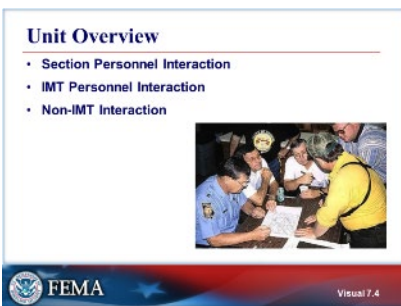
Visual 7.1



Visual 7.2



Visual 7.3



Visual 7.4

UNIT 7: INTERACTIONS

Through this unit, you will learn the importance of proper and effective internal and external communication. You will gain an understanding of the Planning Section Chief's interaction and cooperation with other functions and positions on an incident and with entities outside of the Incident Management Team.

UNIT TERMINAL OBJECTIVE

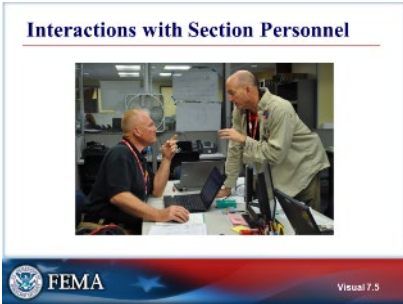
Identify the key strategies for interacting with members of the Planning Section, members of the IMT, and personnel outside of the IMT.

UNIT ENABLING OBJECTIVES

- Describe the Planning Section Chief's responsibilities in supervising and managing the Planning Section.
- Identify opportunities for interactions and information exchange.
- Identify non-Incident Command System personnel or groups the Planning Section Chief may need to interact with on an incident.

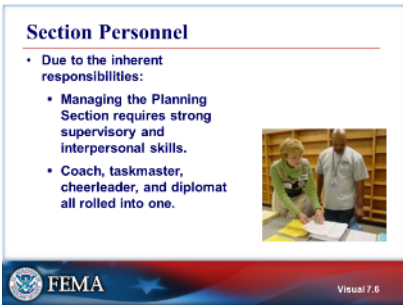
The Final Exam questions are based on the Unit Enabling Objectives.

UNIT OVERVIEW



Visual 7.5

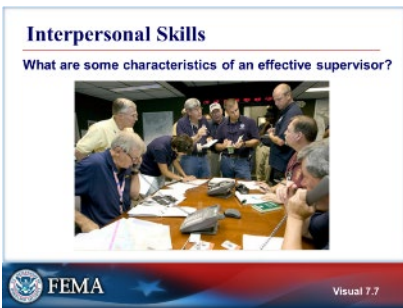
INTERACTIONS WITH SECTION PERSONNEL



Visual 7.6

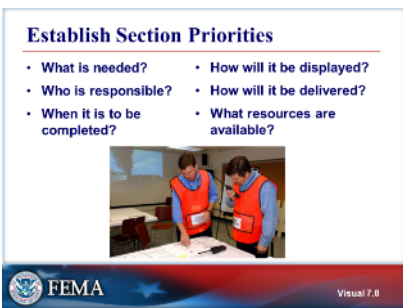
SECTION PERSONNEL

You are the spokesperson for the Planning Section personnel. Most of your problems, at this level, will be personnel issues and relationships.



Visual 7.7

INTERPERSONAL SKILLS




Visual 7.8

ESTABLISH SECTION PRIORITIES

Face problems upfront; don't hide behind them. Make sure to set the stage early on.

Brief Subordinates

- Brief and keep subordinates informed and updated.
 - Use daily Planning Section Meeting to convey info from C&GS Meetings.
 - Brief and share IMT Standard Operating Guides with non-team personnel.
- It is important that your staff clearly understands the status and constraints of the incident.
 - Social/Political issues
 - Demobilization timelines
- Give directions and support for each unit to meet the incident objectives.



Visual 7.9

BRIEF SUBORDINATES

During an incident, it is important that the resources that work for you clearly understand what is going on.

If the whole team arrives at the same time, you can hold one large briefing. If they trickle in, you still need to make sure they are well-informed.


Situations that require a briefing include:

- operational period change
- Replacement personnel
- Team transition
- Incident situation changes

Establish and Manage Expectations

- Identify priorities.
- Explicitly state expectations.
- Establish timeframes and schedules.
- Promote teamwork.
- Encourage two-way dialogue.
- Provide positive reinforcement.
- Be observant of Section and IMT interactions as well as yourself. Pulse check.

Handout 7-1: PSC Self-Evaluation




Visual 7.10

ESTABLISH AND MANAGE EXPECTATIONS

Refer to Handout 7-1: PSC Self-Evaluation and review.

Identify Performance Deficiencies

- Remember...they don't work for you, but they are working for you
 - Recognize and communicate immediately.
 - Recognize if it is a training issue.
 - Be supportive.
 - Provide counseling or corrective action as appropriate



Visual 7.11


IDENTIFY PERFORMANCE DEFICIENCIES

You cannot afford to spend your time trying to manage the Section while trying to work with someone who is not qualified to perform the job. In most cases, people who you work with in the Planning Section will not have a direct reporting relationship to you in your day-to-day jobs, meaning that your ability to “develop” personnel or leverage changes in performance is more limited. Remember, they don't work for you, but they are working for you.

Provide Training Opportunities

Provide opportunities for training:


- On-the-job training or Just-in-Time Training.
- Evaluate opportunities for a meaningful assignment.
 - Query your personnel for other interests or “hidden” talents.
 - Explore opportunities for them to learn a new skill.
- Recommend formal training at a later date.



Visual 7.12

Submit Timesheets

- Ensure all personnel and equipment time records are completed correctly for each operational period.
- Provide authorizing signature.
- Turn into the appropriate time recorder.

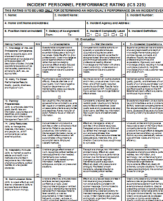



Visual 7.13

Complete Performance Ratings

- Monitor individual job performance.
- Some agencies' personnel may ask for an ICS Form 225 Performance Rating.
 - Especially for personnel in trainee positions

Handout 7-2: ICS Form 225

Visual 7.14

PROVIDE TRAINING OPPORTUNITIES

SUBMIT TIMESHEETS

Another responsibility of the Planning Section Chief is to ensure that everyone in the Section has completed their timesheets.

COMPLETE PERFORMANCE RATINGS

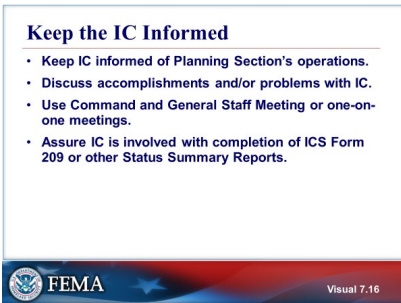
- Monitor individual job performance.
- Evaluate and take corrective action, as necessary.
- Some agencies' personnel will ask for an ICS Form 225 Performance Rating.
- Prepare position-specific performance evaluations.
- Discuss evaluation with appropriate subordinate.
- Provide documentation for training/qualifications file.

Refer to Handout 7-2: ICS Form 225.

Use of Position Task Books for students working for the PSC, which is another important responsibility when evaluating subordinates.



Visual 7.15



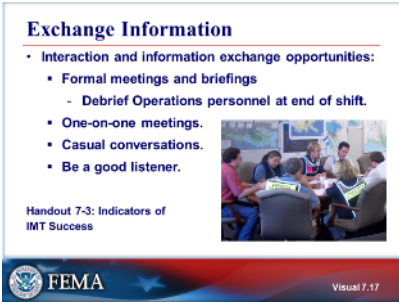
Visual 7.16

INTERACTIONS WITH IMT PERSONNEL

KEEP THE IC INFORMED

Accomplishments and problems should be discussed with the IC. These conversations can take place at the meetings in the Operational Period Planning Cycle, during the Command and General Staff Meeting, or one-on-one as the need arises.

The IC usually signs the ICS Form 209 or may be directly involved with the completion or drafting of the document. They will use this document to convey the Incident Status to the Agency Administrators and others.



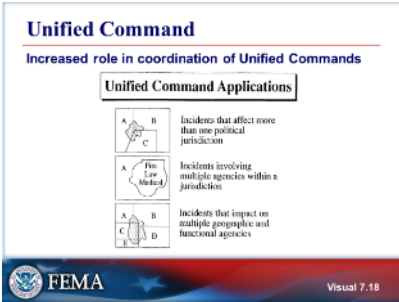
Visual 7.17

EXCHANGE INFORMATION

Interaction and information exchange opportunities include:

- Formal meetings and briefings in the Planning Cycle
- One-on-one meetings
- Casual conversations can also be a very productive source of information. Valuable information may be obtained in casual conversations.
- Command and General Staff Meetings
- Team Meetings
- Transitional Meetings are an opportunity to talk with the outgoing Incident Management Team.
- Operational Briefings
- Operational Debriefings occurs when the Operations personnel debrief with the Situation Unit right after they return to the ICP. This is a useful protocol to establish. A lot of valuable information is shared this way. Be sure to speak with them before they get distracted with something else.
- Section Meetings
- Other methods of information exchange:
 - Coordinate the flow of information.
 - Troubleshoot problems with other members of Incident Management Team.
 - Command and General Staff meetings are a pulse check.
 - Be a good listener. You may hear something that is substantially important to the effectiveness of your IMT.

Refer to Handout 7-3: Indicators of IMT Success.

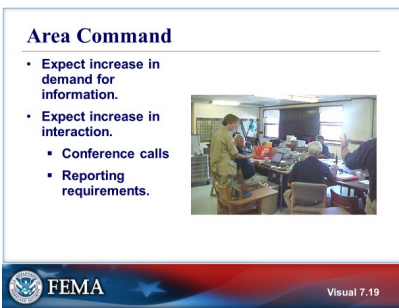


Visual 7.18

UNIFIED COMMAND

Interaction and information exchange under Unified Command (UC) include:

- Incidents that affect more than one political jurisdiction.
- Incidents that involve multiple agencies within a jurisdiction.
- Incidents that impact multiple geographic and functional areas.



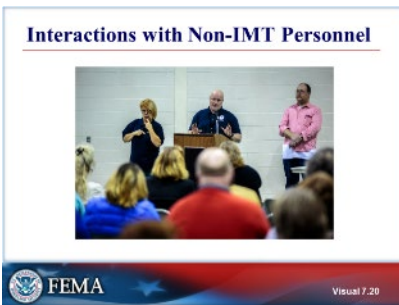
Visual 7.19

AREA COMMAND

Expect increase in demand for information and an increase in interaction, including conference calls and reporting requirements.

All resource requests and demobilizations will go through the Area Command. They can help you solve problems and coordinate with other IMT's who might be competing for the same resources.

Current IAP and ICS Form 209 will need to be sent to Area Command as they are approved by the IC.



Visual 7.20

INTERACTIONS WITH NON-IMT PERSONNEL

Non-IMT Personnel

- People or groups outside of IMT that you may be working with, include:
 - EOC
 - Landowners
 - Cooperating agencies
 - Local governments
 - What are some additional examples?



FEMA Visual 7.21

Visual 7.21

Special Considerations


- They are great sources of information that can support the IMT.
- Possible issues include:
 - Not understanding Incident Command System structure or reporting requirements.
 - Information requests.
 - Plans may be tasked with these requests.
 - Requests to modify objectives, strategies, or tactics.

