JOB ACTION SHEETS

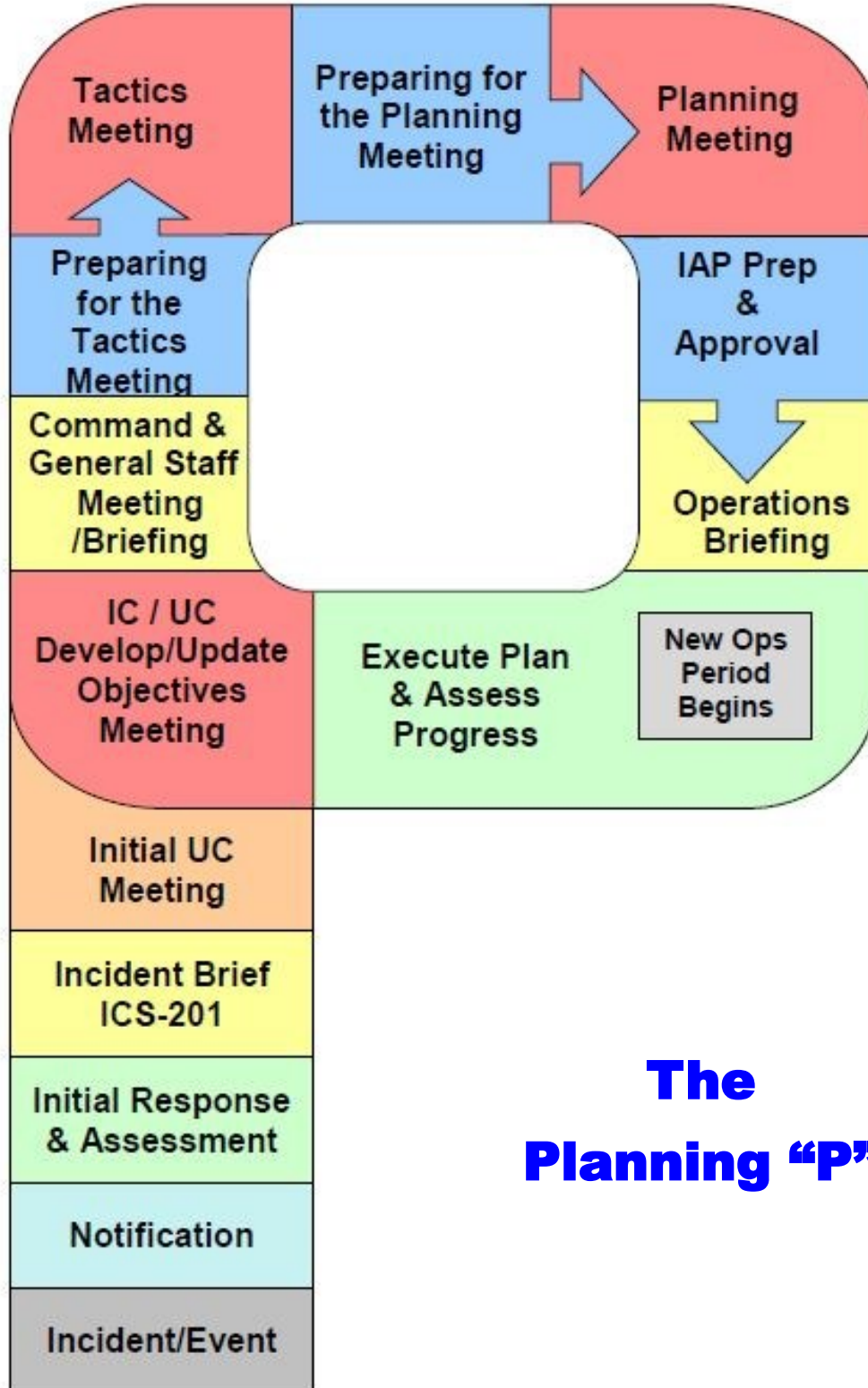## Planning Section
and
Command & General Staff

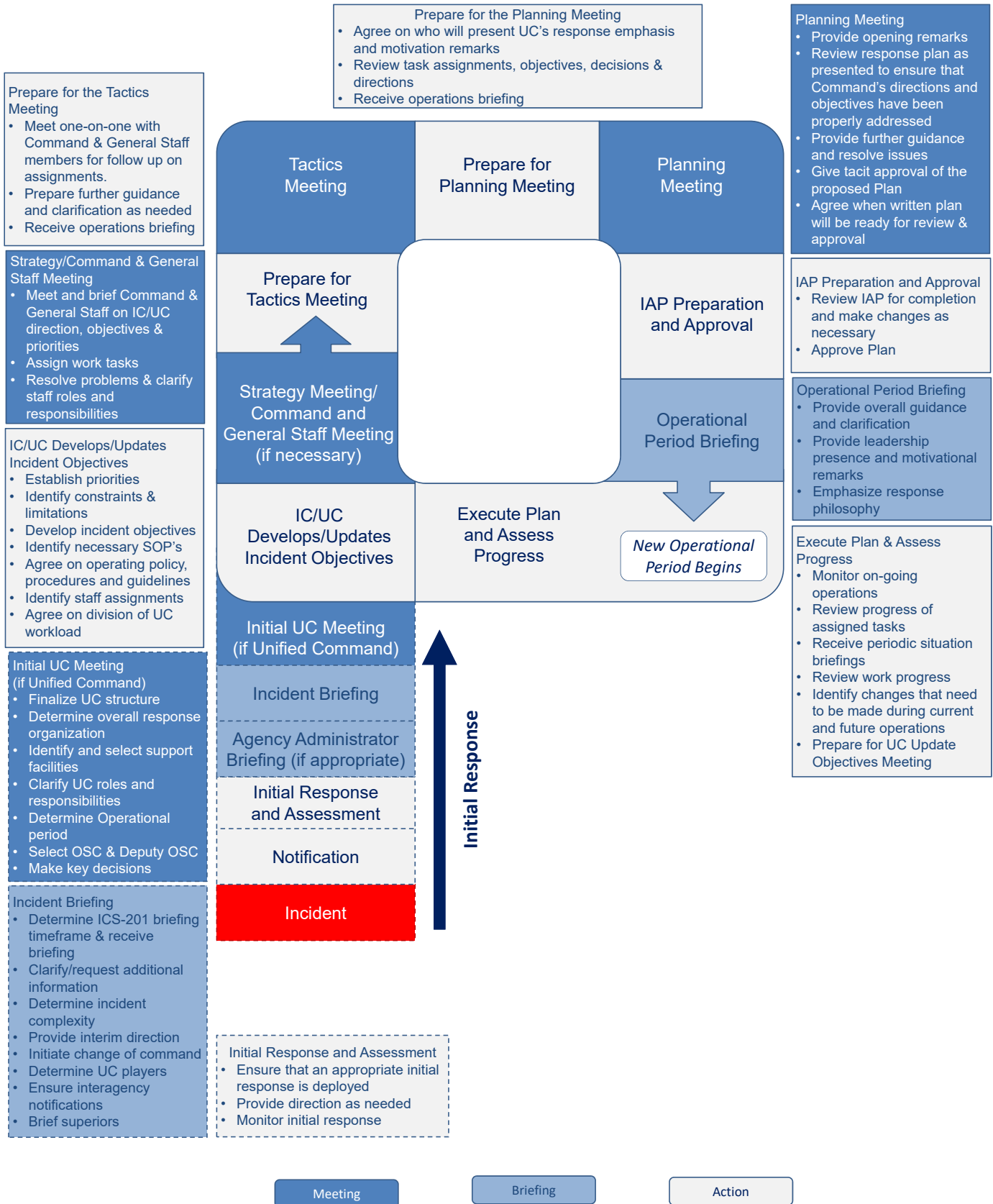**Updated 8/31/2024**

New Jersey Emergency Medical Services Task Force

The Planning "P"

Tactics Meeting

Preparing for the Planning Meeting

Planning Meeting

Preparing for the Tactics Meeting

IAP Prep & Approval

Command & General Staff Meeting /Briefing

Operations Briefing

IC / UC Develop/Update Objectives Meeting

Execute Plan & Assess Progress

New Ops Period Begins

Initial UC Meeting

Incident Brief ICS-201

Initial Response & Assessment

Notification

Incident/Event

Incident Commander/Unified Command Activities

Prepare for the Planning Meeting
- Agree on who will present UC's response emphasis and motivation remarks
- Review task assignments, objectives, decisions & directions
- Receive operations briefing

Planning Meeting
- Provide opening remarks
- Review response plan as presented to ensure that Command's directions and objectives have been properly addressed
- Provide further guidance and resolve issues
- Give tacit approval of the proposed Plan
- Agree when written plan will be ready for review & approval

Prepare for the Tactics Meeting
- Meet one-on-one with Command & General Staff members for follow up on assignments.
- Prepare further guidance and clarification as needed
- Receive operations briefing

Strategy/Command & General Staff Meeting
- Meet and brief Command & General Staff on IC/UC direction, objectives & priorities
- Assign work tasks
- Resolve problems & clarify staff roles and responsibilities

IC/UC Develops/Updates Incident Objectives
- Establish priorities
- Identify constraints & limitations
- Develop incident objectives
- Identify necessary SOP's
- Agree on operating policy, procedures and guidelines
- Identify staff assignments
- Agree on division of UC workload

Initial UC Meeting (if Unified Command)
- Finalize UC structure
- Determine overall response organization
- Identify and select support facilities
- Clarify UC roles and responsibilities
- Determine Operational period
- Select OSC & Deputy OSC
- Make key decisions

Incident Briefing
- Determine ICS-201 briefing timeframe & receive briefing
- Clarify/request additional information
- Determine incident complexity
- Provide interim direction
- Initiate change of command
- Determine UC players
- Ensure interagency notifications
- Brief superiors

Initial Response and Assessment
- Ensure that an appropriate initial response is deployed
- Provide direction as needed
- Monitor initial response

IAP Preparation and Approval
- Review IAP for completion and make changes as necessary
- Approve Plan

Operational Period Briefing
- Provide overall guidance and clarification
- Provide leadership presence and motivational remarks
- Emphasize response philosophy

Execute Plan & Assess Progress
- Monitor on-going operations
- Review progress of assigned tasks
- Receive periodic situation briefings
- Review work progress
- Identify changes that need to be made during current and future operations
- Prepare for UC Update Objectives Meeting

Diagram flow (center):
- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- New Operational Period Begins
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response (vertical arrow)

Legend:
- Meeting
- Briefing
- Action

General Activities

Tactics Meeting
- OPS Section Chief develop strategy & tactics (plan of action for next OPS period to meet IC/UC direction, priorities, & objectives

Prepare for the Planning Meeting
- Block of time set aside for the Command & General Staff to prepare for the Planning meeting, updating charts, maps, & OPS Section Chief's plan of action, i.e., Safety Plan, etc.

