



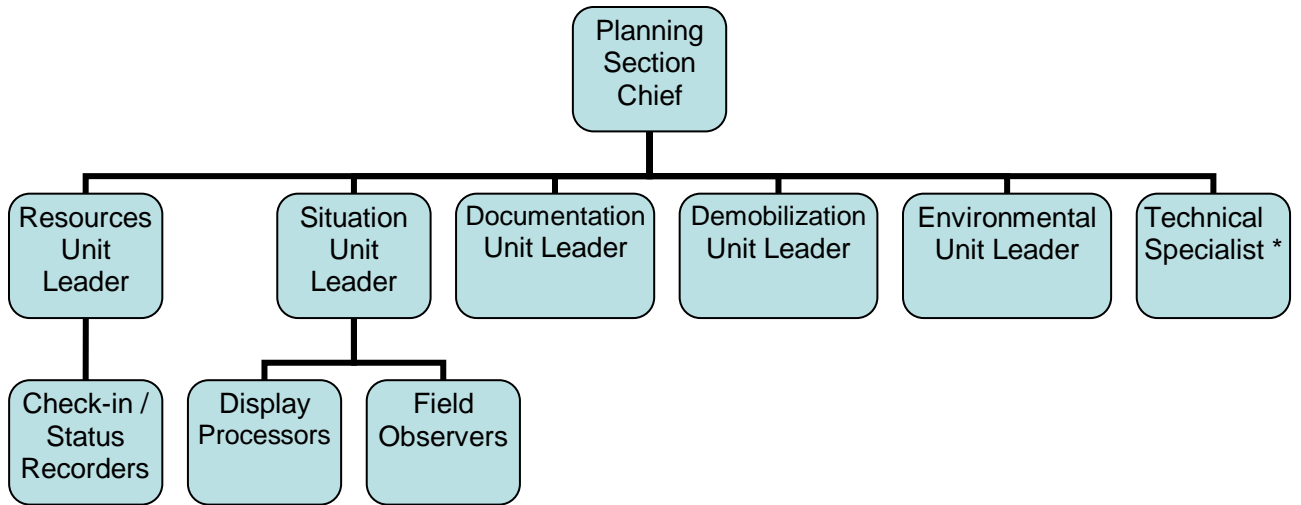
Incident Command System

Planning Section Chief

- PSC -

Job Aid

Revision 2
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Overview

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

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

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

decision making an in-depth knowledge of substantive aspects of the incident at hand. A good PSC exhibits these traits and many more in addition to properly executing the ICS.

When to Use

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

Major Accomplishments

Below is a list of major accomplishments

- Pre-Assignment Actions (Individual readiness)
- Pre-Deployment Actions
- Initial Actions Upon Arrival
- Obtain Situation Assessment
- Receive Initial Brief
- Activate Planning Section
- Manage the Section
- Conduct Planning Section Meeting
- Facilitate Meetings and Briefings
- Manage Situation Unit
- Manage Resources Unit
- Manage Documentation Unit
- Prepare IAP for Approval

- Manage Incident Support Plans
- Demobilize Personnel and Unit

References

Below is a list of references that may be required while using this job aid. This list is not all encompassing. Links to many of these can be found at <http://homeport.uscg.mil/ics/>:

- Incident Management Handbook (IMH)
COMDTPUB P3120.17A.
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Planning Section Chief (PSC3)
Performance Qualification Standard (PQS)
- Planning Unit Leader Job Aids:
 - Situation
 - Resources
 - Demobilization
 - Documentation
- Operations Section Chief Job Aid
- Classified Material and Sensitive Security Information (SSI) guidance at <http://www.uscg.mil/>

Materials

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

ICS Forms

ICS Forms can be found on the TFS IMT toolbox web page <http://ftsfrp.tamu.edu/toolbox/classic>

Generally, the PSC will either work with or have responsibility for information on the following ICS forms:

- Incident Briefing (ICS 201)
- Incident Objectives (ICS 202)
- Organization Assignment List (ICS 203)
- Assignment List (ICS 204)
- Communications Plan (ICS 205)
- Incident Organization Chart (ICS 207)
- Incident Summary Status (ICS 209)
- Check-In List (ICS 211)
- Unit Logs (ICS 214)
- Operational Planning Worksheet (ICS-215)
- T-Cards for all resources (ICS-219)
- Demobilization Check-Out (ICS 221)
- Incident Personnel Performance Evaluation (ICS-225)

Other

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

Checklists

Pre-Assignment Actions (Individual readiness)

	Ensure personal readiness for assignment (details on page 18)
	Ensure minimum training is complete and up-to-date (details on page 19)
	Assemble PSC Deployment Kit (details on page 19)

Pre-Deployment Actions

	Receive assignment (details on page 20)
	Receive travel orders (details on page 20)
	Verify/Update personal deployment kit (details on page 21)
	Verify/Update PSC deployment kit (details on page 21)

Initial Actions Upon Arrival

	Check-in on ICS-211 (details on page 21)
	Check in with Finance (details on page 21)
	Check in with Logistics
	Review Site Safety Plan (details on page 23)

Obtain Situation Assessment

	Review ICS 201 or IAP and Situation Status Display (details on page 23)
	What kind of incident? (details on page 24)
	Who are key players? (details on page 24)
	When incident occurred? (details on page 24)
	Where is incident location/AOR? (details on page 24)
	Incident organization? (details on page 25)
	Next meeting or briefing? (details on page 25)

Receive Initial Brief

	Define your role
	Determine the size and complexity of incident
	Obtain IC expectations
	Determine any limitations and constraints

Activate Planning Section

	Determine Staffing Requirements (see detail on page 26)
	Establish work location (see detail on page 30)
	Organize and brief subordinates (see detail on page Error! Bookmark not defined.)
	Acquire work materials (see detail on page 33)
	Establish collateral responsibilities within the section (see detail on page 33)

Transition to on-going operations phase

	Determine who should be in the Unified Command (see detail on page 34)
	Review appropriate contingency plans (see detail on page 34)
	Recommend an Operational Period (see detail on page 34)
	Publish a daily meeting schedule (ICS-230) (see detail on page 34)
	Prepare a set of proposed Incident Objectives (see detail on page 35)
	Prepare a draft Organization Assignment List (ICS-203) and Organizational Chart (ICS-207) (see detail on page 35)
	Activate Resource Unit (see detail on page 35)
	Activate Situation Unit (see detail on page 36)
	Initiate an Incident Status Summary (ICS-209) (see detail on page 36)

Manage Unit Personnel and Activities

	Schedule a family meeting (see detail on page 37)
	Forecast requirements (see detail on page 37)
	Evaluate/monitor section and personnel performance (see detail on page 37)
	Provide Feedback and/or corrective actions to subordinates (see detail on page 37)
	Identify and correct systemic problems (see detail on page Error! Bookmark not defined.)
	Provide On the Job Training (OJT) as appropriate (see detail on page 38)
	Provide guidance on planning section activities and services to IMT (see detail on page 38)
	Evaluate and monitor unit performance (see detail on page 38)
	Evaluate individual personnel performance (see detail on page 39)
	Review the approved demobilization plan (see detail on page 39)

Conduct Business Management Meeting

	Meet with Unit Leaders and Brief Subordinates on Incident Details (see detail on page 40)
	Establish/Review/Post a work schedule for the next Operational Period (see detail on page 40)
	Discuss status of Planning Section Units (see detail on page 41)
	Give feedback on Planning Section products (see detail on page 41)

Facilitate Meetings and Briefings

	Ensure meeting is scheduled and posted (ICS-230) (see detail on page 42)
	Ensure the meeting room is properly prepared (see detail on page 42)
	Ensure attendees are notified, prepared, and available for meeting (see detail on page 43)
	Ensure support personnel are available as needed (see detail on page 43)
	Ensure meeting aids are available and up to date (see detail on page 43)
	Facilitate meeting (see detail on page 43)
	Maintain Open Actions Worksheet (ICS-233) (see detail on page 44)

Manage Situation Unit

	Ensure collection of Incident Data (see detail on page 44)
	Ensure Organization and Analysis of Incident Information (see detail on page 44)
	Ensure Appropriate Dissemination of Incident Information (see detail on page 45)
	Ensure Adequate Displays of Incident Information (see detail on page 45)
	Ensure Quality Situational Briefings (see detail on page 45)