FEMA Visual 7.22

Visual 7.22

Activity 7.1: Management Solutions

Allotted Time: 60 minutes



FEMA Visual 7.23

Visual 7.23

Objectives Review

1. What are some of the PSC's responsibilities in supervising and managing the Planning Section?
2. What are the opportunities for interaction and information exchange?
3. What non-ICS personnel or groups might the Planning Section Chief need to interact with on an incident?

FEMA Visual 7.24

Visual 7.24

NON-IMT PERSONNEL

Do not forget that these people or groups can help you. You just have to ask!

SPECIAL CONSIDERATIONS

These groups are important for the gathering of information to support the Incident Management Team as well as the agency goals and objectives.

ACTIVITY 7.1: MANAGEMENT SOLUTIONS

The instructor will explain Activity 7.1.

You will have 1 hour to complete the activity.

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the Planning Section Chief's responsibilities in supervising and managing the Planning Section.
- Identify opportunities for interactions and information exchange.
- Identify non-Incident Command System personnel or groups the Planning Section Chief may need to interact with on an incident.

Supplemental Materials

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Handout 7-1: PSC Self-Evaluation

INCIDENT NAME: _____ DATES: _____

PLANS CHIEF: _____

1. Have we set up Section? Do we have the supplies, forms, copy machine, etc. that we need? Is the Planning shop neat and orderly?
2. Have check-in lists, T-cards been completed, kept up to date? Are they current in the T-card rack reflecting changes in assignments and status?
3. Have we thought about demobilization yet? What will be the procedures, priorities? Have we discussed it with other chiefs at planning meetings?
4. Are we effectively utilizing specialists? Are we adequately staffed?
5. Do we have on-the-ground familiarity with incident?
6. Are we aggressively debriefing line personnel after every shift?
7. Are we communicating with the other sections-Are they happy with our performance? Have they evaluated us on this form too?
8. Has a meeting schedule been developed and is it working?
9. Are time sheets, unit logs up to date?

10. Does the Incident Map/Chart accurately reflect the Incident status? Are we using the map legends, grids, etc.
11. Is the filing system set up? Are we using general message forms and filing them correctly?
12. Are we being the leaders in this incident in ICS management?
13. Are we providing for our own well-being, (Safety, rest, food) etc.?
14. Have we contacted local authority (EOC, AA, etc.) and established a working relationship, especially as far as demob goes?
15. Is the planning section chief properly managing the planning section by providing clear direction, delegating the jobs, and good follow-up?
16. What is the most important thing each of us learned today – learned on incident?

Handout 7-2: ICS Form 225

Refer to EL_962_HO_7-2_ICs_Form_225.pdf

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Handout 7-3: Indicators of IMT Success

Function	Indicators of Acceptable Performance
Command	<ul style="list-style-type: none"> • IC consistently meets commitments/schedules. Remains calm and in control • Demonstrates current information on status of incident. • Current and effective communication with agency administrator(s). • Good team morale and communication among team members; minimal conflict among team members. • IC not involved in details of incident management; instead thinking strategically. • Unified command instead of joint command. • Multi-jurisdictional incidents have unified command. • Realistic and well written incident objectives. • Strong qualifications of command and general staff. • Team getting adequate rest.
Safety	<ul style="list-style-type: none"> • Safe behavior (practices) are being defined in IAP and briefings; behavior that will not be tolerated is also defined and enforced. No evidence of "same old" safety messages that do not define specific behavior • Safety Officer involvement in strategy and planning sessions is apparent and effective. ICS Form 215a being utilized and displayed. • The SOFR (aka SOF) and OPS are communicating and there is high trust among them and a good working relationship. • IMT & Incident personnel talking and practicing safety basics (PPE, Qualifications, etc.) • Minor accidents and injuries are minimal. • Policies and procedures being enforced and implemented. • Adequate number of Safety Officers for field work including camp facilities. • Operational period lengths acceptable (not over 14-16 hours). • Work/rest ratio being observed including IMT. R & R policies being adhered to. • Incident objectives in accordance with known safety practices.

Function	Indicators of Acceptable Performance
	<ul style="list-style-type: none"> • Identifying adequate safety zones and escape routes.
Public Information	<ul style="list-style-type: none"> • PIO has prepared a communications strategy that addresses media, community, and internal information needs. • Media are accessing the incident, incident base or ICP only with media escort. Media vehicles are not hampering movement of incident resources. • Information staff understand current status of incident. • Affected public and elected officials are kept informed • Media coverage is either neutral or positive. • Media aircraft have not violated restricted air space.
Aviation	<ul style="list-style-type: none"> • Multi-agency aviation resources working in unified approach. • Adequate qualified overhead including helicopter models. • ATGS on scene when managing more than two aircraft. • AOBD involved in team strategy and planning sessions. • ATGS present with both fixed-wing and helicopters operations. • Multiple helibases have adequate management. • Adequate airspace management with adjacent incidents. • Military air resources well integrated with IMT's operations. • Near misses following established reporting procedures and policies
Planning	<ul style="list-style-type: none"> • IAP's complete, on time, not requiring changes, and with adequate detail in 204's and communication plan. • ICS Form 215 being completed in proper detail. • Operations section driving tactical planning. • Status of resources known. • Adequate check-in procedures being used. • Consistent resource tracking between IMT, EOC, Expanded Dispatch, and, for critical resources with Area Command. • Display posts kept current and neat. • Weather and incident modeling forecasts being projected (both long and short term). • Adequate maps and acceptable quality.

Function	Indicators of Acceptable Performance
	<ul style="list-style-type: none"> • Adequate contingency plan considering consequences of failure. • Demobilization being planned for early on. • Adequate staffing of Planning Section
Operations	<ul style="list-style-type: none"> • Adequate span of control. • Operations folks "buy into" the approved strategy. • Team has not spent more than 10-14 days on the incident without reasonable success. • Meeting tactical objectives with adequate number of resources (not stretching the resources beyond reasonable and safe limits). Strategic plan achievable with known resources. Evidence of willingness to modify timelines, strategy, or tactics based on available resources. • Operations planning two to three days out. Operations Section Chiefs in harmony with each other and thinking ahead. • Ops Chief not running the incident from the ICP. • Adequate communication with subordinates; involving OPBD or DIVS in planning. • Adequate and/or rested resources. • Ops Chief and AOBD communicating and coordinating. • Practical and safe tactics; • Operations not requiring over-reliance on aviation resources for tactical and logistical needs. • Minimal to no use of safety zones, escape routes.
Finance	<ul style="list-style-type: none"> • Private equipment on incident and/or facilities have signed agreements. • Accurate timekeeping in place. • Adequate/qualified staffing. • Tracking and displaying daily costs. • Few claims occurring (even when potential exists). • Federal and non-federal jurisdictions have current cost share agreements in place. Other jurisdictions represented in section staffing.

Function	Indicators of Acceptable Performance
	<ul style="list-style-type: none"> • Adequate communications with local Incident Business Advisor. (Wildland centric)
Logistics	<ul style="list-style-type: none"> • Well organized camps, ICP. • Logistics Chief involved in strategy and planning sessions, especially planning for remote camps. • Adequate and timely acquisition and provision of supplies, food, and/or transportation on incident(s). • Incident personnel clear about transportation routes and few delays in getting personnel to and from work locations. • Remote camps with more than one supply route/method. No heavy reliance on aviation resources for supply. • Multiple camps with adequate staffed. • Reasonable travel times from incident base and camps • Adequate number of medical facilities/EVAC planning; EMT's including remote camps. • Good food. Hot food. Timely food. No long lines for food, showers. • Proper supply accountability procedures. • Good communications with EOC and expanded dispatch

Activity 7.1: Management Solutions

Management Solutions Activity 7.1 Overview - Unit 7

Purpose

The purpose of this activity is to provide students with an opportunity to practice managing issues encountered by the Planning Section.

Objectives

Students will be able to:

- Describe the potential root causes of symptoms.
- Identify potential personnel who may need to be involved in a solution.
- Describe potential management solutions.

Activity Structure

This activity is scheduled to last approximately 60 minutes, including small group discussion and presentation of each group's approach and answers. Instructors will assign a limited number of situations as presented. Students will read the situation, discuss and answer the questions as a group, and document on an easel pad their answers to the questions for each situation. Groups will then present their approach to the full class and discuss.

Rules, Roles, and Responsibilities

Students will be divided into groups of 4–6. Each group will assume the role of Planning Section Chief.

- **Students** respond to the situation based on their knowledge of Incident Command System and Planning Section Chief roles and responsibilities. **Following are the specific instructions for your participation in the activity:**
 - a. Within your work group, select a group spokesperson.
 - b. Review the information provided and assigned by the instructors. Given the information in the situation, answer the questions to the best of your ability. There are many possible correct answers.
 - c. Write your answers to the questions on easel pad paper.
 - d. Present your group's approach to the full class.
- **Facilitators/instructors** moderate discussions, answer questions, and provide additional information as required.

Activity 7.1 Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	5 minutes	Classroom
Discussion/Documentation	30 minutes	Small Groups
Debrief/Review	25 minutes	Classroom

Activity 7.1 Management Situations

You are the Planning Section Chief for an all-hazards Incident Management Team and your role is to manage your section in an ambiguous environment with inadequate information (i.e., situations are intentionally sketchy and vague). What are you going to do?

1. One of your Planning Section staff drops the only copy of the Incident Action Plan on the way to the copier and the pages are reassembled out of order; the staff member has no way of determining whether they are in the correct order.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
2. You notice that information that is on the ICS Form 215 is missing from the ICS Form 204.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
3. The Communications Plan numbers are transposed between the plan as written and the completed ICS Form 204.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
4. You've noticed that your Situation Unit Leader is looking tired and is starting to fall behind. You suggest that he may need backfill or support, but he denies being tired or behind and blames someone in Operations.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).

5. Products and displays are late to the Planning Meeting.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
6. Your Planning Meeting displays are late because the Situation Unit staff is busy preparing large signs for the Medical Unit.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
7. You find out that a large number of operational resources are scheduled to demobilize in two (2) hours and that 400 meals have been ordered for delivery in three (3) hours.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
8. You have held your Planning Meeting and your Incident Action Plan is finished and you have 30 minutes until the Operational Briefing begins when the Operations Section Chief comes to you with changes to the Plan.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).

9. The Incident Action Plan is finished, but you discover that resources in the plan have not checked in.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
10. The Incident Action Plan is finished, but you discover that the incident has expanded.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
11. You discover that your Planning Meeting display maps are not accurate.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).
12. You discover that an assisting/cooperating agency is preparing its own Incident Action Plan for their staff who are participating in the response to the incident.
 - a. **Diagnosis** (What could this mean? What is the real problem here?)
 - b. **With whom** do you need to engage to address this situation or help you diagnose the problem?
 - c. Identify **possible management solutions** (there is always more than one possible management solution).

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Unit 8: Overview of Documentation and Demobilization Units

STUDENT MANUAL

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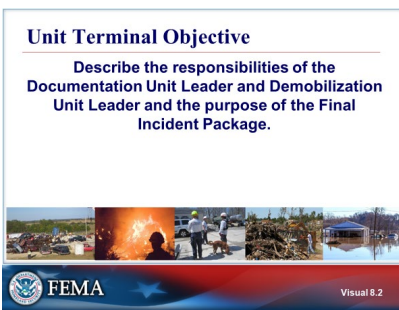


Visual 8.1

UNIT 8: OVERVIEW OF DOCUMENTATION & DEMOBILIZATION UNITS

Through this unit, students will learn about the critical incident documents and the responsibilities of the Documentation Unit Leader. Documentation is the lasting legacy of the Incident Management Team and the key to reimbursement. Though the Documentation Unit is one of the last units to be formed on an incident, its functions are critical. If there is no Documentation Unit Leader, it is the responsibility of the Planning Section Leader to take over the tracking, filing, and copying of all critical documents, or to assign it to another member of the Planning Section.