Planning Meeting
- Meeting for the IC/UC, Command & General Staff, to review planned actions and finalize information that will be incorporated into the Incident Action Plan (IAP)
- Get tacit approval from IC/UC on planned actions

Prepare for the Tactics Meeting
- Block of time set aside for OPS & Planning to discuss & document strategies, tactics & contingencies; time to draft ICS-215 & identify OPS organizational requirements

Strategy/Command & General Staff Meeting
- Set up meeting room
- Meet and brief Command & General Staff on IC/UC direction, objectives & priorities
- Assign work tasks
- Resolve problems & clarify staff roles and responsibilities

IC/UC Develops/Updates Incident Objectives
- Establish priorities
- Develop response objectives
- Identify response emphasis
- Agree on operating policy, procedures, and guidelines

Initial UC Meeting (if Unified Command)
- Determine UC representatives
- Agree on organization structure
- Identify command post & support facilities
- Order appropriate staffing

Incident Briefing
- Brief command on initial response activities
- Clarify issues & concerns
- Discuss planned operations & direction
- Identify incident escalation potential

Initial Response and Assessment
- Manage initial response activities
- Conduct Initial Assessment
- Develop plan of action
- Complete ICS-201
- Prepare for command briefing

IAP Preparation and Approval
- Time block set aside for completing all documentation associated with the IAP
- IC/UC approves IAP
- Duplicate plan for distribution

Operational Period Briefing
- Provide operations briefing to Ops Section Personnel
- Ensure support to operations in place
- Deploy next operating period resources

Execute Plan & Assess Progress
- Monitor on-going operations & make tactical adjustments
- Measure/ensure progress against stated objectives
- Debrief resources coming off shift
- Prepare to brief UC/Planning on accomplishments

Flow diagram (reading around the "P"):

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- *New Operational Period Begins*
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response (arrow)

Legend:
- Meeting
- Briefing
- Action

Public Information Officer Activities

Prepare for the Tactics Meeting
- Brief PIO staff on outcome of C&GS meeting
- Establish workspace to include products from C&GS meeting
- Review PIO org with IC/UC
- Prepare press talking points with Command
- Work on Incident Media Plan

Tactics Meeting
- Ensure all PIO related events are on ICS 230
- Stop by Tactics meeting to ensure you can support the proposed plan
- Tour operational area to gain added perspective

Prepare for the Planning Meeting
- Obtain briefings from APIOs
- Gather SA from SITL
- Prepare to brief Command on critical/adverse issues
- Coordinate with IMT on shared projects/tasks
- Update 209 info with PIO related statistics

Planning Meeting
- Meeting for the IC/UC, C&GS to review planned actions and finalize information that will be incorporated into the IAP
- Provide a media, public & political perspective
- Report on PIO activities
- Report on any proposed VIP visits

Strategy/Command & General Staff Meeting
- Attend meeting and listen to IC/UC direction, objectives & priorities
- Report status of tasks assigned
- Report on overall PIO status/involvement and outreach
- Discuss PIO meeting schedule

IAP Preparation and Approval
- Time block set aside for completing IAP documentation
- Ensure all ICS 203 info reflects PIO organization
- Provide feedback on media issues
- Keep UC appraised

IC/UC Develops/Updates Incident Objectives
- Provide input when asked
- Be in a listening mode
- Address concerns/questions
- Determine if an objective has a PIO focus

Operational Period Briefing
- Provide a short description of any PIO activities scheduled in the Ops arena, as well as Do's & Don'ts
- Provide Ops with a APIO Contact for media related questions

Initial UC Meeting (if Unified Command)
- Right size the PIO organization based on the incident
- Ensure you are accessible to IC/UC and IMT
- Determine need for a JIC

Execute Plan & Assess Progress
- Obtain periodic updates from OSC
- Coordinate with LOFR on any stakeholder/VIP issues
- Measure/ensure progress against stated objectives
- Review outstanding task/assignments
- Prepare any recommendation for UC
- Survey customers to see if media needs are being met
- Conduct a workload analysis for running the PIO organization 24/7

Incident Briefing
- Get a copy of the ICS 201
- Evaluate PIO workspace
- Evaluate need to expand PIO organization
- Evaluate all sources of information
- Be proactive

Initial Response and Assessment
- Check-in to the incident
- Use PIO Incident Briefing Checklist
- Verify and validate information
- Review local contingency plans
- Consult with IC on immediate areas to focus on

Notification
- Obtain pre-deployment information
- Assemble PIO go-kit
- Initiate PIO contact list
- Determine need for APIOs
- Determine need for other response facilities

Flowchart boxes:
- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- Operational Period Briefing
- *New Operational Period Begins*
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response

Legend:
- Meeting
- Briefing
- Action

Safety Officer Activities

Prepare for the Tactics Meeting
- Obtain briefings from field ASOFRs.
- Work with Ops & Plans & develop Hazard/Risk Analysis for draft ICS-215 using an ICS-215a.
- Make notes on safety equipment required.
- Identify safety support staff required.
- Identify locations for safety equipment and locations such as medical aid stations.

Tactics Meeting
- Continue to work with Ops & Plans & develop risk analysis for draft ICS-215 using an ICS-215a.
- Make notes on safety equipment required.
- Identify safety support staff needed.
- Identify locations for safety equipment and locations such as medical aid, eye wash and personnel decon stations.

Prepare for the Planning Meeting
- Contact field personnel.
- Meet with Logistics to ensure ordering of safety equipment
- Prepare safety briefing prior to Planning Meeting.

Planning Meeting
- When called upon, provide a safety briefing report on:
  - # injuries and near misses
  - Preventative/corrective actions
  - Top three hazards and safeguards
- Place emphasis on Hazard/Risk Analysis and support of the Tactical Plan.
- Report on status of any tasking assigned by UC/IC.

Strategy/Command & General Staff Meeting
- Provide input when called upon or when a serious safety issue surfaces.
- Review safety implications of Operational Periods (fatigue).
- When objectives are discussed, ensure that there is a safety objective.
- Begin identifying Safety staff support for meeting UC/IC objectives.
- Ask questions and understand assignment/mission.
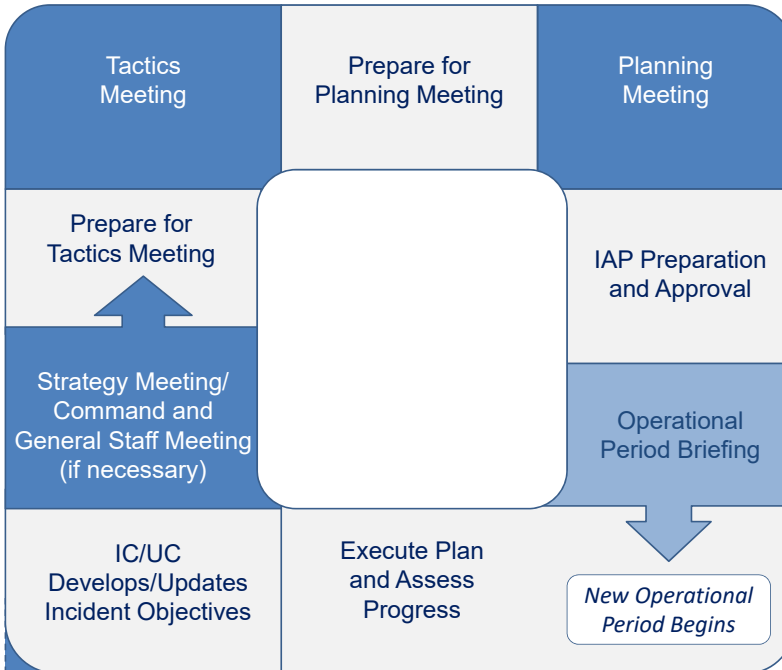
IAP Preparation and Approval
- Complete Safety Plan.
- Complete IAP Safety Message.
- Add "General Safety Message" to ICS-202.
- Ensure that Safety Organization is reflected on ICS-203.
- Add safety instructions in block 8 of ICS-204s.
- Review Medical Plan, ICS-206.
- Review Communications Plan ICS-205.

IC/UC Develops/Updates Incident Objectives
- If present, provide input when called upon or when a serious safety issue surfaces.
- Review safety implications of Operational Periods (fatigue).
- Ensure that there is a safety objective.
- Begin identifying Safety staff support for meeting UC/IC objectives.
- Identify availability of Safety staff support from agencies/organizations represented in the Unified Command.
- Identify Technical Specialists needed.

Operational Period Briefing
- Provide Safety Briefing, Report on top 3 hazards & safeguards.
- Refer to important safety precautions in ICS-204s.
- Inform Division/Group Supervisors of ASOFRs in the field.

Initial Response and Assessment
- Conduct full hazard/risk assessment.
- Identify hazards, evaluate exposures and implement controls to safeguard responders and public.
- Work with IC/OSC to establish control areas, exclusion zones, decontamination zones, support zones, safe refuge areas, evacuation distances and assembly areas.

Execute Plan & Assess Progress
- Continue to receive periodic updates from Assistant Safety Officers in the field.
- Tour the field via air, ground, or water to assess progress.
- Tour the ICP to gauge crew performance and facility safety.
- Review outstanding UC tasks and complete them.
- Prepare for UC Update Objectives Meeting.

Incident
- Ensure that an appropriate and safe initial response is mobilized.
- Provide advice as needed
- Closely monitor initial operations.