Manage Resources Unit

	Ensure check-in functions are established (see detail on page 46)
	Ensure accurate tracking of all tactical resources assigned to the incident (see detail on page 46)
	Ensure resources are appropriately assigned in IAP (see detail on page 46)
	Ensure development of Demobilization Plan (see detail on page 46)
	Ensure proper execution of the Demobilization Plan (see detail on page 46)

Manage Documentation Unit

	Ensure appropriate documentation processes are developed (see detail on page 46)
	Ensure organization of incident files (see detail on page 46)
	Ensure duplication services are provided (see detail on page 46)
	Ensure records are reviewed for completeness and accuracy (see detail on page 47)
	Ensure incident documentation available to IMT as required (see detail on page 47)
	Ensure preparation of final incident documentation package (see detail on page 47)

Manage Incident Support Plans

	Ensure IMT members understand which plans they are responsible for developing (see detail on page 47)
	Review support plans for accuracy, readability, and completeness (see detail on page 47)
	Ensure plans are approved at appropriate levels (see detail on page 47)
	Ensure original plan is on file with Documentation Unit (see detail on page 47)

Prepare IAP for Approval

	Ensure required documents are prepared for the IAP (see detail on page 48)
	Ensure IAP documents are collected and assembled in the correct order (see detail on page 48)
	Review IAP for accuracy and completeness (see detail on page 48)
	Ensure supporting plans are referenced and available (see detail on page 48)
	Submit IAP for final approval to IC/UC (see detail on page 48)
	Ensure original IAP is on file with Documentation Unit (see detail on page 48)
	Ensure appropriate dissemination of IAP to IMT (see detail on page 48)

Demobilize Personnel and Unit

	Facilitate the development and dissemination of the Demobilization Plan (see detail on page 49)
	Supervise demobilization of unit personnel (see detail on page 50)
	Supervise demobilization of unit (see detail on page 50)

General Tasks for the Position

Pre-Assignment Actions (Individual Readiness)

- Ensure personal readiness for deployment. Personal readiness includes: dependent, financial and personal readiness. Should you deploy without being personally ready, it will affect your ability to respond and cause a burden on the incident management team which now has to assist you with these issues.
- Medical/dental readiness – For military this means you are in the “green” in CG Business Intelligence (CGBI). For civilians and auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed. For example, you have a plan to ensure you have enough medications for the entire period of the deployment.
 - Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
 - Financial Readiness – You need to be financially ready to deploy. This means ensuring your financial situation is in order. Ensuring bills will be paid while deployed.

- Family Readiness
 - Ensure you have a Dependent Care/Pet Care plan for when deployed. Please check www.militaryonesource.com for assistance.

Ensure minimum training is complete and up-to-date (as per IQS).

- Mandated Training (MT)
- ICS training (e.g. ICS-300, position specific ICS training, O-305).

Assemble PSC Deployment Kit

- This kit includes manuals, forms and guides to help with running the Planning Section
- See Appendix A for items to include in the PSC deployment kit

Pre-Deployment Actions

Receive assignment

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

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

Receive Travel Orders (order number).

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

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

Verify/update personal deployment kit. A personal deployment kit contains your personal items needed for the deployment and includes items like: medications, uniforms and/or appropriate clothing, etc. Is there special PPE or special weather clothing required?

Verify/update PSC Deployment Kit (Appendix A).

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

Initial Actions Upon Arrival

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

- Check In - Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:

Provide a number where you can be reached, your home base, how you got to the incident, as well as any additional qualifications you may have

Check in with Finance

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

Check in with Logistics

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

responses, meals are the responsibility of the individual. If meals are provided, the incident generally tracks who received a meal and the individual is required to make the appropriate modification to their travel claim.

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

Obtain Situation Assessment

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

Review the current ICS-201 and/or IAP
The purpose of this task is to acquire additional background on the incident prior to starting your assignment.

- Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you.

- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident.

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

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

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

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

When did the incident take place?

An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.

Where did the incident take place?

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

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

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

Receive Initial Brief

1. Define your role
2. Determine the size and complexity of the incident
3. Obtain IC expectations
4. Determine any limitations and constraints

Activate the Planning Section

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

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

Determine Staffing requirements.

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

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

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

- If the ICS-201 is complete and available you can determine the assignment and status of personnel already on-scene. This can be done by reviewing the Current Organization (ICS-201 pg.3), and Resource Summary (ICS-201 pg.4). The resource summary will provide you with the details of personnel qualifications.

- If the ICS-201 is not complete, obtain your information from the IC or OSC, check-in lists, organization charts and personal observations.
- Assign on-scene personnel based on availability and qualifications as determined in the above two bullets to meet the OSC needs.
- Determine Planning Section staffing needs considering incident response activities, command expectations of the Planning Section, planning support needs of the Command and General Staff and Operational Planning Process needs.
- Order staff and materials necessary to establish and effectively execute necessary Planning Section functions.

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

Deputy Planning Section Chief(s) – DPSC

DPSC's can be utilized in many different ways, and can be invaluable to multiplying the PSC's efforts in effectively managing the Planning Section's responsibilities. DPSC's should be fully qualified. They may specialize and can support specific aspects of the overall planning effort. In

some cases they may be used to carry out significant portions of the work such as serving as the IAP Coordinator, Long Range Planner, Support Plan Coordinator, Information Management Coordinator, among others. DPSC's may also be used to manage and/or lead extended or round-the-clock Planning Section activities.

ICS Facilitator or Coach

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

Technical Specialists

In today's complex world of "All Hazard ICS" it is the rare person that can effectively manage all of the detailed technical aspects of a major response effort. It is highly encouraged of PSC's to include Technical Specialists (THSP) on their staff to better ensure success. These THSP's are particularly valuable for helping to conduct briefings, in the development and approval of operation plans, as well as in overseeing the implementation of those same plans. These THSP's can be placed anywhere within the organization, at any time, in order to maximize the benefit of their expertise. Consider these people to be your subject matter experts for a particular aspect of a response effort.

Establish Work Location

Ensure adequate work space for number of personnel and equipment including the possibility for expansion.

The following are items to consider when planning out section workspace. This is not an all-inclusive list:

- Tables

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

- Easels and Wall Space for Posting Work Products

The room should include wall space for hanging charts, maps, photos, and poster-size paper for Planning Section members to develop and review their written products. An easel should be available with poster size paper (preferably the self-stick variety) with multi-colored markers. This does not replace the Situation Displays, but is simply enough room for working drafts and poster sized products in development.

- Phones

A conference call or speaker phone should be accessible in the Planning Section space that is

large enough to allow multiple people to hear and use.

Organize and Brief Subordinates

- Identify the immediate information demands (i.e. SITREP 1, MISLE, and maintain the Common Operating Picture) and organize your personnel to meet those demands until additional personnel report
- Conduct the initial team meeting as outlined in Appendix N to establish guidelines, expectations, work schedule, meeting schedules, customer needs, and display content and locations.
- Outline resource request process to subordinates.
- Develop an Organization Chart for the unit to identify roles and highlight span of control issues.
- Evaluate the span of control with the unit and request/assign additional personnel to maintain proper management ratios (i.e. assign Assistant(s) or THSP(s)).

Acquire work materials

- Acquire the appropriate equipment and consumable materials/supplies as listed in Appendix A.
- Submit STAR Resource Request in accordance with incident resource request process (see Appendix G)

Establish Collateral Duties with other Sections

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

Transition to On-Going Operations Phase

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

Determine who should be in the Unified Command

- Make recommendations to the current Commander(s)

Review appropriate contingency plans

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

Recommend an “Operational Period”

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

Publish daily meeting Schedule

- The schedule should include all Operational Planning Process meetings
- The schedule should include any other significant events during the operational period (e.g. press briefings, SITREP deadlines, VIP visits, and IC updates)

Prepare a set of proposed Incident Objectives (ICS-202)

- Present to the IC/UC prior to the Objectives Meeting
- The objectives should meet the “Best Response” and SMART criteria (see Appendix I &R)

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

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

Activate Resource Unit

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

Activate Situation Unit

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

Initiate an Incident Status Summary

- An Incident Status Summary (ICS-209) should be initiated to maintain incident statistics
- This proves invaluable in producing SITREPS, Executive Summaries, Press Releases and Briefings as the incident evolves
- Supplement the ICS-209 by tracking information/statistics that support specific stakeholder/public needs and requests
- Ensure Command agrees on release and use of the ICS-209
- Ensure the form is thoroughly vetted among key Planning and Operations Section staffs before submitting to Command for release.