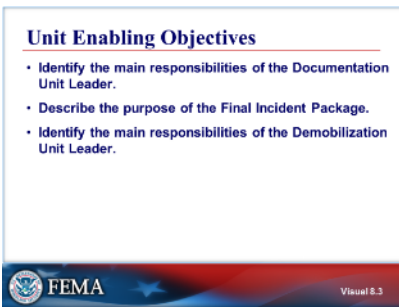
Students will also learn about the responsibilities of the Demobilization Unit Leader as well as get an overview to the demobilization process.



Visual 8.2

UNIT TERMINAL OBJECTIVE

Describe the responsibilities of the Documentation Unit Leader and Demobilization Unit Leader and the purpose of the Final Incident Package.



Visual 8.3


UNIT ENABLING OBJECTIVES

- Identify the main responsibilities of the Documentation Unit Leader.
- Describe the purpose of the Final Incident Package.
- Identify the main responsibilities of the Demobilization Unit Leader.

The Final Exam questions are based on the Unit Enabling Objectives.

Unit Overview

- Documentation Unit Leader (DOCL)
- Final Incident Package
- Demobilization
- Demobilization Unit Leader




FEMA Visual 8.4

UNIT OVERVIEW

Visual 8.4

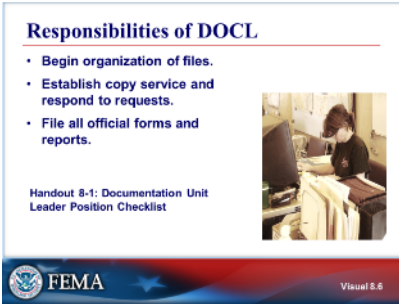
Documentation Unit Leader



FEMA Visual 8.5

DOCUMENTATION UNIT LEADER

Visual 8.5



Visual 8.6

RESPONSIBILITIES OF DOCL


The Documentation Unit Leader is responsible for setting up a work area and beginning the organization of files. The Documentation Unit Leader also establishes a duplication service and responds to copy requests. It is the job of the Documentation Unit Leader to file all official forms and reports. In the absence of a Documentation Unit Leader, the Planning Section Chief must cover these responsibilities.

- Obtain briefing from Planning Section Chief.
- Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
- Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.
- Establish and organize the Incident File.
- Establish duplication services, and respond to requests.
- Determine number needed and duplicate Incident Action Plan accordingly.
- Retain and file duplicate copies of official forms and reports.
- Accept and file reports and forms submitted by incident personnel.
- Check the accuracy and completeness of records submitted for files.
- Ensure that legal restrictions on public and exempt records are observed.
- Provide briefing to relief on current activities and unusual events.
- Document all activity on ICS Form 214 Activity Log.
- Give completed incident files to Planning Section Chief.

Refer to Handout 8-1: Documentation Unit Leader Position Checklist.

Responsibilities of DOCL (Cont.)

- Review records for accuracy and completeness.
- Provide incident documentation as requested.
- Store files for post-incident use.




FEMA Visual 8.7

Visual 8.7

RESPONSIBILITIES OF DOCL (CONT.)

The Documentation Unit Leader also reviews records for accuracy and completeness, provides incident documentation as requested, and stores files for post-incident use.

Final Incident Package – Bad



FEMA Visual 8.8

Visual 8.8

FINAL INCIDENT PACKAGE – BAD

This image reflects a poor example of a final incident package.



Visual 8.9

FINAL INCIDENT PACKAGE - GOOD

This image reflects a good example of a final incident package.

The Final Incident Package leaves a legacy regarding the performance of the Incident Management Team. A team that performs well on the incident but leaves a poor-quality package cannot be fully successful. The Final Incident Package is the long-term (lasting) impression that your IMT leaves. The records will be used for months to years after the IMT leaves.

The package is essential for the responsible agencies to use to follow up on fiscal matters, meet obligations agreed upon during the incident, address litigation, and perform other important management considerations.

The Planning Section Chief is primarily responsible for supervising the coordination and assembly of the package. All Command and General Staff are responsible for preparation of their portions of the incident file for inclusion in the Final Incident Package.

The package is a chronological list of everything that has occurred. It is typically a collection of narrative reports from Unit Leaders that describes what was done, what the obstacles were, and the actions that were taken.

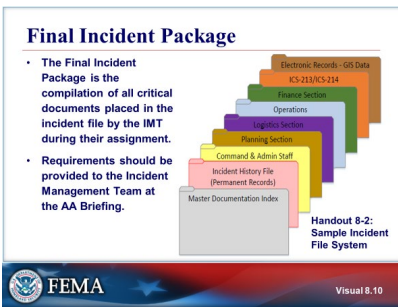
The agency officials and staff receive a Close-out Briefing that provides the following information:

- Incident summary.
- Discussion of major events within the incident that may have lasting ramifications.
- Turnover of appropriate incident documentation, including components that are not finalized.
- An opportunity for agency officials to bring up concerns prior to the incident's ending.
- A final evaluation of incident management by the Agency Administrator/Senior Official.

The Final Incident Package is the product created by the Incident Management Team that leaves a lasting legacy regarding the performance of that Incident Management Team. It is essential for the responsible agencies to follow up on fiscal matters, meet obligations agreed upon during

the incident, address litigation, and perform other important management considerations.

The Planning Section is primarily responsible for supervising the coordination and assembly of the Final Incident Package. All Command and General Staff are responsible for preparation of their portions of the Final Incident Package.



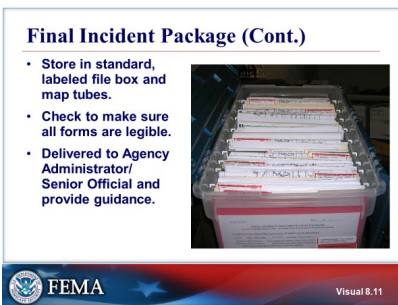
Visual 8.10

FINAL INCIDENT PACKAGE

The Final Incident Package is the compilation of all critical documents placed in the Incident File by the Incident Management Team during their assignment on the incident.

Requirements should be provided to the Incident Management Team at the Agency Administrator Briefing.

Refer to Handout 8-2: Sample Incident File System.



Visual 8.11

FINAL INCIDENT PACKAGE (CONT.)

The Final Incident Package should conform to the following standards:


- Stored in standard, labeled file box and map tubes.
- Checked to make sure all forms are legible.
- Indexed.
- Neat and well-organized.
- Duplicate copies eliminated if one will serve the need for documentation.
- Placed in standard office storage file boxes and map tubes.

The Final Incident Package is then delivered with appropriate guidance to the Agency Administrator/Senior Official after the incident.

For larger, more complex incidents, there might be four or five (or more) boxes of information. For smaller incidents, there might be half a box of content.

Final Incident Package (Cont.)

- Not delivered if being replaced by another Incident Management Team.
- If replaced by another Incident Management Team, the package should be in a condition to allow the next team to continue accurate filing.



FEMA Visual 8.12

Visual 8.12


FINAL INCIDENT PACKAGE (CONT.)

If your Incident Management Team is being replaced by another team, do not deliver the records to the Agency Administrator/Senior Official unless requested. The package should be in a condition to allow the next team to continue accurate filing.

Organization and initial preparation of the Final Incident Package should begin early in the incident.

General Filing Guidance

- Follow AHJ Rules/Policies, etc.
- Permanent Records: 20 years
- Operational Records: 7 years
- Non-records: destroy when no longer needed



FEMA Visual 8.13

Visual 8.13

GENERAL FILING GUIDANCE

Follow the Agency Having Jurisdictions (AHJ) guidance.

Website for obtaining pre-formatted editable file labels:

<https://www.nwccg.gov/committees/incident-records-subcommittee/resources>

Demobilization



- Safe and orderly release of all resources from the incident or site.
- Requires a team effort involving all elements of the incident command organization.

FEMA Visual 8.14


Visual 8.14

DEMOBILIZATION

Demobilization involves all elements of the incident command organization. Demobilization will occur throughout the incident and in accordance with the Demobilization Plan. Demobilization procedures and priorities need to be understood by Command and General Staff early in the incident.

The Demobilization Unit Leader is responsible for the safe and orderly release of all resources from the incident or site. Resources may be demobilized prior to the completion of the incident for a variety of reasons.

Demobilization Workload

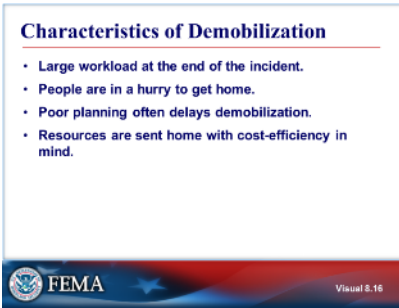


FEMA Visual 8.15

Visual 8.15

DEMOBILIZATION WORKLOAD

If your team is fairly new or not been deployed frequently, it may be easy to forget to plan early for demobilization.



Visual 8.16

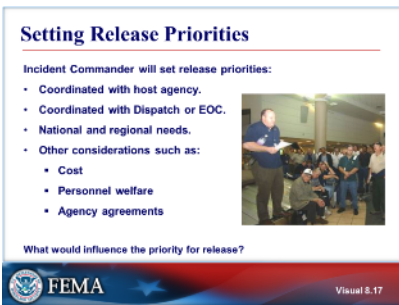
CHARACTERISTICS OF DEMOBILIZATION

There is a large workload at end of the incident. Planning and organization prior to demobilization are required to reduce impact and improve efficiency. Poor planning often delays demobilization. Its likely resources came the fastest way possible, usually traveling alone.

The Demobilization Unit Leader will send resources home with cost-efficiency in mind, and grouped, if possible. People are in a hurry to get to the incident or site and people are in a hurry to get home.

History shows we are better at mobilizing then demobilizing.

- Many people send resources to one location—the Demobilization Unit Leader is one person sending people to many locations.
- Resources arrived over an extended period—the Demobilization Unit Leader is returning them in a much shorter timeframe.



Visual 8.17

SETTING RELEASE PRIORITIES

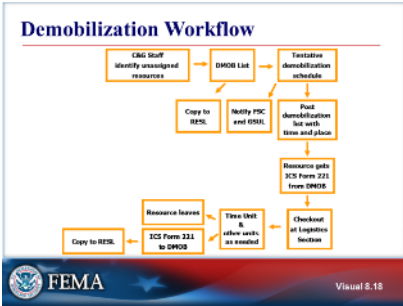
The Incident Commander also checks adequacy and approves the Demobilization Plan.

You need to know what the Agency Administrator/Senior Official expects the incident to look like before you leave. This condition of the incident is referred to as the “turn-back standard.”

National and regional needs may affect the release of resources and travel requirements, including:

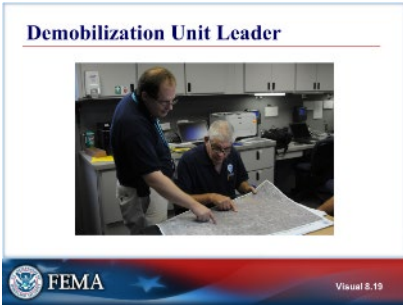
- Numerous incidents
- Need for teams or specialized overhead

Other considerations include costs, personnel welfare, and agency agreements.