Central flow diagram

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- New Operational Period Begins
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response

Legend
- Meeting
- Briefing
- Action

Liaison Officer Activities

Prepare for the Tactics Meeting
- Obtain briefing from ALNO's at locations other than ICP
- Contact agency rep's to discuss objectives for upcoming op period & their support/requirements.
- Meet with OSC to provide agency info, requirements and concerns
- Pass info back to ALNO's as needed
- Begin developing LNO outreach plan

Strategy/Command & General Staff Meeting
- Ensure that there is clarity on liaison related priorities, objectives, SOP's and tasks
- Provide briefing/update on Liaison status
- Ask questions and ensure understanding of Command expectations
- Discuss briefing schedule with Command and PSC

IC/UC Develops/Updates Incident Objectives
- Provide recommended priorities, objectives, tasks and SOP's as requested
- Assist (if requested) in determining appropriate Command makeup.
- Provide other recommendations as requested

Initial Response and Assessment
- Confirm agency and stakeholder involvement
- Review contingency plans
- Determine OSC's support needs & reach out to agencies & industry
- Assess response AOR for affected and involved parties
- Assemble LNO staff and establish work areas in ICP and at other locations

Incident
- Receive initial response information
- Begin establishing agency, stakeholder and involved party outreach

Tactics Meeting
- Though not normally at this meeting, the LNO can use the time for some of the following:
  - Meet with agencies and stakeholders
  - Finalize Command tasks
  - Meet with Liaison staff
  - Tour the operational area
  - Provide briefings to VIP's, stakeholders, or others as necessary

Prepare for the Planning Meeting
- Obtain briefing from ALNOs
- Prepare summaries of Liaison activities and stat's
- Coordinate with other IMT staff on shared projects to ensure unity during Planning Meeting discussions

Planning Meeting
- When called upon, provide Liaison activities brief, including:
  - Items from ALNO's at other facilities
  - Liaison statistics.
  - Status of tasking assigned to liaison
  - Issues and concerns
- VIP activities
- Be prepared to indicate LNO support for the proposed tactical plan of action

IAP Preparation and Approval
- Review IAP for Liaison info:
  - 203 reflects Liaison org.
  - 204's include:
    - Specific agency info & requirements
    - Resource compatibility for work assigned
    - Need for clarification
- Review support plans
- Provide feedback to IMT on agency view of proposed plan

Operational Period Briefing
- Summarize info needed by field supervisors to perform work assigned:
  - Specific agency requirements
  - Any precautions for affected parties
  - Cooperating agency info
  - Need for effectiveness feedback

Execute Plan & Assess Progress
- Obtain updates from OSC on agency/ stakeholder resource effectiveness
- Evaluate Liaison organization effectiveness
- Receive feedback from ALNO's at other locations
- Meet with Agency Representatives
- Review/update any outstanding tasking from Command
- Prepare as requested any recommendations for Command's use in Objectives Meeting

Planning "P" cycle diagram

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- *New Operational Period Begins*
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

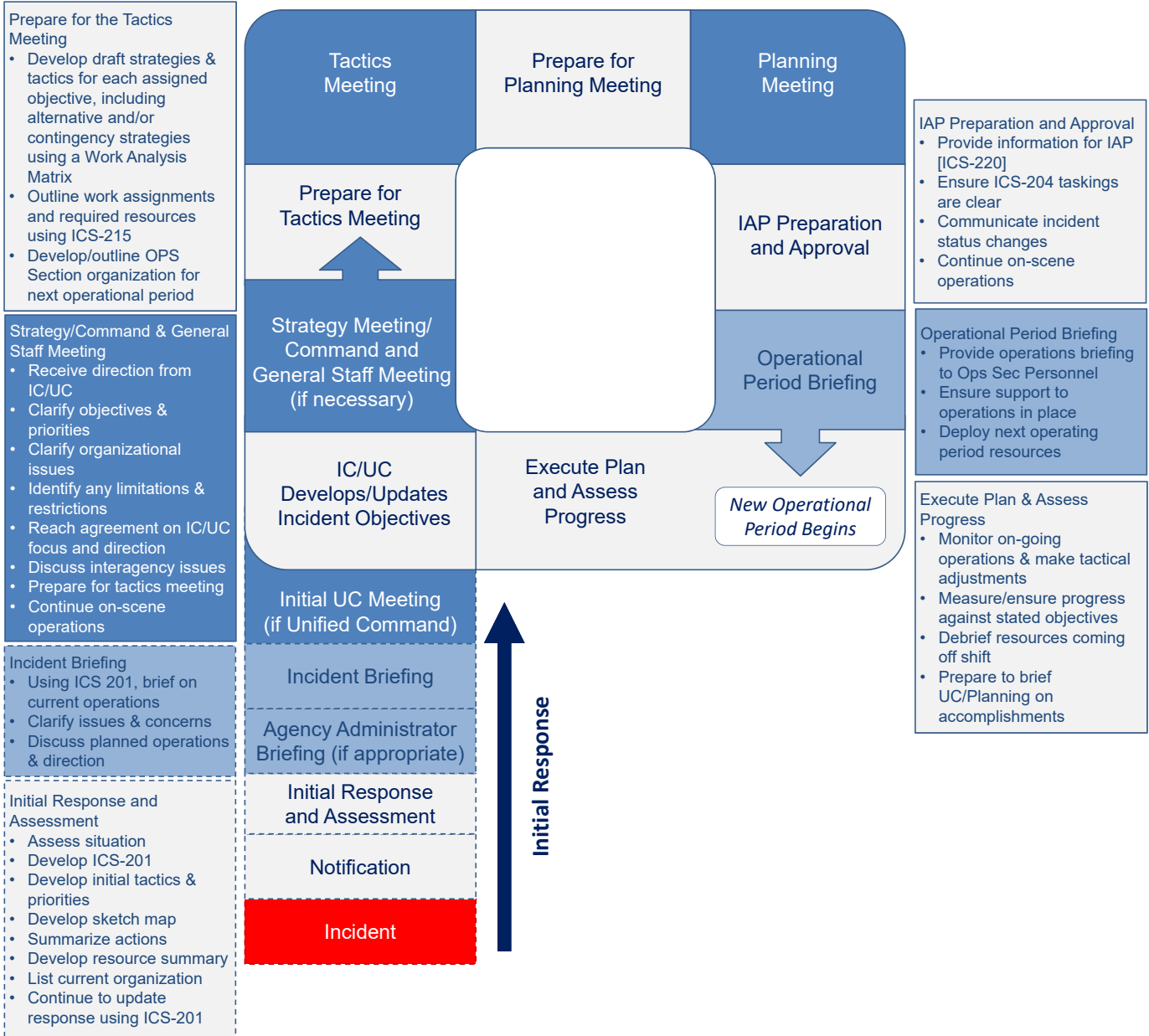**Initial Response**

Legend:
- Meeting
- Briefing
- Action

Operations Section Activities

Tactics Meeting
- Brief on current operations
- Divide incident into manageable units
- Develop work map
- Develop strategy/tactics to deploy
- Complete ICS-215
- Identify resource needs
- Identify contingencies
- Develop operations org chart
- Continue on-scene operations

Prepare for the Planning Meeting
- Complete ICS-215
- Continue to update work progress
- Continue on-scene operations

Planning Meeting
- Brief on planned strategy/tactics [ICS-215 & work map/chart]
- Identify how incident will be subdivided into management/work units
- Identify resource needs & reporting locations
- Identify any contingencies as needed
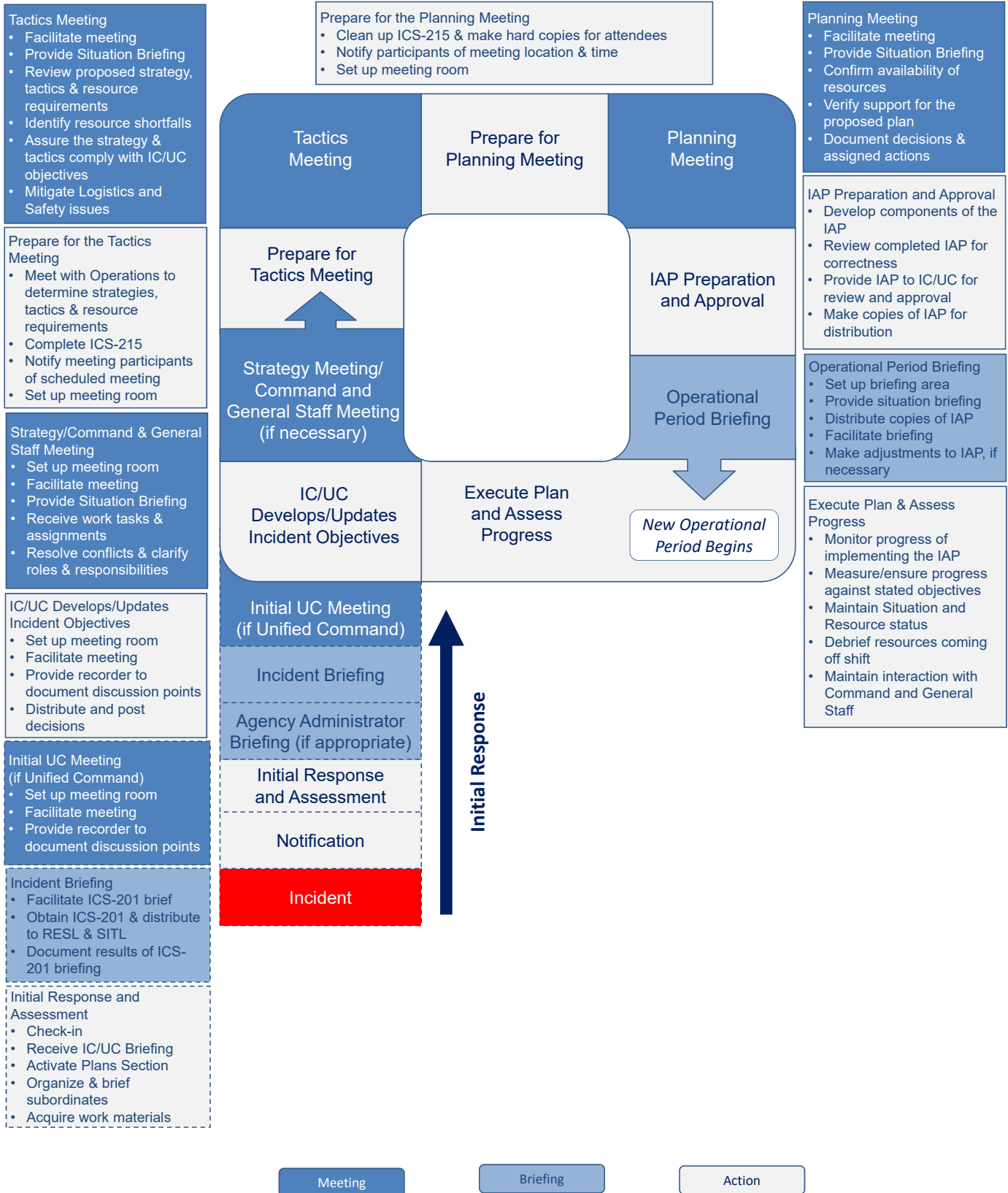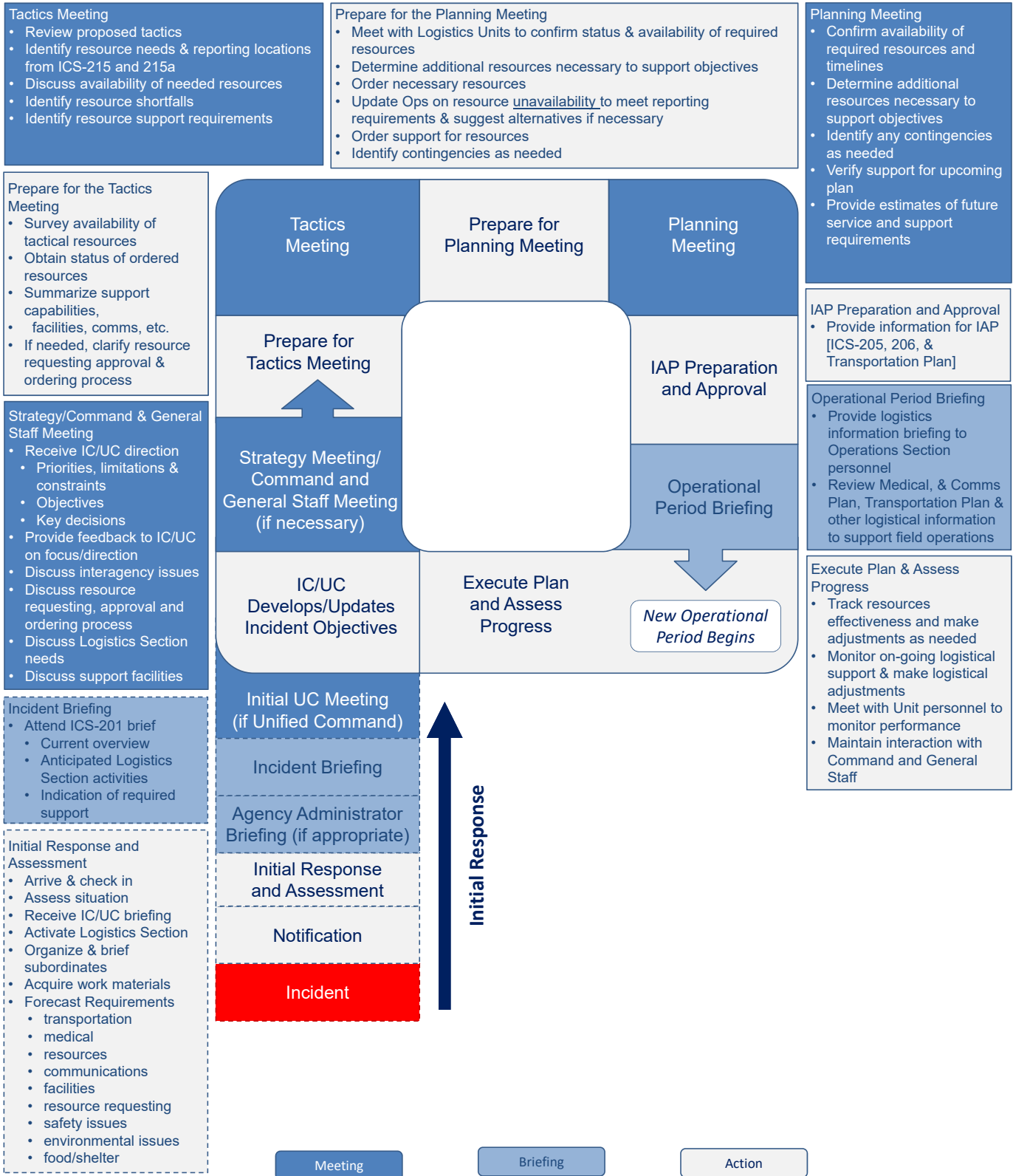- Identify organizational requirements