Manage the Unit Personnel and Activities

Schedule a team meeting

- At least one per operational period
- If necessary, one per situation unit shift.
- Brief subordinates on work assignments
- Post expectations for unit personnel to review

Forecast Requirements

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

Evaluate/monitor section and personnel performance

- Monitor section for efficiency
- Evaluate for potential changes to Planning Section organization, personnel and/or processes

Provide feedback and/or corrective actions to subordinates

- Assess duty performance
- Provide timely feedback and course corrections as necessary

Identify and correct systemic problems

- Establish a feedback system to identify systemic problems
- Correct an systemic problems and notify the Chain of Command as required

Provide OJT as appropriate

- Assess background/experience of assigned and inbound personnel
- Place personnel in appropriate positions and/or provide OJT

Provide guidance on planning section activities and services to the IMT

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

Evaluate & monitor unit performance

- Is unit functioning as a team?
- Is unit producing products required by PSC?

- Evaluate individual personnel performance
- Use Incident Personnel Performance Rating (ICS-225-CG)
- Submit unit/personnel for recognition

Review the approved demobilization plan
How does the incident determine resources ready for demobilization?

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

Conduct Business Management Meeting

The purpose of this meeting is to ensure that there is an on-going dialogue regarding planning section processes and activities for the incident and that they are communicated to key personnel. While the meeting can take place anytime, experience suggests that a quick daily meeting just prior to the Command and General Staff (C&GS) meeting works well. This enables the PSC to have the

most up-to-date information just prior to the C&GS meeting. Items for discussion include but are not limited to the following:

- Meet with Unit Leaders / Brief Subordinates on at least the following:
 - Incident Situation
 - Command Situation
 - Planning Section work hours
 - PSC expectations of staff
 - Planning Section staff authorities
 - When PSC and/or DPSC needs to be notified
 - Work product expectations and deadlines
 - Coordination Issues
 - Discuss status of objectives and work progress from previous operational period.

- Establish/Review/Post a work schedule for the next operational period
 - The Planning section should have a work schedule to cover a 24 hour work period, regardless of the operational period
 - This is different than the ICS-230 which covers the major meetings and briefings for the IMT
 - This helps ensure the planning section staff understand what their responsibilities are, the timeframes they are required, and how many

- staff are needed to complete the products and services to cover at least a 24 hour period
- As the incident progresses, this schedule may become a longer term (e.g. multiple day or weekly) schedule

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

- Give feedback on Planning Section Products
- Evaluate the quality of Planning Section products (documents, displays, briefings, meeting/process management, status tools, projections, etc.)
 - Ensure section members have adequate materials, supplies, and work environment to perform their functions effectively

- Assess how well Planning Section products are being received and/or used by other response team members
- Determine how well the IAP is being implemented, and if any additional information is needed.

Facilitate Meetings and Briefings

Facilitating meetings and briefings is a key skill set for the PSC. The following are general tasks associated with setting up and facilitating meetings.

Ensure Meetings are scheduled and posted
Typical meetings the PSC facilitates are:

- Initial UC meeting
- UC Command Objectives meeting
- Command and General Staff meeting
- Tactics Meeting
- Planning Meeting
- Operations Briefing`
- Other special purpose IMT meetings as needed

Ensure the meeting room is properly prepared

- Coordinate with Logistics Section

- Review Situation Display and/or handouts before meeting

Ensure attendees are notified, prepared, and available for meeting

- The attendees are noted in the IMH Chapter 3.
- You may consider other attendees that are not listed but may be needed (e.g. technical specialists)

Ensure support personnel are available, as needed

- Consider additional support personnel to help assist in the meeting (e.g. having the DOCL or a scribe/recorder to take notes)
- Request additional personnel for shortfalls

Ensure meeting aids are available and up to date

- Provide deadlines for meeting aids
- Ensure meeting aids (e.g. handouts/posters) are prepared and ready before the meeting

Facilitate the meeting

- Utilize the appropriate agenda
- The IMH, Chapter 3 contains typical meeting agendas

Maintain Record of Actions

- The PSC should have the DOCL or scribe capture key tasks assigned during the meeting
- Ensure tasks assigned to meeting attendees are acknowledged with deadlines and expectations
- Make sure the meeting attendees understand what tasks have been assigned to them, as well as deadlines and expectations. This may be completed as they are assigned, as noted in the agenda, or near the very end of the meeting to make sure the attendees know where they stand on these items.

Manage the Situation Unit

Ensure collection of Incident Data

- Establish incident data collection process
- Request Field Observers to provide required data, and assign to appropriate locations

Ensure Organization and Analysis of Incident Information

- Collect, analyze and store incident data for each operational period

- Analyze incident information and provide a Situation Report.

Ensure Appropriate Dissemination of Incident Information

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

Ensure Adequate Displays of Incident Information

- Provide appropriate staffing at all information display locations
- Ensure Situation Displays at incident display locations meet requirements

Ensure Quality Situation Briefings

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

Manage Resource Unit

Ensure check-in functions are established

Ensure accurate tracking of all tactical resources assigned to the incident

Ensure resources are appropriately assigned in the IAP

Ensure development of Demobilization Plan

Ensure proper execution of the Demobilization Plan

Manage Documentation Unit

Ensure appropriate documentation processes are developed

Ensure organization of incident files

Ensure duplication services are being provided

Ensure records are reviewed for completeness and accuracy

Ensure incident documentation is available to the IMT as necessary

Ensure preparation of final incident documentation package for archive

For more information on Document management please visit www.nwccg.gov/policies/records/

Manage Incident Support Plans

Ensure IMT members understand which plans they are responsible for developing

Review support plans for accuracy, readability, and completeness

Ensure plans are approved at appropriate levels

Ensure original plan is on file with Documentation Unit

Prepare the IAP for Approval

Ensure required documents are prepared for the IAP

Ensure IAP documents are collected and assembled in the correct order

Review IAP for accuracy and completeness

Ensure supporting plans are referenced and available

Submit IAP for final approval to IC/UC

Ensure original IAP is on file with Documentation Unit

Ensure appropriate dissemination of IAP to IMT

Manage Incident Support Plans

Ensure IMT members understand which plans they are responsible for developing

Review support plans

- Accuracy
- Readability
- Completeness

Ensure plans are approved at the appropriate levels

Ensure original plan is on file with Documentation Unit

Demobilize Personnel and Unit

Facilitate the development and dissemination of the Demobilization Plan

- Determine the command priorities for release of personnel
- Ensure demobilization plan reflects those priorities
- Ensure Demobilization Unit disseminates plan to incident personnel

Supervise demobilization of unit personnel

- Provide input to IC/UC for demobilization of unit personnel
- Identify unit personnel for demobilization. Ensure you have requested replacements if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS-221, Check-out Sheet
- Evaluate and recognize personnel (e.g. ICS 225, awards draft)

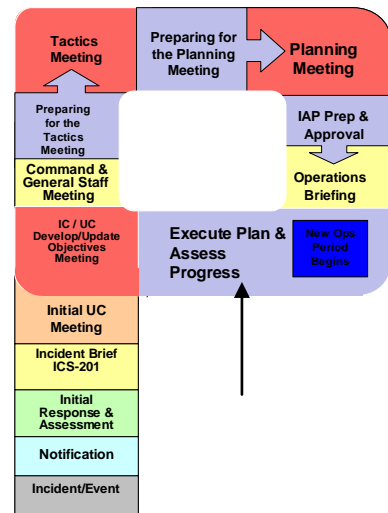
Supervise demobilization of unit

- Ensure final turnover/disposition of documentation
- Turn in equipment and supplies as appropriate
- Provide Supply Unit Leader with a list of supplies to be replenished
 - Consumables
 - Equipment (computers, radios, GPS, etc)
 - Consider replacement in kind

Execute Plan and Assess Progress

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

The best way the PSC can assess progress is to get out into the field. If time permits, consider an overflight, boat ride or vehicle recon of the incident to assess progress.



Conduct a Planning Section Meeting and Internal Team Assessment.

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

Evaluate Technical Specialist needs or performance.