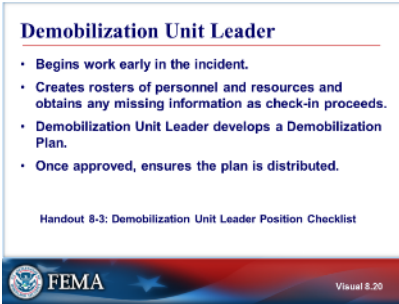
DEMobilIZATION WORKFLOW

Visual 8.18



DEMobilIZATION UNIT LEADER

Visual 8.19



Visual 8.20

DEMOBILIZATION UNIT LEADER

The Demobilization Unit begins working early in the incident, creating rosters of personnel and resources and obtaining any missing information as check-in proceeds.

The Demobilization Unit Leader is responsible for:

- Planning
- Working simultaneously with all Sections
- Managing the Demobilization Unit
- Developing solutions for demobilization problems or issues

The Demobilization Unit Leader develops a Demobilization Plan. Once the Incident Demobilization Plan has been approved, the unit ensures that it is distributed both at the incident and elsewhere as necessary.

A Demobilization plan could be as simple as “Let’s all go home” depending on incident complexity, number of resources and where they came from.

A written Demobilization plan can help if there are disputes between the incident and EOC/Dispatch. It is imperative that Dispatch has a chance to review the plan.

Refer to Handout 8-3: Demobilization Unit Leader Position Checklist.

Staffing the Unit	
Simple Local or regional resources, less than 100 people, short duration	1 Demobilization Unit Leader with support from Status/Check-in Recorders
Moderate Regional/multi-regional, 100-500 people, several air travelers	1 Demobilization Unit Leader with 1 assistant or trainee with support from Status/Check-in Recorders
Very Complex More than 500 people from multiple agencies and areas, long duration	1 Demobilization Unit Leader with 2-3 assistants with support from Status/Check-in Recorders



Visual 8.21

STAFFING THE UNIT

General Staffing Guidelines

- Size of the incident/number of personnel working
- Types of resources
- Transportation needs
- Length of event
- Time of year
- Other incidents, responses, and sites in the area/country
- Where the resources came from

General demobilization staffing rules are as follows:

- **Simple**—One Demobilization Unit Leader with support from Status/Check-in Recorders (SCKN) (local/regional resources, <100 people, short duration)
- **Moderately Complex**—One lead Demobilization Unit Leader for the busiest shift with one assistant and a Demobilization Unit Leader or trainee to help cover additional operational period times with support from Status/Check-in Recorders (region/multi-regional, 100–500 people, several air travelers)
- **Very Complex**—One lead Demobilization Unit Leader with 2–3 assistant Demobilization Unit Leaders to provide qualified coverage 24 hours a day with support from the Status/Check-in Recorders (multi-regional/national/National Significant Incident [NSI]), >500 people from multiple agencies and areas, many air travelers, probable reassignments, etc.)

Responsibilities of Demobilization Unit Leader	
<ul style="list-style-type: none"> • Monitor Resources. • Review incident resource records. • Identify surplus resources. • Evaluate logistics and transportation capabilities. 	

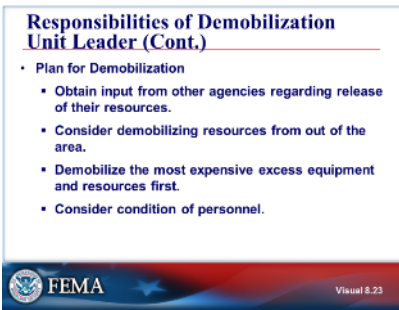


Visual 8.22

RESPONSIBILITIES OF DEMOBILIZATION UNIT LEADER

The Demobilization Unit Leader is responsible for reviewing incident resource records, notifying resources of their demobilization date and time, and evaluating logistics and transportation capabilities.

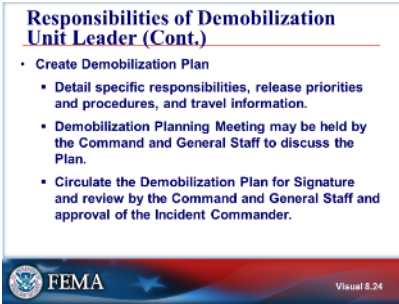
Demobilization Unit Leader will work closely with Logistics.



Visual 8.23

RESPONSIBILITIES OF DEMOBILIZATION UNIT LEADER (CONT.)

- Plan for demobilization:
 - Obtain input from other agencies regarding release of their resources by agency representatives.
 - This is the most important component of the Demobilization Plan. It sets the stage for how all sections must plan for release of their surplus resources.
 - Consider demobilizing resources from out of the area that will require contract carriers for their transportation and will save money in air carrier cost.
 - Example: Band resources from the same geographical area.
- Demobilize the most expensive excess equipment and resources first unless agency direction in the Demobilization Plan does not want to use this criterion for release priorities.
 - You may get good performance from less expensive equipment.
 - Demobilization can occur at locations other than the incident base.
 - Example: Demobilization centers or staging areas
- Consider condition of personnel:
 - Consider agency policy and memorandums of understanding (MOUs).
 - Consider length of time on assignment(s).
 - Consider fatigue and special needs.
 - Consider last rest period.



Visual 8.24

RESPONSIBILITIES OF DEMOBILIZATION UNIT LEADER (CONT.)

Creating the Demobilization Plan

- There may be a special meeting to discuss demobilization
 - Command and General Staff should be present
 - Achieve Command and General Staff concurrence
 - Obtain approval from Incident Commander
- Gather resource information needed to write the plan. Use the following sources of information:
 - ICS Form 201 Incident Briefing
 - Incident Action Plan
 - ICS Form 211 Incident Check-in List
 - Resource Order from Ordering Manager
 - ICS Form 219 Resource Status Card
 - Computer database if available

The Demobilization Plan is developed by the Planning Section and approved by the Incident Commander. If a Demobilization Unit Leader is assigned, they will usually draft the Demobilization Plan for PSC review and then to the IC for approval. There may be a special meeting to discuss the plan. Command and General Staff should be present at that meeting.



Visual 8.25

DEMobilIZATION PLAN

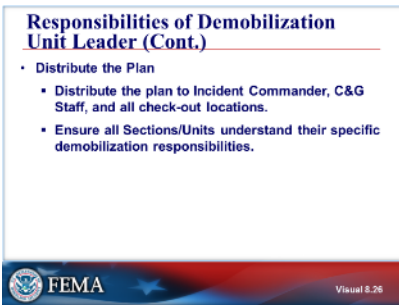
The Resource Unit Leader assists the Demobilization Unit Leader in determining total resources assigned, home units, length of assignment, and travel needs.

The Demobilization Plan identifies procedures for demobilization as well as local, regional, and national priorities.

Refer to Handout 8-4: Sample Demobilization Plan and Handout 8-5: Demobilization Plan Template.

The Resource Unit Leader assists the Demobilization Unit in determining total resources assigned, home units, length of assignment, and travel needs.

Demobilization planning can be quite complex on large, multi-agency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.



Visual 8.26

RESPONSIBILITIES OF DEMobilIZATION UNIT LEADER (CONT.)


Distribute the Demobilization Plan to:

- Incident Commander
- Command and General Staff
- All check-out locations
- Demobilization Centers (if applicable)
- Area Command (if applicable)
- Emergency Operations Centers (if applicable)

Make sure a copy of the Demobilization Plan is posted in a prominent location so all interested people can see the information.

Responsibilities of Demobilization Unit Leader (Cont.)

- Implement the Plan
 - Monitor implementation and anticipate problems.
 - Ensure safe and orderly flow of resources off the incident.
 - Keep Command and General Staff advised.





Visual 8.27

RESPONSIBILITIES OF DEMOBILIZATION UNIT LEADER (CONT.)

ICS Form 221 Demobilization Check-out

- Provides Planning Section information on resource releases from the incident.
- Initiated by the Demobilization Unit Leader or the Planning Section Chief.

Handout 8-6: ICS Form 221 Demobilization Checkout Form

Visual 8.28

ICS FORM 221 DEMOBILIZATION CHECK-OUT

The Demobilization Check-out form provides the Planning Section with information on resource releases from the incident, including destination, actual release time, and estimated time of arrival at the destination. The form is initiated by the Demobilization Unit Leader or the Planning Section.

The top portion of the form is completed by the Demobilization Unit Leader after the resource's Supervisor has given written notification that the resource is excess to the needs of the incident. The individual resource will have the Unit Leader initial the appropriate check boxes in Section 6 of the form prior to release from the incident.



The Finance Section is usually the last initial before turning in the ICS Form 221 to Demobilization.

The resource departs the incident and Demobilization notifies Dispatch of the release - noting travel times and, due to distance, whether they will spend the night (and if they do, where).

Refer to Handout 8-6: ICS Form 221 Demobilization Check-out.

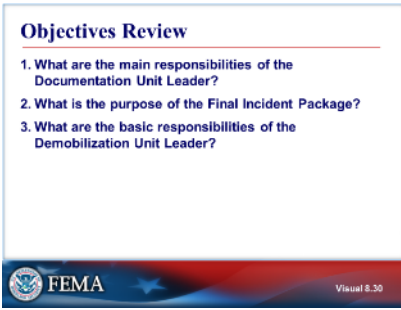
Potential Challenges

- Vehicle Breakdowns
- Foul Weather
- Airplane Scheduling
- Emerging Incidents
- People who are unfamiliar with the process
- What are some other potential problems?

Visual 8.29

POTENTIAL CHALLENGES



Visual 8.30

OBJECTIVES REVIEW

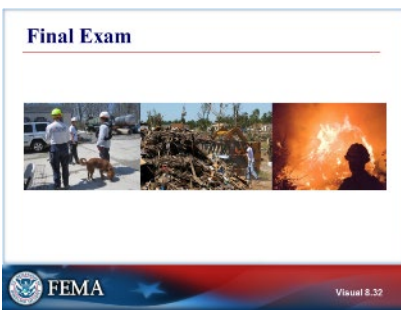
Unit Enabling Objectives

- Identify the main responsibilities of the Documentation Unit Leader.
- Describe the purpose of the Final Incident Package.
- Identify the main responsibilities of the Demobilization Unit Leader.



Visual 8.31

REVIEW COURSE EXPECTATIONS



Visual 8.32

FINAL EXAM

END OF COURSE

Supplemental Materials

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Handout 8-1: Documentation Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

<input checked="" type="checkbox"/>	Task
<input type="checkbox"/>	1. Obtain briefing from Planning Section Chief.
<input type="checkbox"/>	2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
<input type="checkbox"/>	3. Establish work area: <ul style="list-style-type: none">▪ Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process
<input type="checkbox"/>	4. Establish and organize incident files.
<input type="checkbox"/>	5. Establish duplication services, and respond to requests.
<input type="checkbox"/>	6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.
<input type="checkbox"/>	7. Retain and file duplicate copies of official forms and reports.
<input type="checkbox"/>	8. Accept and file reports and forms submitted by incident personnel.
<input type="checkbox"/>	9. Check the accuracy and completeness of records submitted for files.
<input type="checkbox"/>	10. Ensure that the legal restrictions on public and exempt records are observed.
<input type="checkbox"/>	11. Provide briefing to relief on current activities and unusual events.
<input type="checkbox"/>	12. Document all activity on Activity Log (ICS Form 214).
<input type="checkbox"/>	13. Give completed incident files to Planning Section Chief.