Prepare for the Tactics Meeting
- Develop draft strategies & tactics for each assigned objective, including alternative and/or contingency strategies using a Work Analysis Matrix
- Outline work assignments and required resources using ICS-215
- Develop/outline OPS Section organization for next operational period

Strategy/Command & General Staff Meeting
- Receive direction from IC/UC
- Clarify objectives & priorities
- Clarify organizational issues
- Identify any limitations & restrictions
- Reach agreement on IC/UC focus and direction
- Discuss interagency issues
- Prepare for tactics meeting
- Continue on-scene operations

Incident Briefing
- Using ICS 201, brief on current operations
- Clarify issues & concerns
- Discuss planned operations & direction

Initial Response and Assessment
- Assess situation
- Develop ICS-201
- Develop initial tactics & priorities
- Develop sketch map
- Summarize actions
- Develop resource summary
- List current organization
- Continue to update response using ICS-201

IAP Preparation and Approval
- Provide information for IAP [ICS-220]
- Ensure ICS-204 taskings are clear
- Communicate incident status changes
- Continue on-scene operations

Operational Period Briefing
- Provide operations briefing to Ops Sec Personnel
- Ensure support to operations in place
- Deploy next operating period resources

Execute Plan & Assess Progress
- Monitor on-going operations & make tactical adjustments
- Measure/ensure progress against stated objectives
- Debrief resources coming off shift
- Prepare to brief UC/Planning on accomplishments

Tactics Meeting

Prepare for Planning Meeting

Planning Meeting

Prepare for Tactics Meeting

IAP Preparation and Approval

Strategy Meeting/ Command and General Staff Meeting (if necessary)

Operational Period Briefing

IC/UC Develops/Updates Incident Objectives

Execute Plan and Assess Progress

New Operational Period Begins

Initial UC Meeting (if Unified Command)

Incident Briefing

Agency Administrator Briefing (if appropriate)

Initial Response and Assessment

Notification

Incident

Initial Response

Meeting

Briefing

Action

Planning Section Activities

Tactics Meeting
- Facilitate meeting
- Provide Situation Briefing
- Review proposed strategy, tactics & resource requirements
- Identify resource shortfalls
- Assure the strategy & tactics comply with IC/UC objectives
- Mitigate Logistics and Safety issues

Prepare for the Tactics Meeting
- Meet with Operations to determine strategies, tactics & resource requirements
- Complete ICS-215
- Notify meeting participants of scheduled meeting
- Set up meeting room

Strategy/Command & General Staff Meeting
- Set up meeting room
- Facilitate meeting
- Provide Situation Briefing
- Receive work tasks & assignments
- Resolve conflicts & clarify roles & responsibilities

IC/UC Develops/Updates Incident Objectives
- Set up meeting room
- Facilitate meeting
- Provide recorder to document discussion points
- Distribute and post decisions

Initial UC Meeting (if Unified Command)
- Set up meeting room
- Facilitate meeting
- Provide recorder to document discussion points

Incident Briefing
- Facilitate ICS-201 brief
- Obtain ICS-201 & distribute to RESL & SITL
- Document results of ICS-201 briefing

Initial Response and Assessment
- Check-in
- Receive IC/UC Briefing
- Activate Plans Section
- Organize & brief subordinates
- Acquire work materials

Prepare for the Planning Meeting
- Clean up ICS-215 & make hard copies for attendees
- Notify participants of meeting location & time
- Set up meeting room

Planning Meeting
- Facilitate meeting
- Provide Situation Briefing
- Confirm availability of resources
- Verify support for the proposed plan
- Document decisions & assigned actions

IAP Preparation and Approval
- Develop components of the IAP
- Review completed IAP for correctness
- Provide IAP to IC/UC for review and approval
- Make copies of IAP for distribution

Operational Period Briefing
- Set up briefing area
- Provide situation briefing
- Distribute copies of IAP
- Facilitate briefing
- Make adjustments to IAP, if necessary

Execute Plan & Assess Progress
- Monitor progress of implementing the IAP
- Measure/ensure progress against stated objectives
- Maintain Situation and Resource status
- Debrief resources coming off shift
- Maintain interaction with Command and General Staff

Flow diagram (center):

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- *New Operational Period Begins*
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response

Legend:
- Meeting
- Briefing
- Action

Logistics Section Activities

Tactics Meeting
- Review proposed tactics
- Identify resource needs & reporting locations from ICS-215 and 215a
- Discuss availability of needed resources
- Identify resource shortfalls
- Identify resource support requirements

Prepare for the Planning Meeting
- Meet with Logistics Units to confirm status & availability of required resources
- Determine additional resources necessary to support objectives
- Order necessary resources
- Update Ops on resource unavailability to meet reporting requirements & suggest alternatives if necessary
- Order support for resources
- Identify contingencies as needed

Planning Meeting
- Confirm availability of required resources and timelines
- Determine additional resources necessary to support objectives
- Identify any contingencies as needed
- Verify support for upcoming plan
- Provide estimates of future service and support requirements

Prepare for the Tactics Meeting
- Survey availability of tactical resources
- Obtain status of ordered resources
- Summarize support capabilities,
   - facilities, comms, etc.
- If needed, clarify resource requesting approval & ordering process

Strategy/Command & General Staff Meeting
- Receive IC/UC direction
   - Priorities, limitations & constraints
   - Objectives
   - Key decisions
- Provide feedback to IC/UC on focus/direction
- Discuss interagency issues
- Discuss resource requesting, approval and ordering process
- Discuss Logistics Section needs
- Discuss support facilities

Incident Briefing
- Attend ICS-201 brief
   - Current overview
   - Anticipated Logistics Section activities
   - Indication of required support

Initial Response and Assessment
- Arrive & check in
- Assess situation
- Receive IC/UC briefing
- Activate Logistics Section
- Organize & brief subordinates
- Acquire work materials
- Forecast Requirements
   - transportation
   - medical
   - resources
   - communications
   - facilities
   - resource requesting
   - safety issues
   - environmental issues
   - food/shelter

IAP Preparation and Approval
- Provide information for IAP [ICS-205, 206, & Transportation Plan]

Operational Period Briefing
- Provide logistics information briefing to Operations Section personnel
- Review Medical, & Comms Plan, Transportation Plan & other logistical information to support field operations

Execute Plan & Assess Progress
- Track resources effectiveness and make adjustments as needed
- Monitor on-going logistical support & make logistical adjustments
- Meet with Unit personnel to monitor performance
- Maintain interaction with Command and General Staff

Process Flow (Planning "P")

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- New Operational Period Begins
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response

Legend:
- Meeting
- Briefing
- Action

Resources Unit Activities

Prepare for the Tactics Meeting
- Follow up on any open action items that are your responsibility
- Identify short-and long-term staffing requirements
- Identify and request workspace, equipment, and supplies
- Submit an ICS-213-RR for any required staffing needs
- Continue to update resource status display & be prepared to support the Tactics Meeting
- Ensure that the PSC is briefed on the status of the Resources Unit

Tactics Meeting
- Display current resource status on the incident
- Working with the Operations Section Chief enter resource "have" and "need" information on the Operational Planning Worksheet, ICS-215
- Act as the scribe and make any changes to the ICS-215 as required
- Consider potential locations for check-in and re-evaluate staffing requirements
- Begin to discuss resources needs with the LSC

Prepare for the Planning Meeting
- Maintain resource status displays
- Coordinate with OSC & LSC on offsite resource availability
- Submit ICS-213-RRs for resources identified as "needed" on the ICS-215
- Provide input to the SITL for inclusion in the ICS-209
- Brief check-in recorders on the potential inflow of resources
- Identify any excess resources

Planning Meeting
- Make any changes needed to the ICS-215 as necessary
- Confirm the availability of resources to meet the plan
- Request additional resources for any identified shortfalls
- Begin to set up resource status display for the upcoming operational period

Strategy/Command & General Staff Meeting
- Continue to collect resource information
- Establish an ICS-207

IC/UC Develops/Updates Incident Objectives
- Start a resource status display
- Monitor check-in process & ensure ICS-211s are being properly filled in
- Discuss with the PSC/LSC the resource ordering process
- In coordination with the SITL start a field verification process to account for initial response resources

Initial UC Meeting (if Unified Command)
- Continue to update resource information needed for the initial UC meeting. Sources of initial information include:
  - Command/dispatch centers
  - Initial IC/OSC
  - Field Observers
  - Command & General Staff
  - Agency Representatives
  - Staging Area Manager(s)