Appendices

- A. Mobilization Kit
 - B. Functional Interactions
 - C. Planning Operational Clock
 - D. How to Walk Into an Incident
 - E. Team Transition
 - F. Incident Action Plan Checklist
 - G. Example of STAR Request
 - H. All Hazard Objectives and Strategies
 - I. SMART Objectives
 - J. Example of ICS 204
 - K. Example of ICS 214
 - L. Example of ICS 215
 - M. ICS-215A Example
 - N. Section Meeting Guidelines
 - O. Planning Section Self-Evaluation Checklist
 - P. Personnel Evaluation Criteria
 - Q. Map Display Symbolology
 - R. "Best Response"
 - S. Approved Incident Action Plans
 - T. Planning Meeting Agenda
- Conversions and Equivalents

Appendix A
Mobilization Kit

Personal Mobilization Kit

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

Planning Section Chief Mobilization Kit

#	Item
1	ICS Forms Catalog Book
1	ICS Forms (MS Word Version) on CD
10	ICS-201 Incident Briefing
10	ICS-202 Incident Objectives
3	ICS-221Demob Check-Out Poster
10	ICS-221Demob Check-Out
10	ICS-211Check-In List
10	ICS-220 Air Operations Summary
20	ICS-213 General Message
10	ICS-206 Medical Plan
10	ICS-215 Operational Planning Worksheet
3	ICS-215 Operational Planning Worksheet Poster
10	ICS-215A Work Safety Analysis
2	ICS-215A Work Safety Analysis Poster
1	ICS-207 Organization Summary Poster
10	ICS-203Organizational Assignment List
10	ICS-205 Communications Plan
10	ICS-208-CG Site Safety and Health Plan
100	ICS-209 Status Summary
2	ICS-209 Status Summary Poster
1	ICS-219-1 T-Card, Header (Gray), pkg of 100
1	ICS-219-2 T-Card, Crew (Green), pkg of 100
1	ICS-219-3 T-Card, Engine (Pink), pkg of 100
1	ICS-219-4 T-Card, Helicopter (Blue), pkg of 100
1	ICS-219-5 T-Card, Personnel (White), pkg of 100
1	ICS-219-6 T-Card, Aircraft (Salmon) , pkg of 100
1	ICS-219-7 T-Card, Dozers (Yellow) , pkg of 100
1	ICS-219-8 T-Card, Misc. Equip (Beige), pkg of 100
10	ICS-214 Unit Log
200	ICS-213RR-CG Resource Request Forms

	Aerial Photographs for Incident Area
	Charts and Maps for Incident Area
100	Clips, Butterfly
1	Combination Lock
10	Compact Disks
	Contingency Plans (Federal, State, Local)
12	Dry Erase Markers, Assorted Colors
2	Easels with poster size paper
2	Erasers
	Geographic Information System (GIS) Software
12	Highlighters, Assorted Colors
1	Incident Management Handbook
2	ICS Job Aids (various)
1	Laptop Computer w/internet capability
2	Mailing Tape, 2 inch
2	Mechanical Pencils
1	Operational Planning "P" Poster
50	Paper Clips
2	Permanent Markers, Assorted Colors
4	Self-Stick Note Pads
1	Poster Printer
2	Poster Printer Paper Rolls
1	Projector with spare bulbs for laptop computer
1	Projector Screen
100	Push Pins
1	Razor Blade Scraper
5	Routing and Transmittal Slips
100	Rubber Bands
3	Super Large Permanent Markers, Assorted Colors
2	T-Card Sorter (Racks), cloth
2	USB Jump Drive, 1+ GB
1	Encrypted Hard Drive
12	Wet Erase Markers, Assorted Colors

	For Your Personnel Use - Items to take

Other Equipment

Some other equipment that may be useful for outfitting the Planning Section space may include:

- Contingency Plans
- Projector and screen for developing products and conducting briefings
- Cable, DSL, or Phone jacks to allow for internet access
- Trash cans and shredders
- Television and DVD player
- Coffee pot and supplies
- Electronics (computers, printers, faxes, scanners, video teleconferencing)
- Poster maker
- GIS capabilities
- Lockable file cabinets for the DOCL
- Materials to properly support SITL & RESL displays

Appendix B

Functional Interactions

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

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

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

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

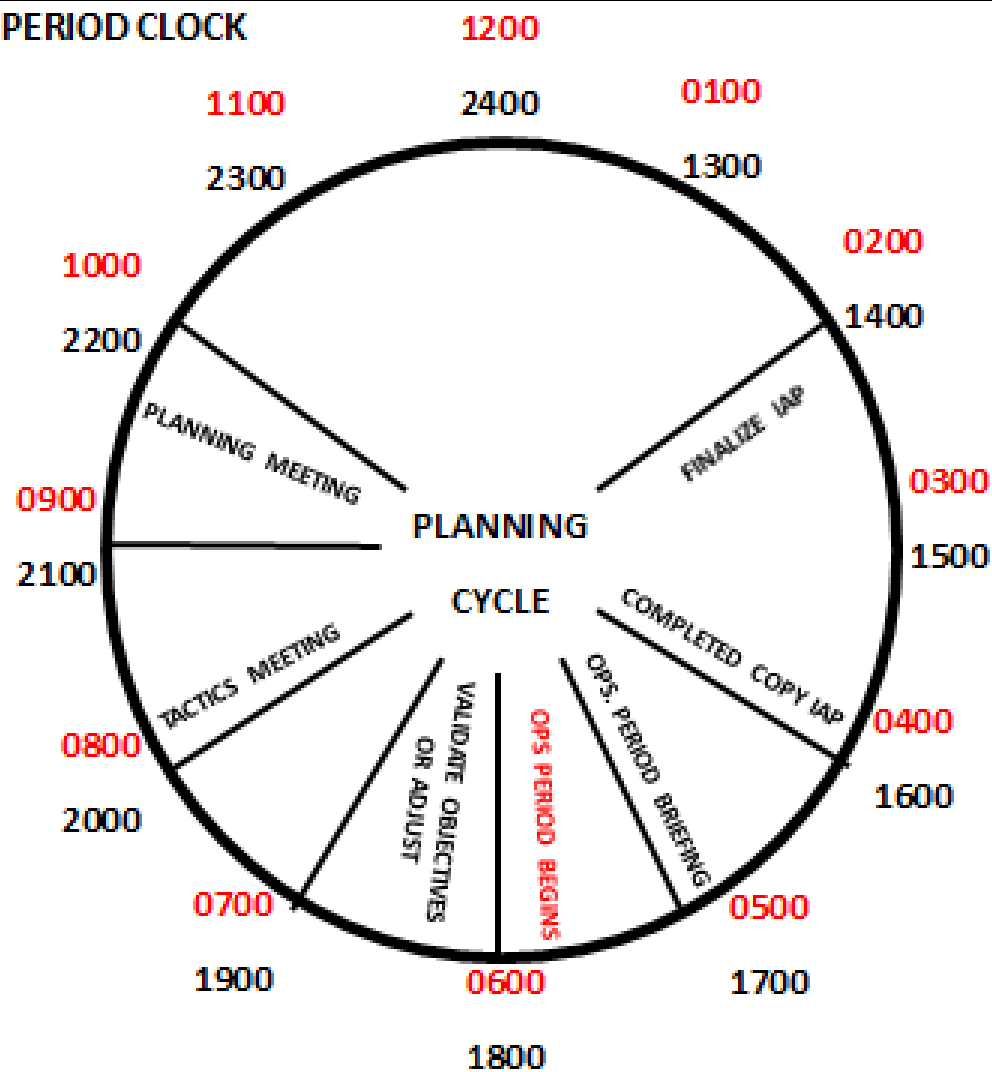
	IAP Prep	Support Plan input ICS 205, ICS 206, & support plans (traffic)	Feedback on IAP submissions
MEET With	WHEN	PSC OBTAINS	PSC PROVIDES
FSC	Planning Meeting	Update on Finance	Proposed IAP Briefing on situation, critical or sensitive areas, resource status, weather
THSP	As they report in	Check-in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