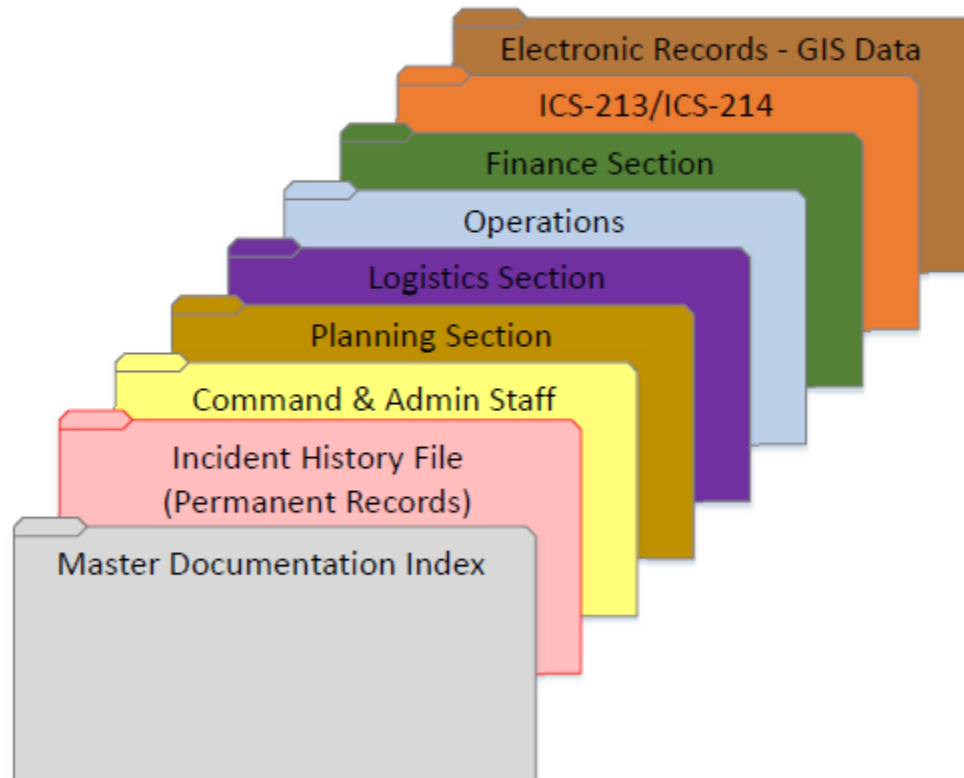
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Handout 8-2 Sample Incident File System

The visuals in the handout are directly from file Graphic Example of Fire Organization. Download folder title as an MSWord file compatible with Avery labels and personalize for your needs.

Incident Records

Organizing Incident Documents

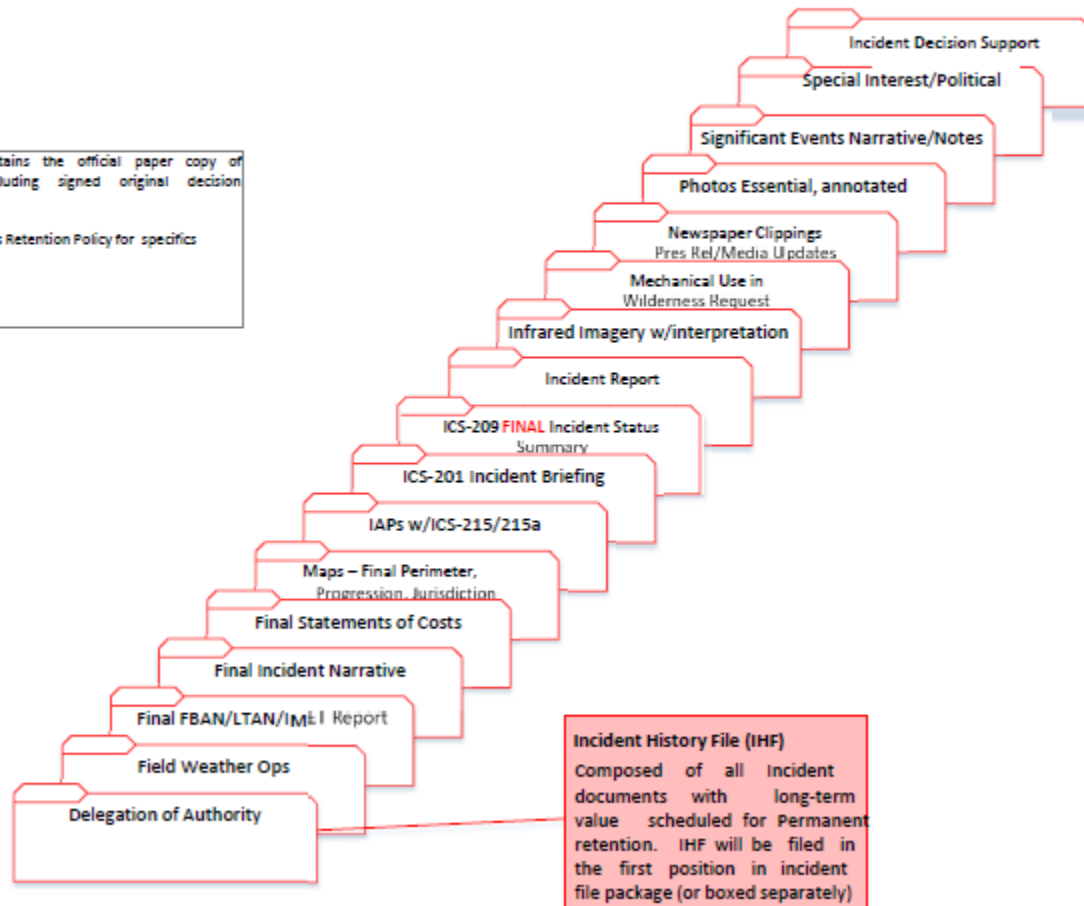


Incident Records

Organizing the IHF File

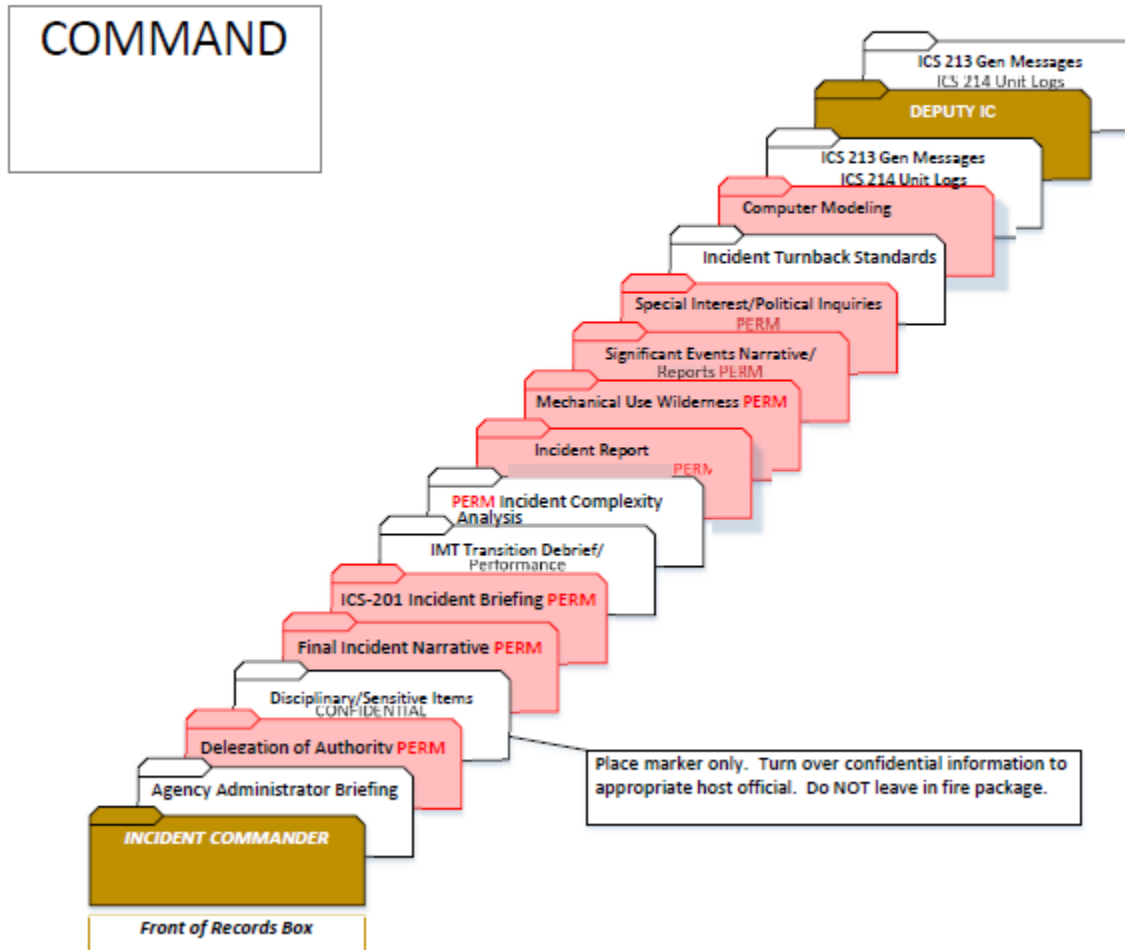
Incident History File contains the official paper copy of **Permanent** records, including signed original decision documents/reports.