IAP Preparation and Approval
- Develop the Organization List, ICS-203 and the Assignments Lists, ICS-204s for the IAP
- Coordinate with the OSC, COML, SOFR, THSP in the development of the 204's & 204a
- Coordinate resource assignments with the OSC
- Complete the resource status display for the upcoming operational period.
- Assemble the IAP & submit to the PSC
- Coordinate with the DOCL development of an IAP distribution list

Operational Period Briefing
- Ensure that any last minute IAP changes that will effect the status of resources is documented & the displays updated
- Answer any resource status questions
- Document any "pen & ink" changes to the ICS-203 or 204's

Execute Plan & Assess Progress
- Monitor the check-in process & performance of the Resources Unit staff and make adjustments as necessary.
- Continually update resource status displays
- Ensure that the PSC is fully aware of resource status
- Produce any special reporting requirement (e.g., ICS-209)
- Interact with all "customers" to ensure that the Resources Unit is providing satisfactory service
- Ensure that the Resources Unit staff is briefed on current & future activities

Process Flow (center)

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- New Operational Period Begins
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response

Incident Briefing
- Review your ICS tools including: IMH, Job Aid
- Review your in-briefing checklist and formulate additional questions as the situation dictates (obtain copy of pages 3 and 4 of the ICS-201)
- Based on the in-briefing determine:
  - Initial level of RESL staff
  - Initial work location needs
- Establish and staff check-in locations
- Advise the PSC when you are operationally ready

Initial Response and Assessment
- Ensure readiness of your personnel response kit
- Evaluate potential to being assigned to the incident
- Begin situational awareness

Legend:
- Meeting
- Briefing
- Action

Situation Unit Activities

Prepare for the Tactics Meeting
- Follow up on any open Follow up on any open action items that are your responsibility
- Identify short- and long-term staffing requirements
- Identify and request workspace, equipment, and supplies
- Submit an ICS-213-RR for approval and sourcing
- Formalize off-site reporting requirements
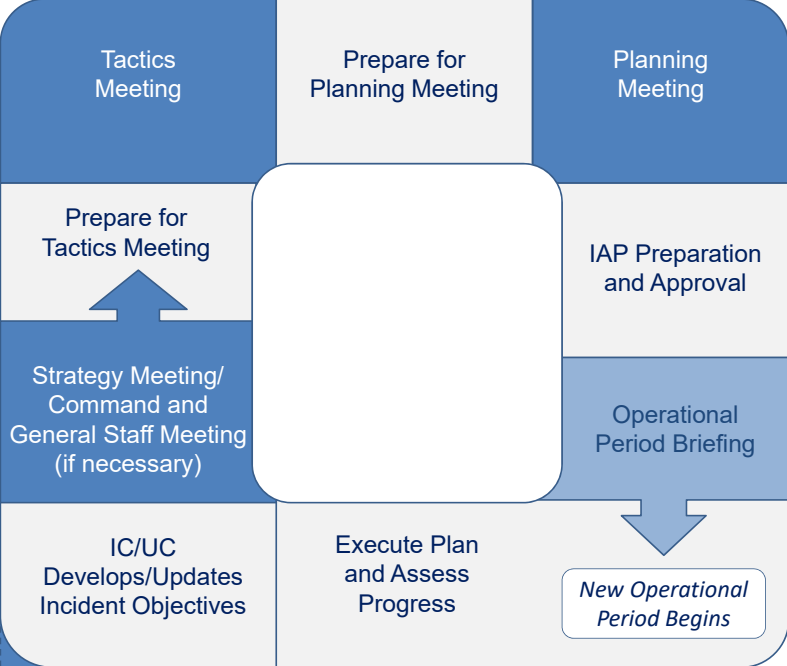- Ensure that the PSC is briefed on the status of the Situation Unit

Tactics Meeting
- Prepare and deliver an up-to-date detailed situation briefing
- Provide any current modeling predictions
- Consult with any THSP and evaluate adequacy of THSP to support planned operations
- Consider potential locations for displays and re-evaluate staffing requirements
- Determine the number of FOBS and DPRO required
- Determine any mapping requirements for the IAP (e.g., Division Specific Map

Prepare for the Planning Meeting
- Prepare briefing, displays, and handouts
- Coordinate with OSC, INTL and others who may provide a briefing
- Validate modeling predictions
- Coordinate with other IMT members on ICS-209 reporting requirements

Planning Meeting
- Deliver an up-to-date detailed situation briefing
- Provide any current modeling predictions
- As needed, update the meeting schedule
- Resolve any unanswered questions as a result of the briefing

Strategy/Command & General Staff Meeting
- Prepare and deliver an up-to-date situation briefing
- Provide any initial modeling predictions
- Begin formalizing any threshold reporting requirements
- Document and post any decisions regarding meeting schedule

IAP Preparation and Approval
- Develop IAP support maps and provide to the RESL
- Provide weather, tides, currents, etc. information to the PSC for inclusion in the IAP
- Prepare for the Operations Briefing
- Coordinate with OSC, INTL on who is delivering what parts of the briefing

IC/UC Develops/Updates Incident Objectives
- Prepare and deliver an up-to-date detailed situation briefing
- Begin to identify essential elements of information and threshold reporting requirements
- Identify off-site reporting requirements

Operational Period Briefing
- Deliver an up-to-date detailed situation briefing
- Provide any current modeling predictions
- Discuss if there will be FOBS in the field and their role
- Discuss any end-of-shift debriefing requirements

Initial UC Meeting (if Unified Command)
- Present the most up-to-date information needed for the initial UC meeting. Sources of initial information:
  - Command centers
  - Dispatch centers
  - Media
  - Radio traffic
  - Command & General Staff

Execute Plan & Assess Progress
- Assign and monitor the FOBS field activity
- Continually update displays
- Update and disseminate modeling predictions
- As required, prepare to deliver any special briefings (e.g., political, stakeholder)
- Prepare the situation briefing for the next Objectives Meeting
- Continue to evaluate Unit's performance and make adjustments as necessary
- Ensure that the PSC is up-to-date on incident situation (situational awareness)
- Produce any special reporting requirements (e.g., ICS-209)
- Interact with all "customers" to ensure that the Situation Unit is providing satisfactory service

Central diagram

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- New Operational Period Begins
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response (arrow)

Incident Briefing
- Review your ICS tools including: IMH, Job Aid
- Review your in-briefing checklist and formulate additional questions as the situation dictates (obtain copy of pages 3 and 4 of the ICS-201)
- Based on the in-briefing determine initial level of situation support required (e.g., staffing, workspace, information needs, mapping)

Initial Response and Assessment
- Ensure readiness of your personnel response kit
- Evaluate potential to being assigned to the incident
- Begin situational awareness

Legend
- Meeting
- Briefing
- Action

Documentation Unit Leader Activities

Prepare for the Tactics Meeting
- After C&GS meeting, meet with PSC, brief DOC Unit staff on Command direction, expectations
- Set up/review documentation/copy procedures & ensure communicated to IMT

Strategy/Command & General Staff Meeting
- Set up meeting space
- May be asked to attend/ provide documentation services (e.g. scribe for key decisions at meeting)
- Update ICS-233, Open Action Tracker

IC/UC Develops/Updates Incident Objectives
- May be asked to attend/ provide documentation services (e.g. scribe for key decisions at meeting)

Initial UC Meeting (if Unified Command)
- Set up meeting space
- May be asked to attend/ provide documentation services (e.g. scribe for key decisions at meeting)
- Update ICS-233, Open Action Tracker

Incident Briefing
- Initial briefing is opportunity to receive details on incident
- Review ICS tools (e.g. IMH, job aid, policies)
- Obtain ICS-201
- Review in-briefing checklist & formulate add'l questions as situation dictates
- Determine initial level of documentation support required

Initial Response and Assessment
- Ensure readiness of personal response & DOCL kits
- Begin situational awareness of incident

Tactics Meeting
- Set up meeting space
- May be asked to attend/ provide documentation services (e.g. scribe for key decisions at meeting)
- Update ICS-233, Open Action Tracker

Prepare for the Planning Meeting
- Continue to provide documentation/copy services to IMT and needs for the Planning Meeting
- Set up meeting space
- May be asked to attend/provide documentation services (e.g. scribe for key decisions at meeting)

Planning Meeting
- Set up meeting space
- May be asked to attend/ provide documentation services (e.g. scribe for key decisions at meeting)
- Update ICS-233, Open Action Tracker

IAP Preparation and Approval
- Provide documentation/ copy services for the IAP
- Continue to provide documentation/ copy services to IMT and needs for the Planning Meeting
- Duplicate plan for distribution

Operational Period Briefing
- Set up meeting space
- May be asked to attend/ provide documentation services (e.g. scribe for key decisions at meeting)
- Update ICS-233, Open Action Tracker

Execute Plan & Assess Progress
- Continue to evaluate Unit's performance & make adjustments as necessary
- Prepare to support any special documentation needs as required
- Ensure that PSC is up-to-date on DOC Unit's status
- Interact with all customers to ensure DOC Unit is providing satisfactory service
- Ensure DOC Unit staff are briefed on current and future activities

Flowchart nodes:
- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- New Operational Period Begins
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response

Legend: Meeting | Briefing | Action

Incident Commander/Unified Command Activities

Prepare for the Planning Meeting
- Agree on who will present UC's response emphasis and motivation remarks
- Review task assignments, objectives, decisions & directions
- Receive operations briefing

Planning Meeting
- Provide opening remarks
- Review response plan as presented to ensure that Command's directions and objectives have been properly addressed
- Provide further guidance and resolve issues
- Give tacit approval of the proposed Plan
- Agree when written plan will be ready for review & approval

Prepare for the Tactics Meeting
- Meet one-on-one with Command & General Staff members for follow up on assignments.
- Prepare further guidance and clarification as needed
- Receive operations briefing

Strategy/Command & General Staff Meeting
- Meet and brief Command & General Staff on IC/UC direction, objectives & priorities
- Assign work tasks
- Resolve problems & clarify staff roles and responsibilities

IC/UC Develops/Updates Incident Objectives
- Establish priorities
- Identify constraints & limitations
- Develop incident objectives
- Identify necessary SOP's
- Agree on operating policy, procedures and guidelines
- Identify staff assignments
- Agree on division of UC workload

Initial UC Meeting (if Unified Command)
- Finalize UC structure
- Determine overall response organization
- Identify and select support facilities
- Clarify UC roles and responsibilities
- Determine Operational period
- Select OSC & Deputy OSC
- Make key decisions

Incident Briefing
- Determine ICS-201 briefing timeframe & receive briefing
- Clarify/request additional information
- Determine incident complexity
- Provide interim direction
- Initiate change of command
- Determine UC players
- Ensure interagency notifications
- Brief superiors

Initial Response and Assessment
- Ensure that an appropriate initial response is deployed
- Provide direction as needed
- Monitor initial response

IAP Preparation and Approval
- Review IAP for completion and make changes as necessary
- Approve Plan

Operational Period Briefing
- Provide overall guidance and clarification
- Provide leadership presence and motivational remarks
- Emphasize response philosophy

Execute Plan & Assess Progress
- Monitor on-going operations
- Review progress of assigned tasks
- Receive periodic situation briefings
- Review work progress
- Identify changes that need to be made during current and future operations
- Prepare for UC Update Objectives Meeting

Tactics Meeting

Prepare for Planning Meeting

Planning Meeting

Prepare for Tactics Meeting

IAP Preparation and Approval

Strategy Meeting/ Command and General Staff Meeting (if necessary)

Operational Period Briefing

IC/UC Develops/Updates Incident Objectives

Execute Plan and Assess Progress

New Operational Period Begins

Initial UC Meeting (if Unified Command)

Incident Briefing

Agency Administrator Briefing (if appropriate)

Initial Response and Assessment

Notification

Incident

Initial Response

Meeting

Briefing

Action

Communications Unit Leader Activities

Prepare for the Tactics Meeting
- After C&GS meeting, obtain direction from LSC as to Command direction, expectations, requirements, procedures, request/order process, staffing, etc.
- Ensure that the LSC is briefed on the status of the Communications Unit.
- Request staff & resources to support expected Communications requirements.
- Organize & brief subordinates.
- As necessary, clarify resource request/ order process, identify communications issues to be resolved, implement/ review communications procedures.