Appendix C

12 HOUR OPS PERIOD CLOCK

RED = AM

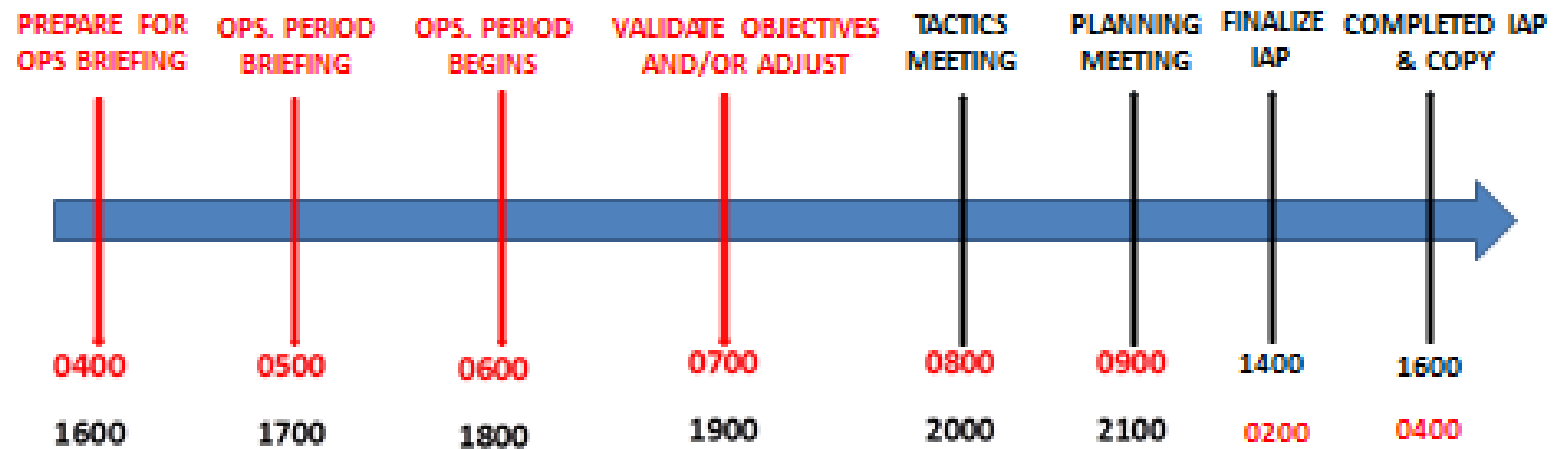
BLACK = PM



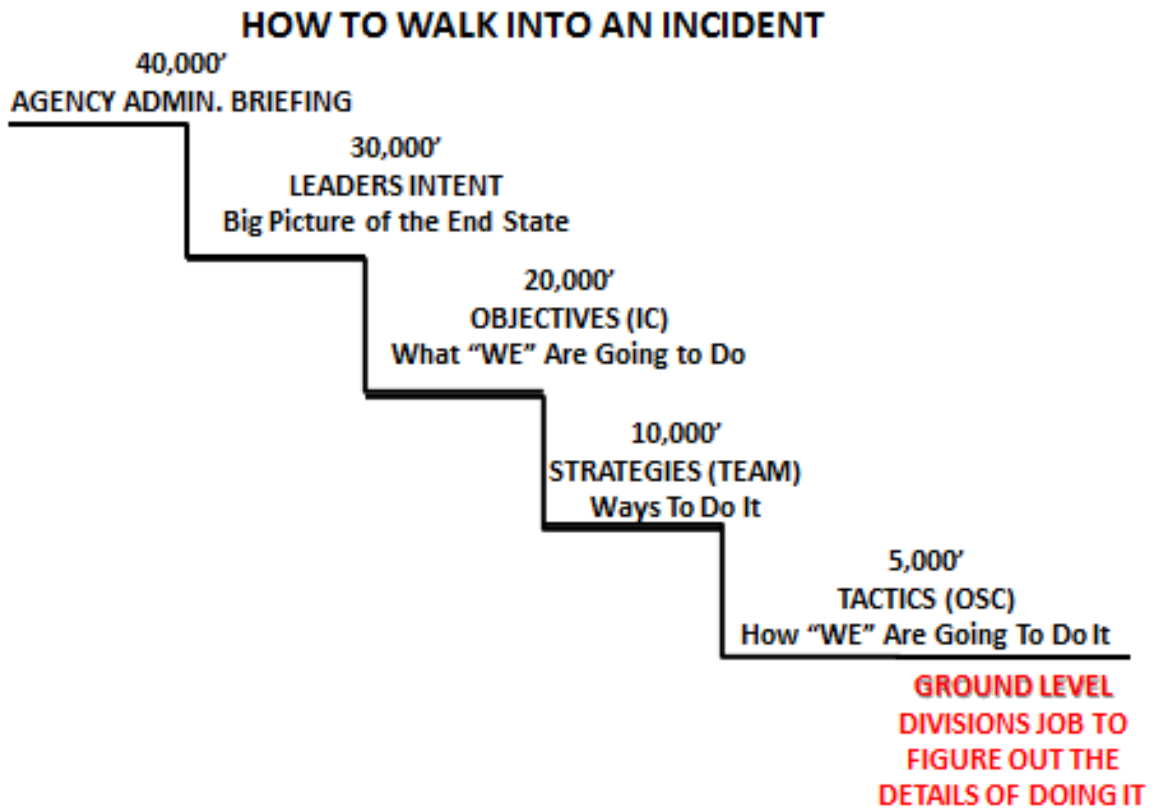
24 HOUR OPERATIONAL PERIOD LINEAR

RED = AM

BLACK = PM

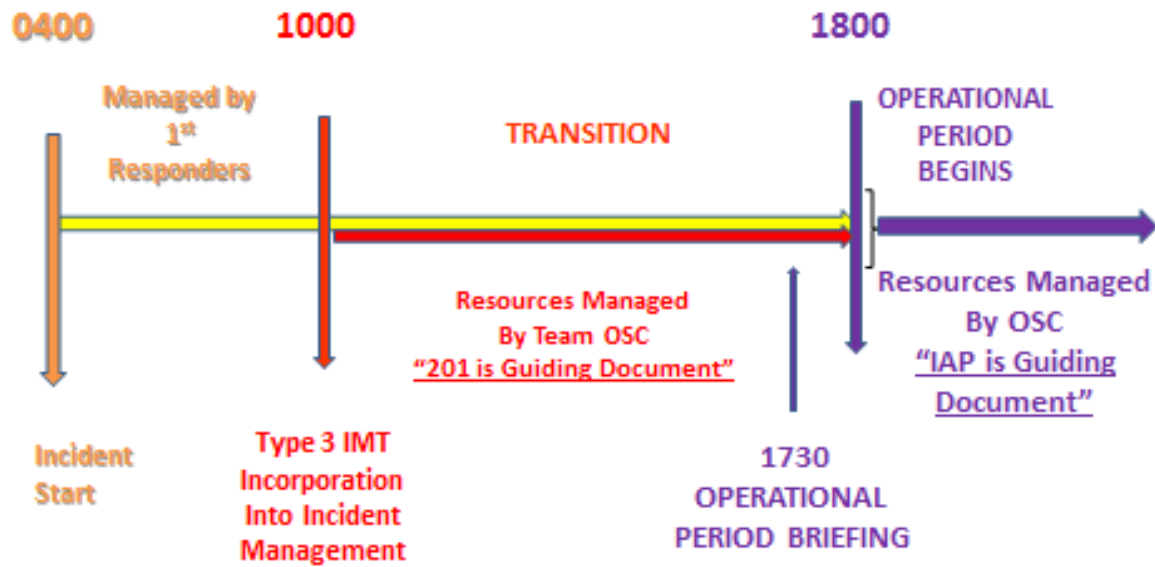


Appendix D



Appendix E Team Transition

INCIDENT



Appendix F
Incident Action Plan Checklist

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

* As Necessary

Appendix G

STAR Resource Request

State of Texas Assistance Request (STAR)				Req#: 04-20459-FTW	
Incident Name: 2014-01-29 Comanche Peak NPP Exercise TRAINING		Initial Request Date / Time: 1/29/2014 10:21:29	Requesting Entity: SOMERVELL		
Is this RR Tied to Another Request? (provide other Request Number)		Other Tracking Numbers:			
Requested Item Description					
Qty	Unit	Item Name	Detailed Item Description: <small>(kind, type, characteristics, brand, specs, size, etc.)</small>	Cost	Demob Item?
1	Each	Incident management team	One incident management team to assist Fire Department...DRILL	0	No
Justification / Purpose for Request: DRILL""RAD release at CPNPP					
When is this Resource Needed? 1/30/2014			Estimated Timeframe of Need (how long will you need this resource?) Consumable Item		
Delivery Information					
Final Destination					
Point of Contact (POC) Name: Chief Mark Crawford		POC Telephone Number: 254-897-2213	Facility Name: Somervell CO EOC		Facility Zip: 76043
Facility Address: 750 Bo Gibbs			Facility City: Glen Rose	Facility State: TX	
Additional Instructions: Report to EOC for further instructions					
Requestor Information					
Requested by Position (Name): Somervell County - Emergency Management Coordinator (GriffinDwayne6385)		Requestor Email: emc@co.somervell.tx.us		Requestor Phone Number: 254-897-2213	
Requestor Signature: dg			Date / Time: 1/29/2014 10:21:26		

Appendix H

All-Hazard Objectives Strategies

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

Objectives (Command) – Commands desired outcome

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

Strategies (Planning and Operations) – How you plan to accomplish the objectives

- Example Strategies can be found in the Operations Section Chief (OSC) Job Aid

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

Appendix I SMART Objectives

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

A SMART objective is one that is –

Specific

Measurable

Achievable

Relevant

Time-sensitive or Time-bound

George T. Doran is quoted on the internet as the originator of the term, through the article in Management Review¹ on SMART.