Follow your Agency Records Retention Policy for specifics



Incident Records

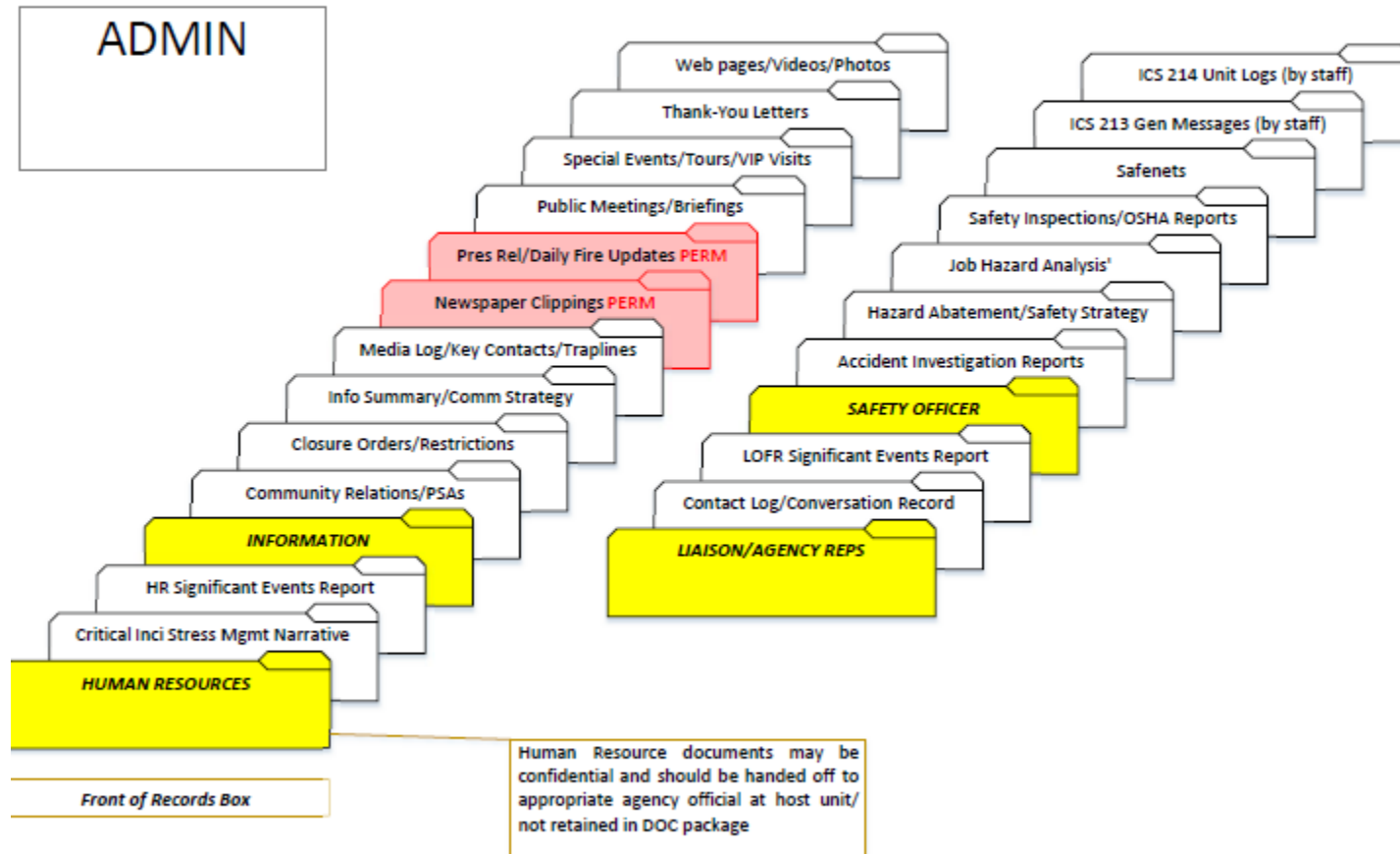
Organizing Section Documents



Updated April 2016

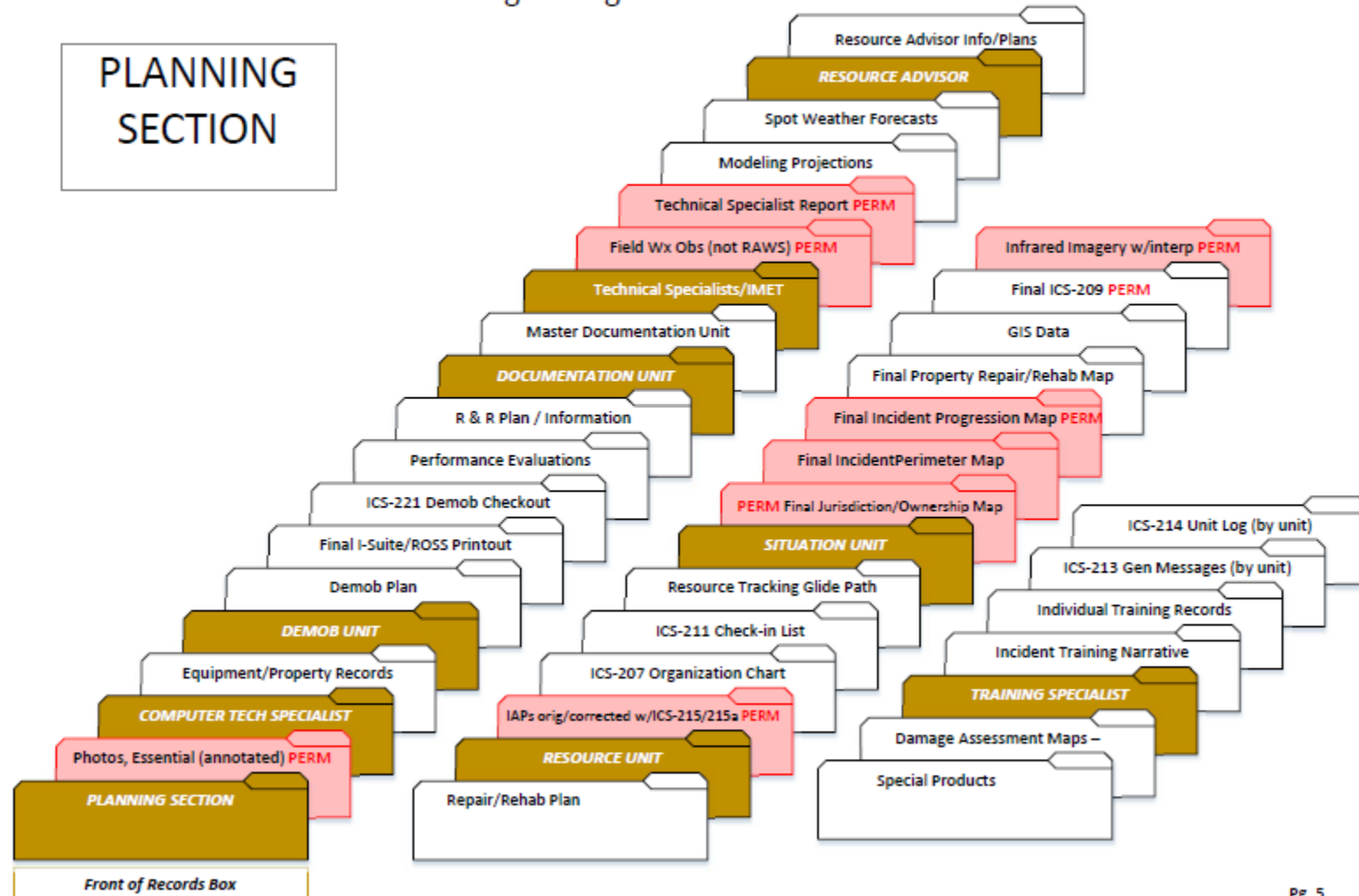
Incident Records

Organizing Section Documents



Incident Records

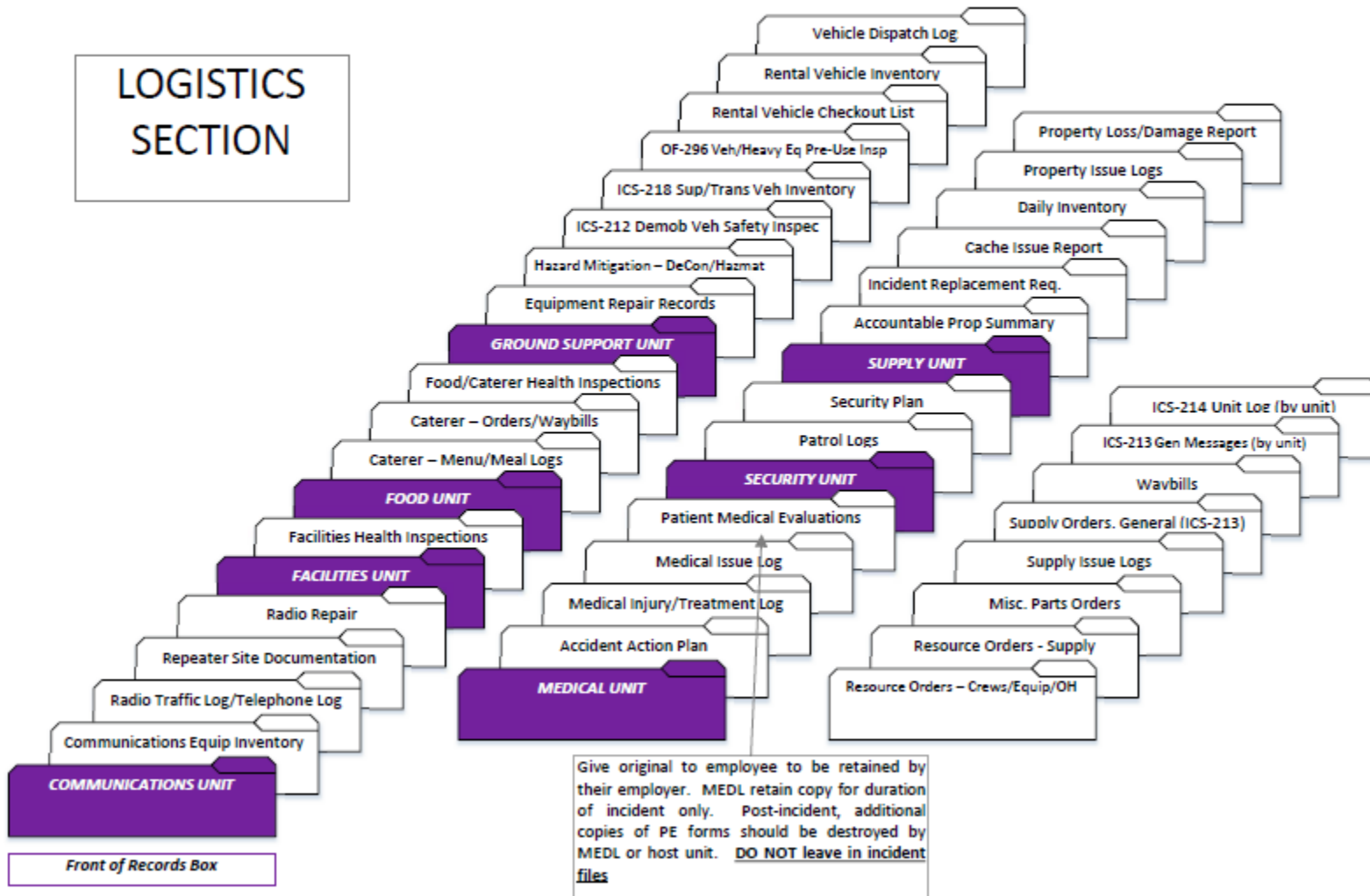
Organizing Section Documents



Updated April 2016

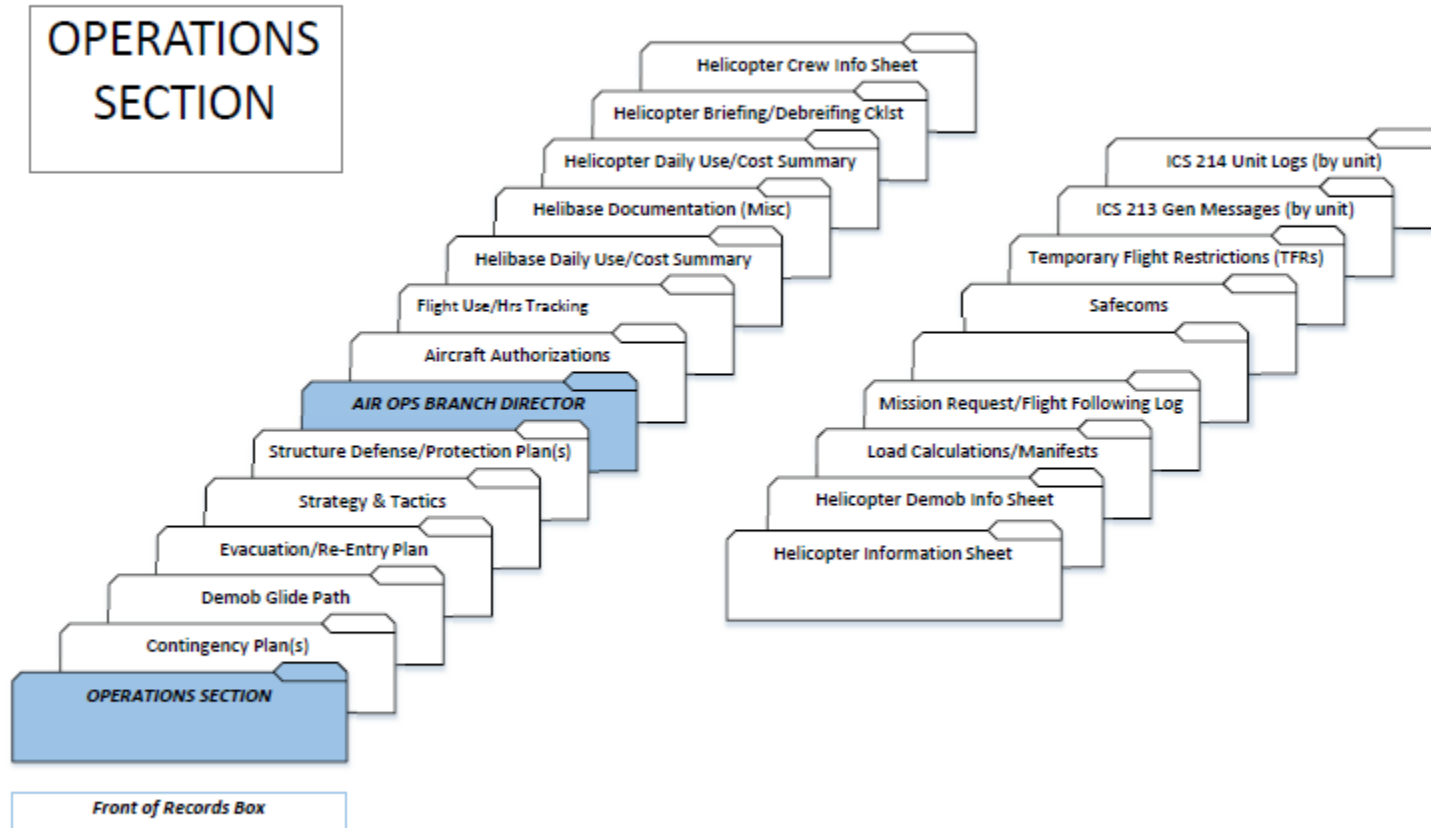
Incident Records

Organizing Section Documents



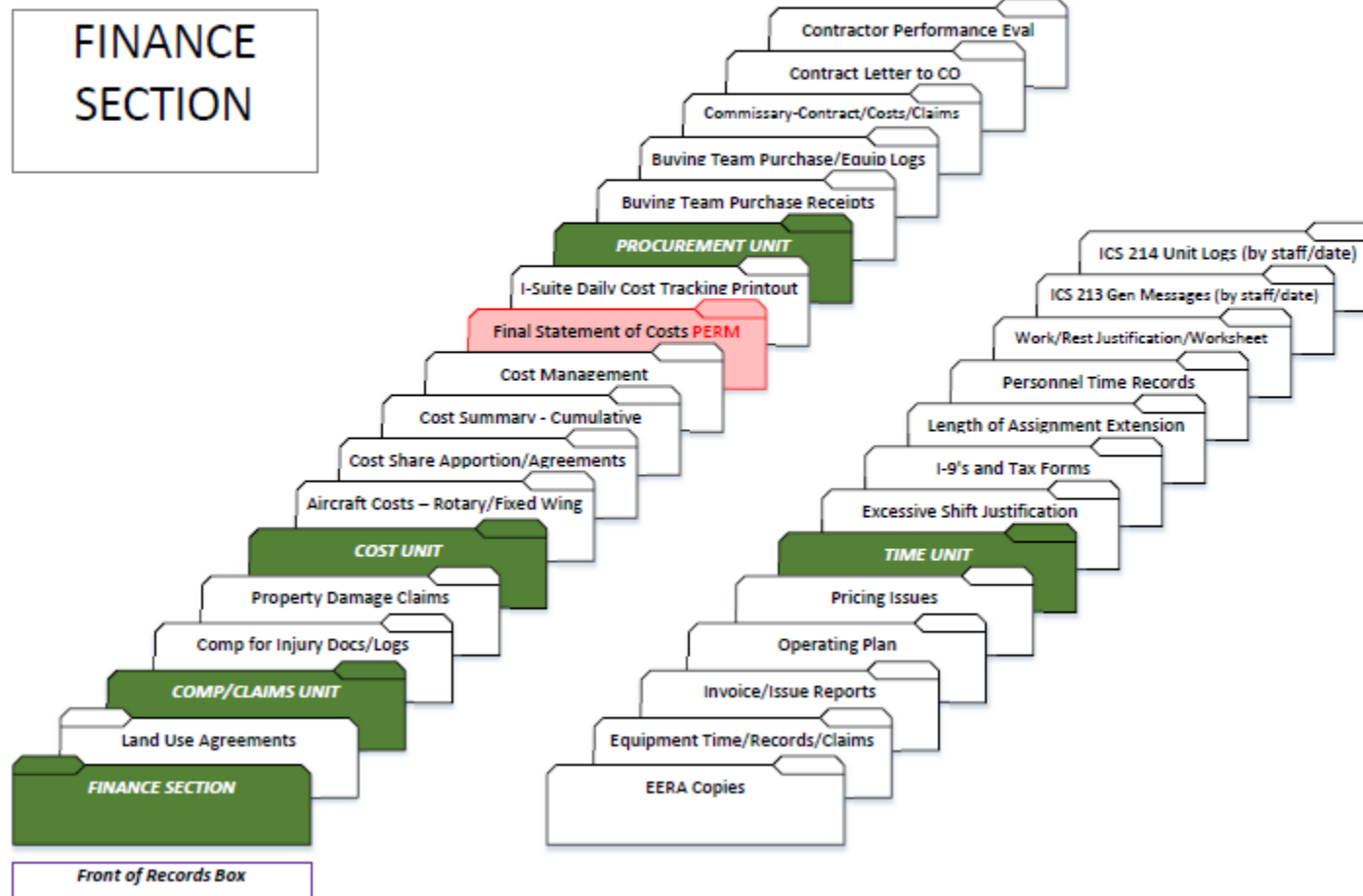
Incident Records

Organizing Section Documents



Incident Records

Organizing Section Documents



Handout 8-3: Demobilization Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

1. Obtain briefing from Planning Section Chief:
 - Determine objectives, priorities, and constraints on demobilization
2. Review incident resource records to determine scope of demobilization effort:
 - Resource tracking system
 - Check-in forms
 - Master resource list
3. Meet with agency representatives to determine:
 - Agencies not requiring formal demobilization
 - Personnel rest and safety needs
 - Coordination procedures with cooperating/assisting agencies
4. Assess the current and projected resource needs of the Operations Section.
5. Obtain identification of surplus resources and probable release times.
6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).
7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.
8. Determine debriefing requirements.
9. Establish communications links with off-incident organizations and facilities.
10. Prepare Demobilization Plan:
 - General - Discussion of demobilization procedure

- Responsibilities - Specific implementation responsibilities and activities
- Release Priorities - According to agency and kind and type of resource
- Release Procedures - Detailed steps and process to be followed
- Directories - Maps, telephone numbers, instructions, and other needed elements
- Continuity of operations (follow-up to incident operations):
 - Public Information
 - Finance/Administration
 - Other
- Designate to whom outstanding paperwork must be submitted
- Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until:
 - Incident activity and workload are at the level the agency can reasonably assume
 - Incident is controlled
 - On-scene personnel are released except for those needed for final tactical assignments
 - Incident Base is reduced or in the process of being shut down
 - Planning Section has organized Final Incident Package
 - Finance/Administration Section has resolved major known finance problems and defined process for follow-up

- Rehabilitation/cleanup accomplished or contracted
- Team has conducted or scheduled required debriefings

11. Obtain approval of ICS Form 221 Demobilization Plan from Planning Section Chief.

12. Distribute Demobilization Plan to processing points both on and off incident.

13. Monitor implementation of Demobilization Plan.

14. Assist in the coordination of the Demobilization Plan.

15. Provide briefing to relief on current activities and unusual events.

16. Document all activity on ICS Form 214 Activity Log.

17. Give completed incident files to Documentation Unit Leader for inclusion in the Final Incident Package.

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Handout 8-4: Sample Demobilization Plan

Gap Fire Incident Demobilization Plan

▪ GENERAL INFORMATION