Strategy/Command & General Staff Meeting
- COML does not attend C&GS meeting

IC/UC Develops/Updates Incident Objectives
- This meeting is intended for IC/UC.

Initial UC Meeting (if Unified Command)
- This meeting is intended for IC/UC.

Incident Briefing
- Obtain ICS-201 and attend briefing
- Based upon in-briefing, determine initial level of Communications support required
- Draft initial ICS-205/ICS-205a based upon available resources
- Obtain (if available) or develop ICS-217a
- Request staff
- Acquire work materials

Initial Response and Assessment
When COML assigned:
- Arrive & check in
- Assess situation
- Receive initial briefing
- Ensure readiness of personal response & COML kit
- Review ICS tools including: IMH, Job Aid, & other references
- Begin situational awareness

Tactics Meeting
- Review proposed tactics
- Update ICS-205/ICS-205a for next Op Period based upon Operations Tactical Plan (ICS-215)
- Identify and explain communications issues/ processes

Prepare for the Planning Meeting
- Meet with Logistics to confirm status & availability of required resources
- Request additional resources to support Communications requirements based upon information from Tactics Meeting

Planning Meeting
- May be asked to attend and provide Communications briefing and/or identify/ explain communications issues/processes

IAP Preparation and Approval
- Submit final ICS-205 and ICS-205a for IAP

Operational Period Briefing
COML or COMT attend meeting to:
- available to answer Communications questions from field personnel
- distribute Communications equipment

Execute Plan & Assess Progress
- Continue to evaluate Unit's performance and make adjustments as necessary
- Prepare to support any special Communications needs as required
- Ensure the LSC is up-to-date on Communications unit status
- Interact with all "customers" to ensure that the Communications Unit is providing satisfactory service
- Ensure Communications Unit staff briefed on current and future activities

Process flow (center column)

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- New Operational Period Begins
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- Incident

Initial Response

Legend:
- Meeting
- Briefing
- Action

Finance/Administration Section Activities

Prepare for the Planning Meeting
- Review resources assigned / ordered to determine if proper use depending on funding source restrictions / regulations
- Provide input on resource availability due to contracting / procurement issues
- Procure necessary resources
- Meet with Unit leaders to determine briefing topics

Prepare for the Tactics Meeting
- Clarify resource requesting, approval & ordering processes, as needed
- Identify contracting / procurement issues to be resolved

Strategy/Command & General Staff Meeting
- Receive IC/UC direction
  - Priorities, limitations & Constraints
  - Objectives
  - Key decisions
- Provide feedback to IC/UC on focus/direction
- Discuss interagency issues
- Discuss resource requesting, approval, and ordering process
- Brief funding source and ceilings
- Discuss claims procedures / process
- Implement/Review Cost doc process
- Discuss Finance Section needs

Incident Briefing
- Attend ICS-201 brief
  - Current overview
  - Anticipated Finance Section activities
  - Indication of required support
- Determine if funding is required based upon incident/accident/event
- Determine funding source (FPN, CPN, DPN), project number & estimate initial ceiling based upon incident

Initial Response and Assessment
- Arrive & Check-in
- Assess situation
- Receive IC/UC briefing
- Activate Finance Section
- Organize & brief subordinates
- Acquire work materials
- Forecast Requirements

Planning Meeting
- Verify support for upcoming plan
- Brief on
  - funding source(s)
  - ceilings
  - burn rate
  - contract issues
  - admin services
  - claims / claims procedures
- Provide estimates of future finance/admin requirements

Operational Period Briefing
- Brief on funding issues as appropriate

Execute Plan & Assess Progress
- Monitor effectiveness of finance/admin support & make adjustments as necessary
- Meet with Unit personnel to monitor performance
- Maintain interaction with Command & General Staff & external financial contacts

Planning "P" Flow

- Tactics Meeting
- Prepare for Planning Meeting
- Planning Meeting
- Prepare for Tactics Meeting
- IAP Preparation and Approval
- Strategy Meeting/ Command and General Staff Meeting (if necessary)
- Operational Period Briefing
- IC/UC Develops/Updates Incident Objectives
- Execute Plan and Assess Progress
- *New Operational Period Begins*
- Initial UC Meeting (if Unified Command)
- Incident Briefing
- Agency Administrator Briefing (if appropriate)
- Initial Response and Assessment
- Notification
- **Incident**

Initial Response

Legend
- Meeting
- Briefing
- Action

Division/Group Supervisor Activities

Plan Execution
- Supervise execution of the tactical work assignment and assess progress
- Adjust work assignments, as needed
- Report progress and critical information to OPBD or OSC
- Request additional resources, as needed
- Communicate with other DIVS, THSPs and ENVLs and adjust, as needed
- Continually assess hazard and risks

Information Feedback
- Obtain feedback from Resources assigned under DIVS
- Provide information feedback to the OPBD or OSC including recommendations for the next operational period

On-Scene Briefing
- Evaluate on-scene conditions against expected hazards
- Provide resources with IAP or ICS-204
- Review current situation, weather and projections
- Review work assignments and expectations
- Cover any special instructions
- Receive feedback

Situation Unit Debrief
- Debrief with Situation Unit at end of Ops Period
- Provide feedback on resource allocations
- At the end of the incident conduct performance appraisals on assigned resources using ICS-224 or 225

Operational Period Briefing
- Attend Operations Briefing
- Obtain a work assignment
- Brief tactical resources assigned to your Division or Group if present