Specific – A specific objective has a much greater chance of being accomplished than a general objective. The set a specific objective you must answer the six "W" questions.

Who is involved?

What do I want to accomplish?

Where does this objective take place?

When is there a deadline?

Which are the requirements and constraints?

Measurable – Establish concrete criteria for measuring progress toward the attainment of each objective you set.

When you measure your progress, you stay on track, reach your targets, and experience the satisfaction of achievement that inspires you on to continued effort required to reach your objective. To determine if an objective is measurable, ask questions such as "how much?", "how many?" and "how will I know when it is accomplished?".

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

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

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

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

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

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

Appendix J

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Objective(s):		
4. Operational Period Command Emphasis:		
General Situational Awareness		
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at:		
6. Incident Action Plan (the items checked below are included in this Incident Action Plan):		
<input type="checkbox"/> ICS 203	<input type="checkbox"/> ICS 207	<u>Other Attachments:</u>
<input type="checkbox"/> ICS 204	<input type="checkbox"/> ICS 208	<input type="checkbox"/> _____
<input type="checkbox"/> ICS 205	<input type="checkbox"/> Map/Chart	<input type="checkbox"/> _____
<input type="checkbox"/> ICS 205A	<input type="checkbox"/> Weather Forcast/Tides/Currents	<input type="checkbox"/> _____
<input type="checkbox"/> ICS 206		<input type="checkbox"/> _____
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
8. Approved by Incident Commander: Name: _____ Signature: _____		
ICS 202	IAP Page _____	Date/Time: _____

Appendix K

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3.
4. Operations Personnel: <u>Name</u> _____ <u>Contact Number(s)</u> _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____			Branch: _____ Division: _____ Group: _____ Staging Area: _____	
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Resource Identifier	Leader			
6. Work Assignments:				
7. Special Instructions:				
8. Communications (radio and/or phone contact numbers needed for this assignment):				
Name/Function _____		Primary Contact: indicate cell, pager, or radio (frequency/system/channel) _____		
	/			
	/			
	/			
	/			
9. Prepared by: Name: _____			Position/Title: _____ Signature: _____	
ICS 204	IAP Page _____		Date/Time: _____	

Appendix L

1. Incident Name:

2. Incident Number:

3. Date/Time Prepared:

Date: _____ Time: _____

4. Operational Period: Date From: _____

Date To: _____

Time From: _____

Time To: _____

5. Incident Area

6. Hazards/Risks

7. Mitigations

8. Prepared by (Safety Officer): Name: _____ Signature: _____

Prepared by (Operations Section Chief): Name: _____ Signature: _____

ICS 215A

Date/Time: _____

1. Incident Name: _____ **2. Operational Period:** Date From: _____ Date To: _____
 Time From: _____ Time To: _____

3. Branch	4. Division, Group, or Other	5. Work Assignment & Special Instructions	6. Resources														7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	

ICS 215	11. Total Resources Required	/ / / / / / / / / / / / / / / /		14. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____	
	12. Total Resources Have on Hand				
	13. Total Resources Need To Order				

Appendix N

Operational Planning Worksheet (ICS-215)

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

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

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

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

assignment, i.e. skimming group, lightering group, etc. The unit identifier for staging areas is its geographic name, i.e. Ballast Point Staging, etc.

Block 5 Identify the work assignment to be performed by the sub-element listed in Block 4. Each Division/Group or other activity has to have very clear instructions on what their assignment is for the operational period. This is a critical point as this information has a tremendous effect on the development and implementation of the Incident Action Plan. It is also essential for the PSC to clearly understand the work assignment before identifying resource requirements. This information will later be displayed in much greater detail on the corresponding ICS-204 in the Incident Action Plan and will be used to brief oncoming resources on their assignment. The Operations Section Chief should also have listed some contingency strategies and tactics that may occur during the planned Operational Period. One way to transfer this information to the ICS-215 is by assigning additional (or contingency) resources to a Staging Area. These contingency work assignments are briefly described on the next to the appropriate Staging Area, and ultimately in much greater detail on the contingency ICS-204's in the IAP.

Block 6 Identify the appropriate resources required to complete the work assignments. This is where knowledge and experience come into play. What types and how many resources will it take to carry-out the identified task, during

the specified Operational Period. The OSC needs to be aware of different types, production rates, and the strengths and limitations of all of the resources that are available to them. First select the kinds of resource (capability) and then identify the number required (the REQ block only) to complete the assigned tasks. Do not be concerned at this time as to the number and kinds of resources that may be available for assignment. The Resource Unit Leader (RESL) will provide this information after all the resources requirements have been identified. Do not develop work requirements solely based on resources currently on-scene.

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

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

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

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

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

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

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

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

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

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

Block 14 Operations Section Chief signs ICS-215.

Appendix O

1. Incident Name <i>HIATUSPORT INCIDENT</i>	2. Operational Period (Date/Time) From: <i>0600</i> ^{<i>XX XXX 08</i>} To: <i>1800</i> ^{<i>XX XXX 08</i>}	UNIT LOG ICS 214-CG
3. Unit Name/Designators <i>SECTOR HIATUSPORT</i>	4. Unit Leader (Name and ICS Position) <i>MSTC BIZZELL</i>	
5. Personnel Assigned		
NAME	ICS POSITION	HOME BASE
<i>JEFF SMITH</i>	<i>CREW - DIV B</i>	<i>WASILLA, AK</i>
<i>RANDY BITNER</i>	<i>"</i>	<i>CHICAGO, IL</i>
<i>COURTNEY COX</i>	<i>"</i>	<i>LALB, CA</i>
<i>BLAKE JONES</i>	<i>"</i>	<i>"</i>
<i>ARNOLD REED</i>	<i>"</i>	<i>"</i>
6. Activity Log (Continue on Reverse)		
TIME	MAJOR EVENTS	
<i>0600</i>	<i>ATTENDED OPERATIONS BRIEFING @ ICP</i>	
<i>0645</i>	<i>MET CREW AT DIV B. CONDUCTED SAFETY BRIEF AND DESCRIBED DIV B WORK ASSIGNMENT. ALL CREW SIGNED ICS-208</i>	
<i>0920</i>	<i>ONE ATV BROKE DOWN. CONTACTED STAM AND ARRANGED FOR REPLACEMENT ATV.</i>	
<i>1335</i>	<i>CREW BLAKE JONES INJURED RIGHT ARM (POSSIBLY BROKEN) WHEN LOG (5" DIA) FELL WHILE HE WAS ATTEMPTING TO MOVE ANOTHER LOG DURING PRE-IMPACT BEACH CLEANUP OPS. No WITNESSES. CONTACTED SDFR AND OSC, AND</i>	
<i>1400</i>	<i>GSVL PER MED PLAN. MR. JONES TAKEN TO HOSPITAL. PRE-IMPACT BEACH CLEAN-UP OPS COMPLETED PER ICS-204. SECURE FOR DAY.</i>	
7. Prepared by: <i>MSTC Bizzell</i> Date/Time: <i>1515</i> ^{<i>XX XXX 08</i>}		

Appendix P

Section Meeting Guidelines

The purpose of this meeting is to keep your subordinates informed about Command's direction and how the role they play ties in to achieving that direction. This is just good leadership so it is imperative that you conduct this meeting at least once a day!