All functional units (Operations, Logistics, Finance, Command & General Staff) will advise the Planning Section of resources that are surplus to their sections/units. The Planning Section will identify resources surplus to the incident's needs and obtain approval from the Incident Commander for release. The Demob Unit will manage the release, return or reassignment of all surplus resources. The Demob process requires close coordination between the Incident Demobilization Unit Leader and (Incident Dispatch Center(s) Location).

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel while in the demobilization process.

▪ GENERAL GUIDELINES

- NO resources will leave the Incident until authorized to do so by the Incident Commander facilitated through the Demob Unit.
- All releases and travel home or to a reassignment will be in compliance with the National Work/Rest Guidelines. Emphasis will be placed to ensure that all released personnel arrive home no later than 2200 hours local time or as authorized by the Incident Commander. Resources will have a minimum of at least 8 consecutive hours off duty before beginning a shift or demobilization (re; Sec 23. 1.1 R5 Mob Guide).
- All Vehicles leaving the incident will have a safety inspection and deficiencies will be corrected prior to departure for home or reassignment. In addition, all vehicles will be washed to prevent the spread of noxious weeds.
- All Party Chiefs, Crew Supervisors, and Strike Team/Resource Team or Task Force Leaders will be briefed by the Demob Unit prior to leaving the incident. The briefing will include: 1) method of travel 2) itinerary 3) manifests with destinations.
- All personnel flying commercial airlines will be given time to shower and dress in clean clothes prior to departure. A photo I.D. and travel authorization number (if necessary) is required by all personnel. The Demob Unit and/or Expanded Dispatch will make all flight arrangements unless another process is agreed upon.
- Notification of Incident personnel will be by posting of "Tentative Releases" in advance.
- Crew supervisors will be paged when the Demob process is to begin.

- Resources that have been reassigned within Geographic Areas will always be released on the original order and request number.
 - Contractors/Operators of oversize vehicles (e.g. transports) are responsible for obtaining required permits for the return trip back to their point of hire.
 - Actual departure times and estimated time of arrival (ETA) at final destination will be relayed to Expanded Dispatch upon departure of all resources from the base. This includes all contract equipment and services.
 - Performance Ratings are required for:
 - Trainees
 - Outstanding performance
 - Deficient performance
 - By personal request
- **RESPONSIBILITIES**

Section Chiefs are responsible for determining resources surplus to their needs and submitting a written list to the Planning Section with destination, travel needs and Request Numbers.

The Demobilization Unit Leader is responsible for:

1. Preparing the Demobilization Plan with input from the TNF Center Manager or Expanded Dispatch.
2. Providing Expanded Dispatch with “Tentative” releases.
3. Providing Expanded Dispatch with confirmation of departing resources (including contract equipment) with their departure time and ETD at their final destination (if they have their own transportation).
4. Making advance notification to incident personnel regarding tentative and final releases.
5. Ensuring that all signatures are obtained on the ICS Form 221 Demob Check-out.
6. Monitoring the Demob process and making necessary adjustments in the process to maintain an orderly and safe release of all resources and ensure accurate and timely flow of release information.