Out of Service Rest
- Mandatory rest break between work shifts
- May be placed in Staging Area awaiting new assignment or released from the incident
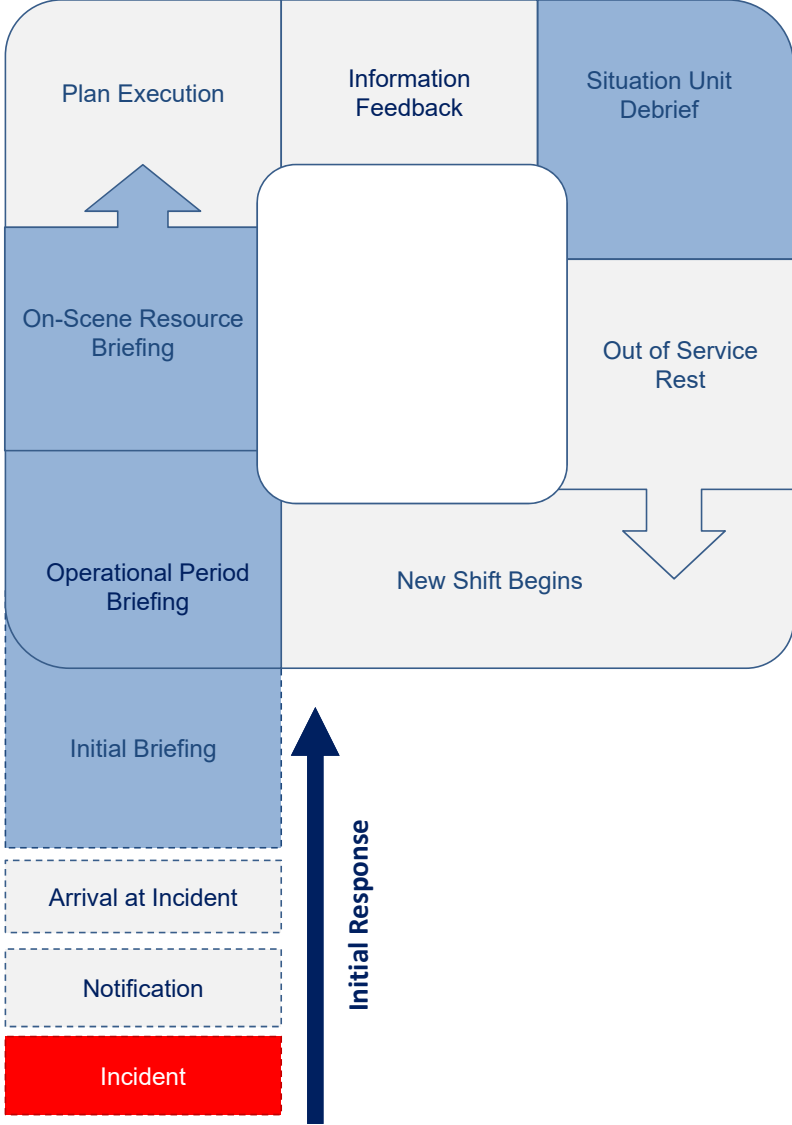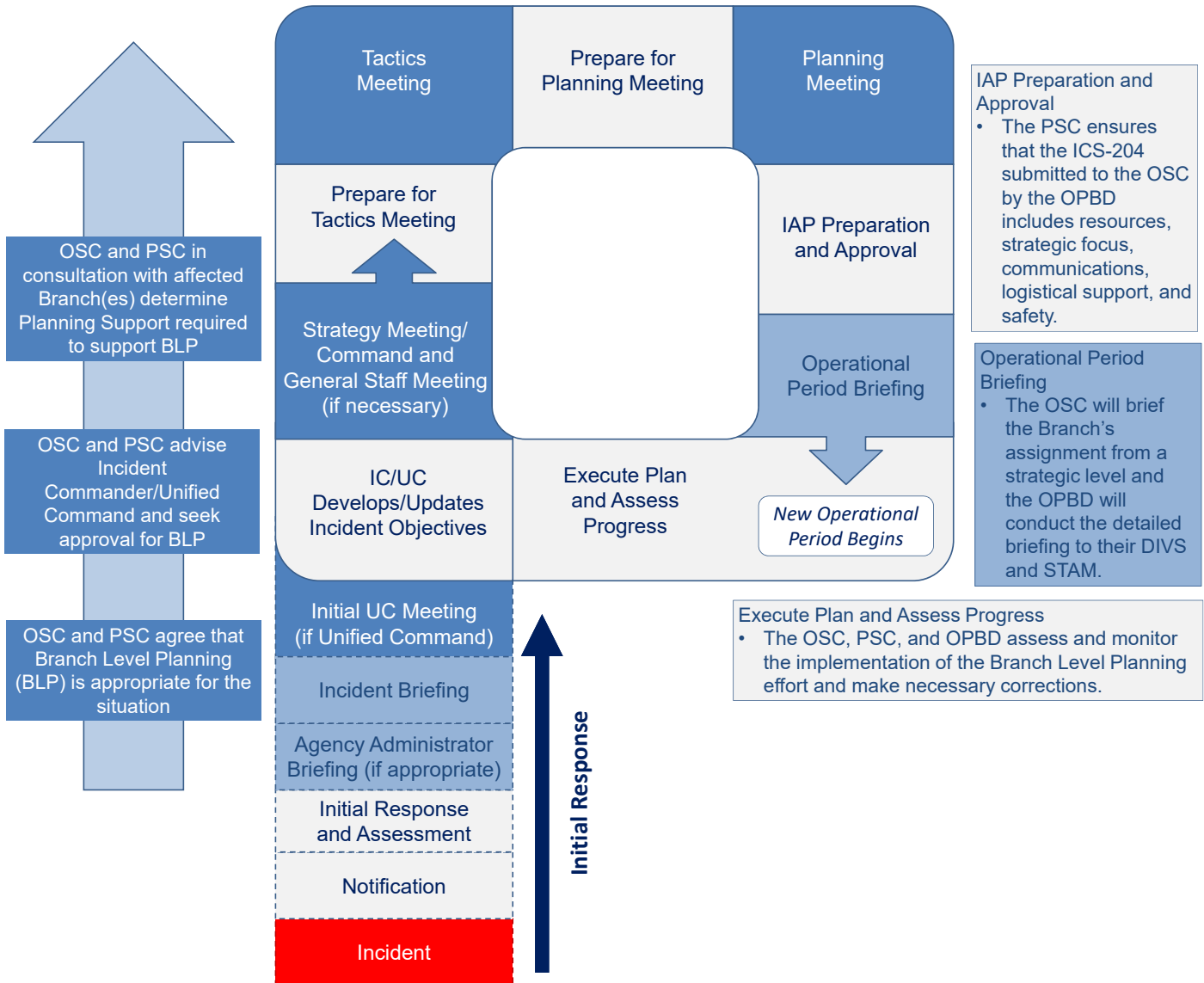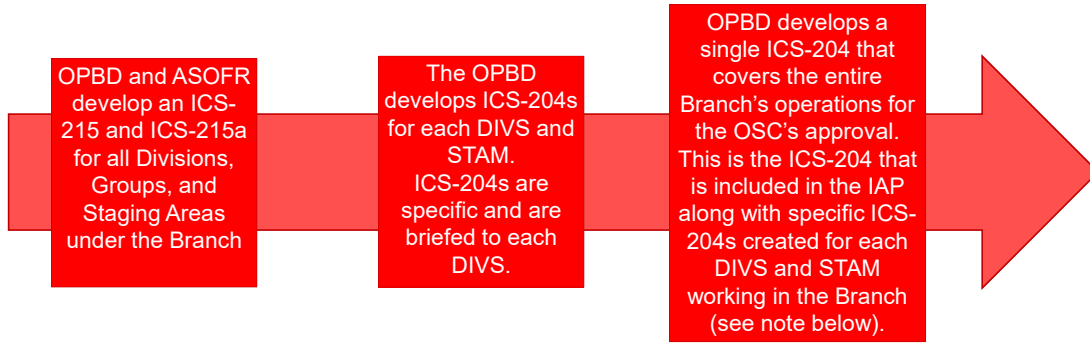
Initial Briefing
- Receive a briefing from the OSC or Branch Director to obtain information and gain situational awareness.

Arrival at Incident
- Check-in
- Determine housing and meal locations
- Obtain credentials and equipment
- Review and sign Site Safety Plan
- Determine time and location of Operations Briefing

Notification
- Gather pre-deployment information prior to reporting on-scene
- This information may come from the incident dispatcher, ICP staff or communications center

Plan Execution

Information Feedback

Situation Unit Debrief

On-Scene Resource Briefing

Out of Service Rest

Operational Period Briefing

New Shift Begins

Initial Briefing

Arrival at Incident

Notification

Incident

Initial Response

Meeting | Briefing | Action

OPBD and ASOFR develop an ICS-215 and ICS-215a for all Divisions, Groups, and Staging Areas under the Branch

The OPBD develops ICS-204s for each DIVS and STAM. ICS-204s are specific and are briefed to each DIVS.

OPBD develops a single ICS-204 that covers the entire Branch's operations for the OSC's approval. This is the ICS-204 that is included in the IAP along with specific ICS-204s created for each DIVS and STAM working in the Branch (see note below).

OSC and PSC in consultation with affected Branch(es) determine Planning Support required to support BLP

OSC and PSC advise Incident Commander/Unified Command and seek approval for BLP

OSC and PSC agree that Branch Level Planning (BLP) is appropriate for the situation

Tactics Meeting

Prepare for Planning Meeting

Planning Meeting

Prepare for Tactics Meeting

IAP Preparation and Approval

Strategy Meeting/ Command and General Staff Meeting (if necessary)

Operational Period Briefing

IC/UC Develops/Updates Incident Objectives

Execute Plan and Assess Progress

New Operational Period Begins

Initial UC Meeting (if Unified Command)

Incident Briefing

Agency Administrator Briefing (if appropriate)

Initial Response and Assessment

Notification

Incident

Initial Response

IAP Preparation and Approval
- The PSC ensures that the ICS-204 submitted to the OSC by the OPBD includes resources, strategic focus, communications, logistical support, and safety.

Operational Period Briefing
- The OSC will brief the Branch's assignment from a strategic level and the OPBD will conduct the detailed briefing to their DIVS and STAM.

Execute Plan and Assess Progress
- The OSC, PSC, and OPBD assess and monitor the implementation of the Branch Level Planning effort and make necessary corrections.

Note: If the tactical operations are classified, the OSC may only include the Branch Level ICS-204 that covers all of the Branch's Operations. This can help protect classified information while still ensuring that all operations are included in the Incident Action Plan.

Meeting

Briefing

Action

**Considerations for determining when to use
Branch Level Planning**

The OSC and PSC will determine if Branch Level Planning is appropriate for the situation.

- Classification level of the tactical operation (e.g., weapons accident)
- During the initial phase of an incident, when the incident situation is not well known and the Planning Section is not robust
- The technical qualifications necessary to do effective planning resides with the tactical asset (e.g., SWAT, high angle rescue, US&R)
- When specialized tactical assets are operating off pre-determined Division Assignment forms, ICS-204
- Geographic separation from the ICP makes it impractical to have tactical planning done at the ICP

Branch Level Planning Development Checklist

What level of support is required by the following functions?

Planning Section

- Resource tracking of Branch assets (e.g., Check-in, demobilization)
- Incident situation update requirements (e.g., FOBS, situation reporting to ICP)
- GIS mapping capabilities
- Modeling (ALHOA, CAMEO, NARAC)
- Meteorological forecast
- Technical Specialist
- Resource ordering of Branch assets (who will do it)
- Branch level incident documentation[1]
- Reporting requirements between the Branch and Planning (e.g., how often, method)
- Support plan development (e.g., incident evacuation plans, decontamination plans)
- Contingency plans (e.g., an incident within an incident)
- Planning support material (e.g., forms, T-cards)

Logistics Section

- Incident communications management in support of the development of the Incident Action Plan form ICS-205, Incident Communications Plan (e.g., frequencies assignment, secure communications)
- Medical Plan
- What facilities are required to support the Branch?
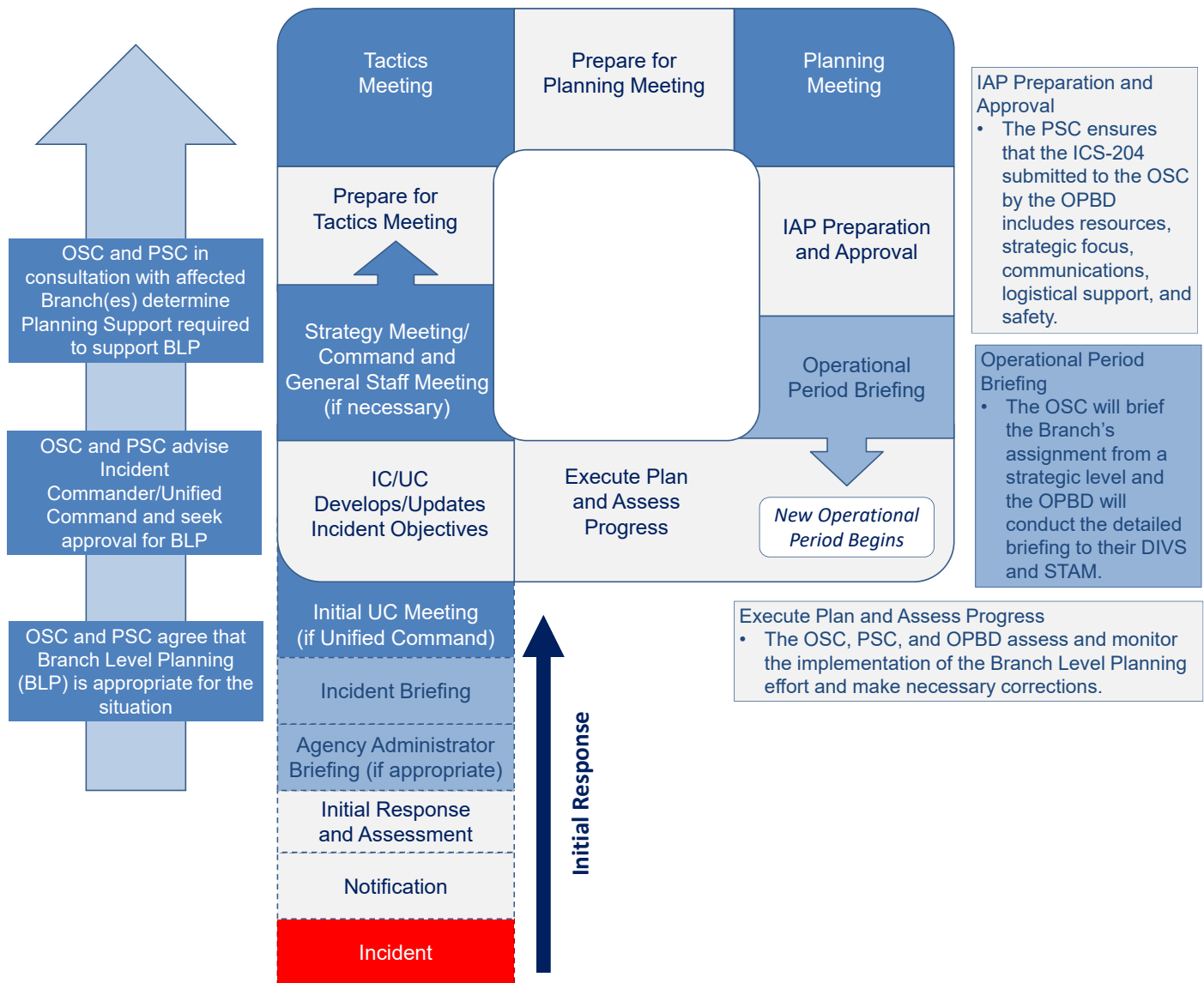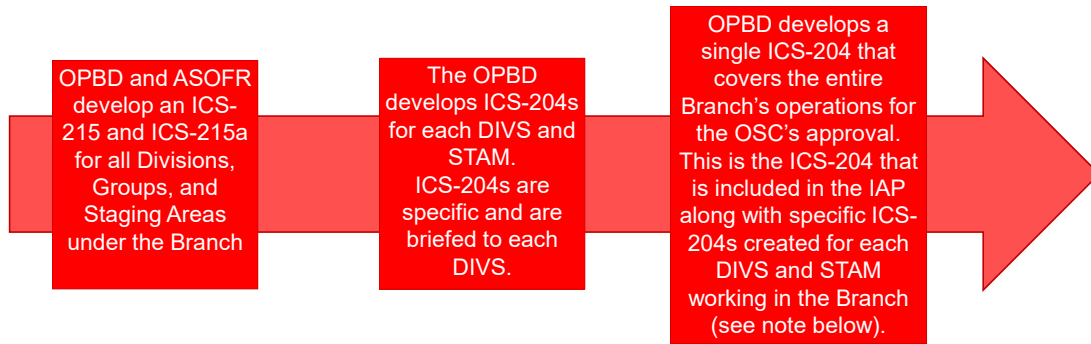- What level of incident support facility security is required?
-