1. If at all possible set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction.
2. Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and they will take care of you.
3. Situation update – while they probably don't need or even want detail, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.
4. Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.
5. Compliment – Praise their actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
6. Remind your staff to fill out the ICS-214 daily.

Appendix Q
Evaluation Criteria for Planning Section
Personnel

In the field activities

- There are sufficient check-in locations and information is promptly getting to the RESL from each location
- Field Observers are assigned and reducing the burden on Operations Section supervisors for reporting field updates back to SITL and RESL.
- Environmental Unit personnel in the field are safe, and have coordinated their activities with Operations Section supervisors.
- Emergency procedures have been established.
- Personnel are receiving good briefings before beginning their work in the operational area.
- Expectations are clearly understood.
- Planning Section field personnel have sufficient equipment to execute assignments (i.e. phones, radios, digital cameras, GPS units, computers, wireless cards, etc.).

ICP Activities

- Command's Operational Priorities and Objectives are clear
- Command has communicated clear expectations of the Planning Section
- Command is comfortable with planning activities
- The PSC and Command have agreed on what is considered critical information, and how it should be reported up to the IC/UC
- The PSC is able to coordinate the Operational Planning Process
- Status displays by SITL and RESL are accurate, up-to-date, and meeting the needs of Command and other staff
- The Incident Action Plan has sufficient, and accurate content to support the operation
- The ICS-204's have task specific, detailed work descriptions and/or have detailed attachments (maps, diagrams, work plans, hazard info, etc.)
- The ICS-205 covers all aspects of the operation, and includes use of voice and data communication
- The ICS-206 has been verified by direct contact with the hospitals and ambulance service providers
- Effective coordination between the PSC and other staff

- The meeting schedule allows for ample PSC coordination of inputs to meetings/briefings
- Contingencies or "what if" possibilities are being effectively planned for
- PSC is forecasting, planning, and preparing for the escalation or de-escalation of the incident
- The resource requesting process is smooth, and producing timely results
- Planning Section equipment is being properly maintained, repaired, and/or re-supplied
- The Logistics Section is managing an effective gear/equipment issue process
- THSP's (where needed) are effectively employed
- Support plans are developed and thoroughly understood by users
- Original documents are ending up in the DOCL archives (ICS-214's, etc)
- Time sheets and other accountability information are being sent to Finance
- The RESL is identifying excess resources and supporting the demobilization process
- There is a demobilization process/plan in place
- The Planning Section is developing and effectively conveying predictions, models, forecasts to other staff to help achieve success

- Meetings and briefings are properly set-up and well executed
- The best qualified personnel available are assigned to fill positions
- Documents produced by the Planning Section are of high quality

Appendix R
Planning Section Self-Evaluation Checklist


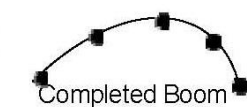
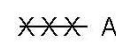















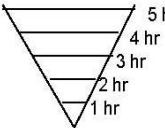
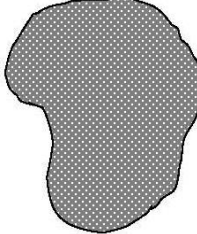


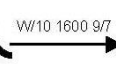
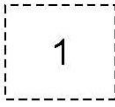
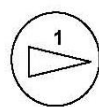
	Is the SITU aggressively receiving and disseminating information?
	Is the SITU verifying the information received?
	Is the SITU producing the highest quality of reports that are accurate to the IMT?
	Is the SITU maintaining good records and working with DOCU to ensure preservation?
	Is the SITU providing briefings that are relevant, focused, clear and concise?
	Is the SITU debriefing OPS and is this effective?
	Is the SITU using the best technology to support the IMT?
	Does the SITU have the right logistical support to do the job effectively and efficiently?
	Is the SITU actively engaged with other members of the response team?
	Are new members of the SITU receiving a proper in-brief?
	Is there adequate rest, meals, and PPE to accomplish the job safely?

Personnel Evaluation Criteria

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

Appendix S

Map Display Symbology

ICS MAP/CHART DISPLAY SYMBOLOGY	
<p>MINIMUM RECOMMENDED</p> <p>BLACK {</p> <ul style="list-style-type: none">  Proposed Boom  Completed Boom  Absorbent Material <p>RED {</p> <ul style="list-style-type: none"> 10 Aug ⊗ Hazard Origin 1430 <p>BLUE {</p> <ul style="list-style-type: none">  Incident Command Post  Incident Base  Camp (Identify by Name)  Staging Area (Identify by Name)  Joint Information Center  Helispot (Location & Number)  Helibase  Mobile Relay <p>OPTIONAL</p> <p>BLUE {</p> <ul style="list-style-type: none">  Police Station  Telephone  Fire Station  Mobile Weather Unit  Emergency Operations Center  Fire Aid Section  Hospital 	<p>ORANGE {</p> <ul style="list-style-type: none">  Oil Spread Prediction <p>BLACK {</p> <ul style="list-style-type: none">  Actual Oil or Chemical Plume <p>BLACK {</p> <ul style="list-style-type: none"> [I] [I] Branches (Initially numbered clockwise from Incident origin) (A) (B) Divisions (Initially lettered clockwise from Incident origin)  Division Boundary  Branch Boundary  Wind Speed and Direction <p> Safety/Security Zone</p> <p> Boat Ramp</p> <p style="text-align: right; font-size: small;">All overlays must contain registration marks. These may consist of identified road intersections township/range coordinates, map corners etc.</p>
<p>TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS/CHARTS</p>	

Appendix T

"Best Response"

Best Response

The term "Best Response" means that a response organization will effectively, efficiently, and safely respond to all incidents, minimizing the consequences to save lives, protect public and responder health, safeguard the security of the homeland and protect the infrastructure, environment and economy.

"Best Response" considerations represent a set of general goals for Unified Command to achieve if they are conducting comprehensive and effective response.

"Best Response" equals a successful response based on achievement of certain key success factors (i.e. the things that a response must accomplish to be considered successful). Various "Best Response" goals are defined below. These goals are what Incident & Unified Commanders should focus on to ensure that the response operation has the best chance of success.

Human Health & Safety

- No public injuries, illness or deaths
- No responder injuries, illness or deaths
- Aggressive responder stress management
- Highly effective family outreach program

Security

- Highly coordinated law enforcement and emergency management operation

Property

- Infrastructure damage minimized

Environment

- Sensitive areas protected
- Resource damage minimized

Economy

- Economic impact minimized

Public Communication

- Conduct Risk Communications
- Accurate and timely information
- Positive media coverage of response
- Positive public perception

Stakeholders Support

- Minimize stakeholder impact
- Stakeholders well informed
- Positive meetings with stakeholders
- Prompt handling of damage claims

Organization

- Implementation of an effective and efficient Incident Command System organization
- Mobilize and effectively use response resources

When conducting an incident response, Incident/Unified Command and their Command and General Staffs should always consider the "Best Response" concept while managing operational and support / coordination functions.

Approved Incident Action Plans

Order Appropriate Resources

In order to ensure the availability of resources for operations beyond the next operational period, the PSC must work closely with the OSC to anticipate resource needs

NOTE: The Tactics Meeting will produce a list of resources required for the chosen objectives, strategies and tactics during the next operational period.

STEP	ACTION			
1.	IF Anticipated Operation will occur	AND They	THEN	
	During the next operational period	→	Resource needs covered by ICS-215	
	Beyond the next operational period	Are similar in scope and complexity to current operation	Resources are likely to already be on scene	
		Go beyond scope and complexity of current operations	PSC and OSC should identify resources needed to conduct anticipated operations	
2.	Order necessary resources to arrive in time for anticipated operations			

Status Changes

Advise Command & General Staff

The PSC is responsible for keeping the IC/UC staff informed about incident status changes.