The Incident Commander is responsible for:

1. Establishing Incident release priorities in concert with the Geographic Area Coordinator.

2. Review and approval of the Demobilization Plan
3. Review and approval of tentative release lists.

The Safety Officer is responsible for:

1. Identifying any special safety considerations for the Demob Plan.
2. Approval of tentative surplus resources

The Planning Section Chief is responsible for:

1. Review and approval of the Demob Plan
2. Review and approval of the tentative release lists.

The Logistics Section Chief is responsible for:

1. Insuring through the Facilities Unit, that all sleeping and work areas are cleaned up prior to release.
2. Insuring, through the Supply Unit, that all non-expendable property items are returned or accounted for prior to release.
3. Insuring, through Ground Support, that there will be adequate ground transportation during the release process and that all vehicles receive a safety inspection prior to leaving the incident. Any deficiencies must be corrected. Prevention of the spread of Noxious Weeds, by vehicles, will be followed as per (Location)
4. Insuring through the Communications Unit that all communications equipment has been returned or accounted for.
5. Insuring, through the Food Unit, that there will be adequate meals for those being released and for those remaining in camp.
6. Follow the Hazardous Material Haulback Guide (R-5 letter dated 5/24/2000)
7. Review and approval of the Demob Plan.
8. Approval of tentative surplus (Logistics) resources.

The Finance Section Chief is responsible for:

1. Completion of all time and equipment reports for released resources.
2. Coordination for any ADO payoff(s).

3. Contract equipment payments.
4. Reviewing and providing excessive shift length justification with IC's signature.
5. Approval of tentative surplus (Finance) personnel.
6. Review of the Demob Plan.

The Operations Section Chief is responsible for:

1. Review of the Demob Plan.
2. Approval of the tentative surplus (Operations) personnel.

The Liaison Officer is responsible for:

1. Providing any agency specific requirements for the Demob Plan.

- **RELEASE PRIORITIES**

The following release priorities have been established by the IC in concert with TNF (Tahoe National Forest) Expanded Dispatch and the GACC (Northern California Redding):

- Local Government and OES Engines (Type 1,2, & 3) (Priorities coordinated with OES Agency Representative)
- CDF Engines (Priorities coordinated with CDF Agency Representative)
- CDF Crews (Priorities coordinated with CDF Agency Representative)
- State and Local Government Overhead
- Forest Service Engines
- Forest Service Type 2 crews
- Federal Overhead

- **RELEASE PROCEDURES**

Section Chiefs and Command & General Staff will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section.

Demob will combine lists and form a "Tentative Release" list to be submitted to the Planning Section Chief and Incident Commander for review and approval. The Demob Unit will coordinate with the Resources Unit so that the resource status board(s) can be kept current. All incident formed strike teams/resource teams and/or task forces must be disbanded before IC approval and release from the incident.

After IC approval, Demob will notify Expanded Dispatch of the tentative releases and obtain approval. **Demob will provide a minimum of 24 hours' notice for all resources.** Demob will also give Ground Support sufficient time to arrange for ground transportation for crews

and overhead from the incident base to the departure point.

Demob will advise Expanded Dispatch of all surplus resources available for release, specifying those needing air transportation, identifying the nearest commercial airport to their home unit.

Expanded Dispatch will notify the appropriate GACC (Redding or Riverside) of all State and Federal surplus resources.

Expanded Dispatch will notify GVECC/OES R-4 Dispatch (Grass Valley) of all surplus/released OES 5 Party resources.

If the resource is to be reassigned, Expanded Dispatch will so advise the Demob Unit. The resource will be released to the new assignment and Expanded Dispatch advised of the ETD & ETA.

If there is no reassignment for the resources and the resource has transportation, Expanded Dispatch will advise Demob to release the resource back to the home unit. If the resource requires ground transportation, the Ground Support Unit will arrange transportation and coordinate with the Demob Unit.

When the Demob Unit receives confirmation of the release from Expanded Dispatch, notification will be as follows:

- Personnel to be released and prepare transportation manifests,
- Provide the crew leader or individual the ICS Form 221 Demob Check-out
- Crew leader or individual will take the ICS Form 221 Demob Check-out to the destinations checked off to:
 - Communications U.L. (if communications equipment has been issued).
 - Ground Support U.L. (for vehicle safety inspection as needed)
 - Facilities U.L. (to be sure all sleeping areas are clean)
 - Supply U.L. (to return all non-expendable property)
 - Finance Unit (to close our time and obtain Fire Time Report)
 - Documentation Unit (i.e.: Activity Logs, performance ratings)
 - Demob U.L. (**WITH ALL SIGNATURES**)

Demob Unit will be last stop in the release process. Demob will:

- Collect and sign-off the ICS Form 221 Demob Check-out
- Brief the released personnel on method of travel, schedule, and time frames.
- Release the resource from the incident base.
- Advise Expanded Dispatch of ETD & ETA to the home base or transportation point.
- Coordinate with the Resources Unit so that resource status is kept current.
- Coordinate with Security for inspection, if required by the Incident Commander.

VI. TRAVEL INFORMATION- Incident Directory

INCIDENT BASE PHONE NUMBERS

COMMUNICATIONS _____ DEMOB-__ PLANS- ____
SUPPLY- _____ FINANCE- . PIO-__ GROUND
SUPPORT- _____

EXPANDED DISPATCH - _____

RADIO FREQUENCIES: AGENCY

DISPATCH:

FOREST NET: RX _____
TX _____

Handout 8-5: Demobilization Plan Template

Demobilization Plan

Incident: _____

Location: _____

Date/Time Prepared: _____

Prepared by: _____ Title: _____

Approved by: _____ Title: _____

Approved by: _____ Title: _____

Approved by: _____ Title: _____

Approved by: _____ Title: _____

Approved by: _____ Title: _____

Approved by: _____ Title: _____

Approved by: _____ Title: _____

Handout 8-5: Demobilization Plan Template

DEMOBILIZATION PLAN

This Demobilization Plan contains five (5) sections:

General Information
Responsibilities
Release Priorities
Release Procedures
Travel Information

▪ **General Information:**

All releases of resources from the Incident will be initiated in the Demobilization Unit after the approval of the Incident Commander.

The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so.

At this time, no off-Incident Demobilization Center will be activated. (An off-Incident Staging Area could be established at _____).

The Logistics Section will provide for all ground transportation of released personnel and equipment. The Demobilization Unit will provide for any flight arrangements giving at least 24 hours' notice to expanded dispatch.

All property, including rental vehicles, shall be properly returned and appropriate records forwarded to finance.

The following are general guidelines to be followed for resources that are leaving the Incident:

- No person(s) will be released without having a MINIMUM of _____ hours' rest. (Unless specifically approved by the Incident Commander)
- All vehicles leaving the Incident will have a safety inspection. (Any deficiencies noted or corrected)
- If applicable, all oversize vehicles (e.g., cranes, transports) MUST have appropriate permits to comply with State Vehicle Codes and State Road Department and Highway Patrol requirements.
- All resources MUST be able to arrive at their home base prior to 2200 hours (10 p.m.).
- All resources must meet their individual agency regulations pertaining to rest and travel.
- All Strike Team/Resource Team and/or Task Force Leaders, Single Resources, and Incident Management Team (IMT) members will be thoroughly briefed prior to leaving the Incident. The briefing should include:
 - Method of travel
 - Personnel
 - Destination
 - ETD Camp/ETA Home Base

- Transportation arrangements
- All personnel traveling on commercial aircraft should be clean.
 - To prevent delays and work overloads: Notify Logistics and Finance as soon as resources are identified for demobilization at least 24 hours in advance.
 - Expanded dispatch will be notified a minimum of 24 hours in advance.
 - Notification of Incident personnel will be by the posting of Tentative Releases 36 hours in advance.
 - Strike Team/Resource Team and/or Task Force Leaders, Single Resources, and IMT members will also be paged when their Demobilization process begins.
 - Performance Ratings are required for all personnel.

1. Responsibilities

Section Chiefs and Unit Leaders are responsible for determining resources surplus to their needs and submitting lists to the Demobilization and Resources Unit Leader or the Planning Section Chief.

Demobilization Unit Leader or (Planning Section) is responsible for:

- Preparing the Demobilization Plan
- Compiling “Tentative” and “Final” Release sheets
- Making all notifications regarding tentative and final releases from the Incident (on and off Incident)
- Working with jurisdictional agency to arrange air transportation
- Ensuring that all signatures are obtained on the ICS Form 221 Demobilization Check-out
- Monitoring the Demobilization Process and making any adjustments

The Incident Commander is responsible for:

- Establishing the release priorities
- Reviewing and approving the Demobilization Plan
- Reviewing and approving all tentative release sheets

The Safety Officer is responsible for:

- Identifying any special safety considerations for the Demobilization Plan

The Planning Section Chief is responsible for:

- Reviewing and approving the Demobilization Plan

The Logistics Section Chief is responsible for:

Insuring through:

- Facilities—that all personnel scheduled for release have good facilities for proper rest
- Facilities—that all sleeping and work areas are cleaned up before personnel are released
- Supply—that all non-expendable items are returned or accounted for prior to release
- Transportation—that there is adequate ground transportation during the release process
- Communications—that all radios, phones, and pagers are returned or accounted for
- Food unit leader—that there will be adequate meals for those being released and those remaining

The Finance Section Chief is responsible for:

- Completing all personal time reports
- Completing all rental and agency equipment time reports
- Contracting equipment payments as required

2. Release Priorities:

The following release priorities have been established by the Incident Commander:

1. _____
2. _____

3. Release Procedures:

- All IMT members shall be released at the same time to allow for after-action issues and smooth transition
- Section Chiefs and Unit Leaders will identify surpluses within their units and submit a list to the Demobilization Unit leader in the Planning Section
- Demobilization Unit will form a “tentative release” list for approval by Incident Commander
- Demobilization unit will work with resources to ensure that status board(s) are current
- After “Tentative Release” approval, the planning section will contact expanded dispatch or appropriate agency
- Dispatch system will contact all respective home agencies
- Demobilization Unit will give a minimum of 24 hours notice for all resources needing flight arrangements
- Demobilization Unit will give Transportation lead-time to arrange for ground transportation

When final approval for releases is obtained the Demobilization unit will:

- Prepare transportation manifests
- Notify or page Incident Supervisors and/or personnel to be released
- Give Incident Supervisors and/or personnel the final release and briefing
- Resources and/or personnel will take the ICS Form 221 Demobilization Check-out to:
 - Communications Unit Leader: if communication equipment is issued
 - Transportation Unit Leader: transportation plan, rental vehicle issued, and vehicle safety inspection
 - Facilities Unit Leader: to insure all facilities are clean
 - Supply Unit Leader: to insure all expendable supplies are returned
 - Finance Section: to close out all personnel and equipment time records
 - Documentation Unit Leader: to turn in all ICS Form 214s and any necessary paperwork
 - Demobilization Unit Leader: to turn in ICS Form 221 with all the signatures

Demobilization Unit will be the last stop in the release process and:

- Sign off the ICS Form 221 Demobilization Check-out
- Notify the Resource Unit so that T-Card information is complete
- Notify local agency and home unit of ETD and ETA, destination, and travel arrangements
- Collect and send all Demobilization paperwork to the Documentation Unit

4. Travel Information:

- All resources will have a minimum amount of rest prior to being released from the Incident
- Personnel traveling on commercial aircraft will be given time to shower and dress in clean clothes
- Any heavy or oversize equipment must have appropriate permits and follow any limitations on the movement of their equipment on public highways
- All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel
- During travel by ground, resources should check in with the Dispatch every 2 hours
- During travel, resources should check in with the Dispatch immediately should any problems occur
- All released resources upon arrival at their home unit will check in with their home unit

Incident Directory:

See attached Incident Communication Plan and phone lists

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Handout 8-6: ICS Form 221 Demobilization Check-out

Refer to EL_962_HO_8-6_ICs_Form_221.pdf

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