Operations Section Chief

- Communicates Command's direction (e.g., decisions, priorities)
- Collection of operational effectiveness reports from the Branch
- Provides assistance and support in developing strategies
- Delineation of authority between OSC and OPBD
- Air Operations support
- Reporting thresholds (e.g., critical information)
- Coordination with other Command and General staff as needed to maximize effectiveness and efficiency of Branch operations

Safety Officer

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[1] Documentation of unclassified documents and activities

- Assignment of Assistant Safety Officer(s) (ASOFR)
- Site Safety Plan development and implementation
- Management of PPE issue, use, and disposal for the Branch
- Coordination with Medical Unit Leader and other medical entities as necessary to assure most expeditious access to medical services for Branch personnel
- Provide safety input into Branch planning, process, and documents
- Agreement on the authority of ASOFR's from the Safety Officer
- Safety reporting requirements back to the ICP

OPBD and ASOFR develop an ICS-215 and ICS-215a for all Divisions, Groups, and Staging Areas under the Branch

The OPBD develops ICS-204s for each DIVS and STAM.
ICS-204s are specific and are briefed to each DIVS.

OPBD develops a single ICS-204 that covers the entire Branch's operations for the OSC's approval. This is the ICS-204 that is included in the IAP along with specific ICS-204s created for each DIVS and STAM working in the Branch (see note below).

Tactics Meeting

Prepare for Planning Meeting

Planning Meeting

IAP Preparation and Approval
• The PSC ensures that the ICS-204 submitted to the OSC by the OPBD includes resources, strategic focus, communications, logistical support, and safety.

Prepare for Tactics Meeting

IAP Preparation and Approval

OSC and PSC in consultation with affected Branch(es) determine Planning Support required to support BLP

Strategy Meeting/ Command and General Staff Meeting (if necessary)

Operational Period Briefing

Operational Period Briefing
• The OSC will brief the Branch's assignment from a strategic level and the OPBD will conduct the detailed briefing to their DIVS and STAM.

OSC and PSC advise Incident Commander/Unified Command and seek approval for BLP

IC/UC Develops/Updates Incident Objectives

Execute Plan and Assess Progress

New Operational Period Begins

OSC and PSC agree that Branch Level Planning (BLP) is appropriate for the situation

Initial UC Meeting (if Unified Command)

Execute Plan and Assess Progress
• The OSC, PSC, and OPBD assess and monitor the implementation of the Branch Level Planning effort and make necessary corrections.

Incident Briefing

Agency Administrator Briefing (if appropriate)

Initial Response and Assessment

Initial Response

Notification

Incident

Note: If the tactical operations are classified, the OSC may only include the Branch Level ICS-204 that covers all of the Branch's Operations. This can help protect classified information while still ensuring that all operations are included in the Incident Action Plan.

Meeting

Briefing

Action

Emergency Operations Center Operating Cycle

Develop EOC Assignments
- Identify staff assignments
- Make key decisions
- Resolve problems and issues
- Review and update open action tracking
- Identify critical resources
- Determine Information Reporting threshold and process
- Procure and assign critical resources to incident(s) based on priority
- Draft CAP

EOC Planning Meeting
- Confirm Priorities
- Identify Limitations and Constraints
- Review EOC Operating Objectives and direction
- Approve draft CAP
- Review and clarify EOC operating procedures
- Address coordination issues with other MACS entities
- Review and update open action items
- Review EOC activity/meeting schedule

Conduct EOC Command and General Staff Meeting
- Identify tasks and resources to support ICs/UC/AC operations and EOC support operations
- Develop EOC Priorities, Limitations constraints, and objectives.
- Complete draft of the EOC-215/204s
- Develop contingencies and support plans
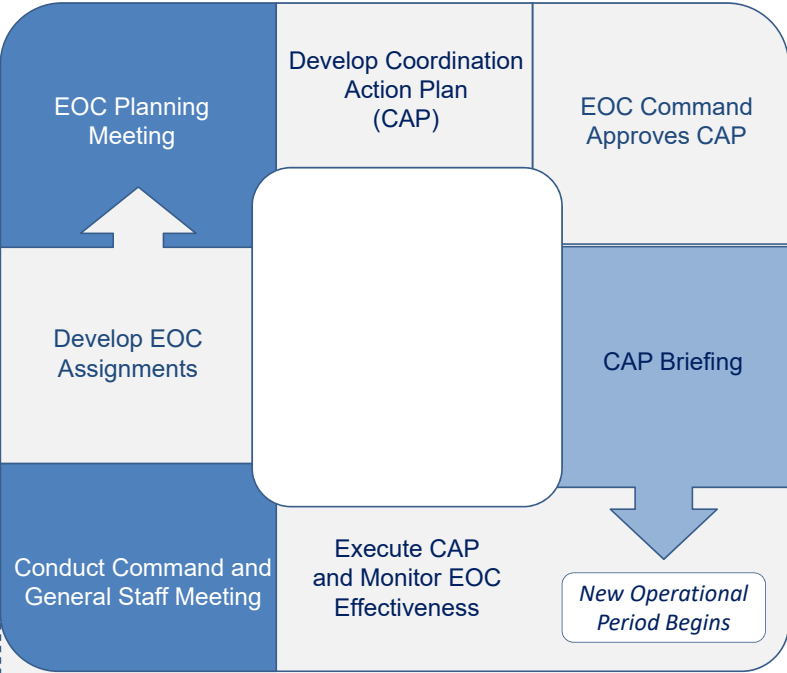
Develop CAP
- Coordinate plan development with appropriate EOC staff
- Assemble and review CAP

EOC Command Approves CAP
- Present CAP to EOC Command for approval
- Identify entities that require a copy of the Plan
- Duplicate for distribution

Establish Coordination with ICs/UCs/ACs
- Define the area(s) of responsibilities (functional and/or geographic) and scope of work between the incident(s) and EOC
- Obtain situation report from the incident(s) and/or Area Command
- Document briefing and initiate open action tracking
- Identify incident resource shortfalls and other support requirements
- Agree on a resource ordering process
- Agree on reporting requirements between the incident(s) and the EOC
- Define the hours of operations and shift-lengths

CAP Briefing
- Ensure that appropriate entities have copy of the CAP
- Brief the CAP and clarify any issues and/or concerns
- Make revisions to the CAP as needed

Execute CAP and Monitor EOC Effectiveness
- Maintain liaison with the ICs, UCs, ACs, other MACS entities
- Evaluate EOC support effectiveness and make changes as needed
- Evaluate and maintain appropriate EOC staffing level
- Maintain situational awareness
- Brief agency officials
- Monitor EOC information flow

Activate EOC
- Determine level of activation
- Ensure that activation orders are communicated
- Set time to be operational
- Ensure all IT systems are operational
- Identify initial staffing requirements
- Brief incoming staff on situation and provide interim direction
- Notify all other coordinating entities that the EOC is activated

Diagram cycle: EOC Planning Meeting → Develop Coordination Action Plan (CAP) → EOC Command Approves CAP → CAP Briefing → Execute CAP and Monitor EOC Effectiveness → New Operational Period Begins; Develop EOC Assignments; Conduct Command and General Staff Meeting; Establish Coordination with IMTs/ACPs; Activate EOC; Communicate with Agency Executive; Incident Notification or Warning; Incident.

Initial Activities

Legend: Meeting / Briefing / Action

Communicate with Agency Executive
- Agree on reporting requirements including critical information and timelines
- Identify limitations & constraints
- Establish priorities
- Define social, political, economic and environmental issues
- Identify cost constraints
- Discuss any interagency concerns

Initial IMT Activities

Tactics Meeting

Prepare for Planning Meeting

Planning Meeting

Prepare for Tactics Meeting

IAP Preparation and Approval

Strategy Meeting/ Command and General Staff Meeting (if necessary)

Operational Period Briefing

IC/UC Develops/Updates Incident Objectives

Execute Plan and Assess Progress

New Operational Period Begins

Initial UC Meeting (if Unified Command)
- Finalize UC structure
- Determine overall response organization
- Identify and select support facilities
- Clarify UC roles and responsibilities
- Determine Operational period
- Select OSC & Deputy OSC
- Make key decisions

Incident Briefing
- Determine ICS-201 briefing timeframe & receive briefing
- Clarify/request additional information
- Determine incident complexity
- Provide interim direction
- Initiate change of command
- Determine UC players
- Ensure interagency notifications
- Brief superiors

Initial Response and Assessment
- Ensure that an appropriate initial response is deployed
- Provide direction as needed
- Monitor initial response operations

Initial UC Meeting (if Unified Command)

Incident Briefing

Agency Administrator Briefing (if appropriate)

Initial Response and Assessment

Notification

Incident

Initial Response

Meeting   Briefing   Action