STEP	ACTION										
1.	Identify changes in incident status from field reports										
2.	Determine if changes are significant: <table border="1" data-bbox="370 632 1289 1062"> <thead> <tr> <th data-bbox="370 632 737 716">IF Status Changes</th> <th data-bbox="737 632 1008 716">THEN Change</th> <th data-bbox="1008 632 1289 716">Brief</th> </tr> </thead> <tbody> <tr> <td data-bbox="370 716 737 890">Does not require a change in operational period objectives/strategies</td> <td data-bbox="737 716 1008 890">Probably NOT significant</td> <td data-bbox="1008 716 1289 890">At next Planning Meeting</td> </tr> <tr> <td data-bbox="370 890 737 1062">May require change in operational period objectives/strategies</td> <td data-bbox="737 890 1008 1062">Significant</td> <td data-bbox="1008 890 1289 1062">Immediately</td> </tr> </tbody> </table>	IF Status Changes	THEN Change	Brief	Does not require a change in operational period objectives/strategies	Probably NOT significant	At next Planning Meeting	May require change in operational period objectives/strategies	Significant	Immediately	
IF Status Changes	THEN Change	Brief									
Does not require a change in operational period objectives/strategies	Probably NOT significant	At next Planning Meeting									
May require change in operational period objectives/strategies	Significant	Immediately									
3.	Notify command and general staff of ALL significant changes Note: Make notifications via quickest method (radio, phone, fax, messenger)										

Provide Status Reports to Requesters

The Planning Section may be tasked to provide specific information regarding the incident to various requestors

STEP	ACTION	
1.	Receive request for incident information	
2.	Determine if information is available via the Situation Unit	
	IF Situation Unit	THEN
	Maintains information	Task SITL to provide
	Does NOT have requested information	Determine the best source Obtain information/task source to provide

Recommend Release of Resources

From early in the incident response, the PSC must be alert for excess resources that can be reassigned or demobilized

STEP	ACTION									
1.	Identify excess resources via ICS-215 process or feedback from the field. NOTE: If resource is a Task Force or Strike Team, disassemble into single resources before proceeding to Step 2.									
2.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" data-bbox="347 720 1325 804">Determine if resources are needed elsewhere at the incident</td> </tr> <tr> <td data-bbox="347 804 837 846">If Resources</td> <td data-bbox="837 804 1325 846">THEN</td> </tr> <tr> <td data-bbox="347 846 837 982">Needed elsewhere at incident</td> <td data-bbox="837 846 1325 982">PSC and OSC reassign and notify RESL of status change</td> </tr> <tr> <td data-bbox="347 982 837 1110">Not needed at incident</td> <td data-bbox="837 982 1325 1110">Place on list of resources proposed for demobilization</td> </tr> </table>	Determine if resources are needed elsewhere at the incident		If Resources	THEN	Needed elsewhere at incident	PSC and OSC reassign and notify RESL of status change	Not needed at incident	Place on list of resources proposed for demobilization	
Determine if resources are needed elsewhere at the incident										
If Resources	THEN									
Needed elsewhere at incident	PSC and OSC reassign and notify RESL of status change									
Not needed at incident	Place on list of resources proposed for demobilization									
3.	Present list of resources proposed for demobilization to IC/UC.									
4.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" data-bbox="347 1199 1325 1241">Demobilize resources that IC/UC approves for release</td> </tr> <tr> <td data-bbox="347 1241 837 1283">IF Resource</td> <td data-bbox="837 1241 1325 1283">THEN</td> </tr> <tr> <td data-bbox="347 1283 837 1419">Approved for Demobilization</td> <td data-bbox="837 1283 1325 1419">Demobilize in accordance with approved demobilization plan</td> </tr> <tr> <td data-bbox="347 1419 837 1543">NOT approved for demobilization</td> <td data-bbox="837 1419 1325 1543">Determine Reason Keep at Incident Notify RESL of status</td> </tr> </table>	Demobilize resources that IC/UC approves for release		IF Resource	THEN	Approved for Demobilization	Demobilize in accordance with approved demobilization plan	NOT approved for demobilization	Determine Reason Keep at Incident Notify RESL of status	
Demobilize resources that IC/UC approves for release										
IF Resource	THEN									
Approved for Demobilization	Demobilize in accordance with approved demobilization plan									
NOT approved for demobilization	Determine Reason Keep at Incident Notify RESL of status									

PLANNING MEETING AGENDA

1. Briefing on situation and resource status OSC
2. Set/Review Incident Objectives PSC, IC
3. Plot control lines, establish Branch/Division boundaries, and identify Group assignments OSC
4. Specify tactics for each Division/Group OSC
5. Specify resources needed by Division/Group OSC, PSC
6. Specify safety mitigation measures for identified hazards in Division/Groups SOFR
7. Specify facilities and reporting locations on map OSC, PSC, LSC
8. Develop resource and personnel order LSC
9. Review Comm., Medical, and Traffic Plan requirements LSC
10. Specify finance issues and matters FSC
11. Outline issues related to assisting and cooperating agencies LOFR
12. Information issues internal and external to the incident PIO
13. Finalize, approve IAP PSC, IC

IC = Incident Commander LSC = Logistics Section Chief
SOFR = Safety Officer PSC = Planning Section Chief
LOFR = Liaison Officer PIO = Public Information Officer
OSC = Operations Section Chief
FSC = Finance/Administration Section Chief

CONVERSIONS AND EQUIVALENTS

AREA- (s=statute, n=nautical)		
Multiply	by	to derive
meters ²	10.76	feet ²
feet ²	0.0929	meters ²
kilometers ²	0.386	s. miles ²
s. miles ²	2.59	kilometers ²
s. miles ²	0.7548	n. miles ²
n. miles ²	1.325	s. miles ²
kilometers ²	0.2916	n. miles ²
n. miles ²	3.430	kilometers ²

TEMPERATURE-	
Calculate	To derive
5/9(°F-32°)	°C
9/5°C+32°	°F

VOLUME		
multiply	by	to derive
barrels	42	gallons
barrels	5.615	feet ³
barrels	158.9	liters
barrels	0.1589	meters ³
feet ³	7.481	gallons
gallons	3.785	liters

WEIGHT-		
multiply	by	to derive
kilograms	2.205	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,205	pounds
long tons	1,016	kilograms
long tons	2240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

DENSITY ESTIMATIONS-			
	Barrels/Long Ton		Notes:
	Range	Average	
Crude Oils	6.7-8.1	7.4	<ul style="list-style-type: none"> 1 Long Ton equals 2,200 lbs. As a general approximation, use 7 bbl. (300 U.S. gallons) per metric ton of oil. 6.4 barrels/long ton is neutrally buoyant in fresh water. Open ocean neutral buoyancy values are generally in the 6.21-6.25 barrels/long ton range.
Aviation Gasolines	8.3-9.2	8.8	
Motor Gasolines	8.2-9.1	8.7	
Kerosenes	7.7-8.3	8.0	
Gas Oils	7.2-7.9	7.6	
Diesel Oils	7.0-7.9	7.5	
Lubricating Oils	6.8-7.6	7.2	
Fuel Oils	6.6-7.0	6.8	
Asphaltic Bitumens	5.9-6.5	6.2	
Specific Gravity of 1 or an API of 10 equals the density of fresh water. Specific Gravity < 1 or an API > 10 indicates product is lighter than fresh water. API Gravity =(141.5/Specific Gravity) -131.5			
Weight of Fresh Water: pounds/gallon	8.3	Note: Exact weight depends on temperature and salinity.	
Weight of Sea Water: pounds/gallon	8.5		

OIL THICKNESS ESTIMATIONS-				
Standard Term	Approx. Film Thickness		Approx. Quantity of Oil in Film	
	Inches	Mm		
Barely Visible	0.0000015	0.00004	25 gals/mile ²	44 liters/km ²
Silvery	0.000003	0.00008	50 gals/mile	88 liters/km ²
Slight Color	0.000006	0.00015	100 gals/mile ²	176 liters/km ²
Bright Color	0.000012	0.0003	200 gals/mile ²	351 liters/km ²
Dull	0.00004	0.001	666 gals/mile ²	1,168 liters/km ²
Dark	0.00008	0.002	1,332 gals/mile ²	2,237 liters/km ²
Thickness of light oils: 0.0010 inches to 0.00010 inches.				
Thickness of heavy oils: 0.10 inches to 0.010 inches.				

COMMONLY-USED EQUATIONS-	
Circle: Area = 3.14 X radius ² Circumference = 3.14 x diameter	Cylinder/Pipe/Tank Volume = 3.14 x radius ² x length
Sphere/Tank Area = 4 x 3.14 x radius ² Volume = 1.33 x 3.14 x radius ³	Rectangle/Square Area = length x width Cube/Block/Tank Volume = length x width x height

Notes

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Notes

