Unit 5: Planning Process
Unit 5: Planning Process

Visual Description: Unit Introduction

Key Points

Note the following points:

- ICS emphasizes orderly and systematic planning. The incident planning process allows the organization to divide incident objectives into tactical assignments for specific operational periods.

- The Incident Action Plan (IAP) is the central tool for planning during a response. This unit will cover the planning process and the IAP.
Unit Objectives (1 of 3)

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

Visual Description: Unit Objectives (1 of 3)

Key Points

By the end of this unit, you should be able to:

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.
Unit Objectives (2 of 3)

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.

Visual Description: Unit Objectives (2 of 3)

Key Points

By the end of this unit, you should be able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.
Unit Objectives (3 of 3)

- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.

Visual Description: Unit Objectives (3 of 3)

Key Points

By the end of this unit, you should be able to:

- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.
Visual Description: What are the benefits of the incident planning process?

Key Points

Answer the following question:

What are the benefits of the incident planning process?
Jot down situations that demonstrate the benefits of planning based on your personal experience.
Planning “P” Applicability

Visual Description: Planning Process Applies to Events and Incidents

Key Points

Note the following key points:

- Although there are differences between planning for events and planning for incidents, the planning process applies to both.

- Incident action planning is essential for a successful response to expanding incidents.

- The same process is just as critical for planning for planned events that are outside of an agency’s typical day-to-day activities due to the event’s size and scale.
What’s an Operational Period?

- The designated time period in which tactical objectives are to be accomplished and reevaluated.
- Common lengths are:
  - 12 or 24 hours for Type 1 and 2 incidents.
  - 2 to 4 hours for hazardous materials incidents.
  - Multiple days for relatively stable situations like debris removal from building collapses or landslides.

Visual Description: What’s an Operational Period?

Key Points

Note the following points:

- All ICS planning is designed around identifying accomplishments expected over a set period of time called the operational period.

- The specific length of time of the operational period varies based on a list of factors. These factors are:
  - Safety Conditions – Safety of responders, victims, and others is always the first priority on any response.
  - Condition of resources – Planning must be done far enough in advance to ensure that additional resources needed for the next operational period are available.
  - The length of time necessary or available to achieve the tactical assignments.
  - Availability of fresh resources.
  - Future involvement of additional jurisdictions or agencies.
  - Environmental conditions – Factors such as the amount of daylight remaining and weather and wind conditions can affect decisions about the length of the operational period.

(Continued on next page.)
The Planning Process

Continue with the following key points:

- The Incident Commander will determine the length of the operational period with input from staff. In some cases, the operational period length may change from day to day based on operational and incident needs.

- Common lengths of operational periods are:
  - 12 or 24 hours for Type 1 or 2 incidents.
  - 2 to 4 hours for hazardous materials incidents.
  - Multiple days for relatively stable situations and recovery actions such as debris removal.

- Often, during the initial strategy meeting, the start times and end times for the operational period are established. As an example, for 12-hour periods, it may be 0600-1800. For some incidents, the starting time and duration of the operational period may have to be established at the planning meeting. There may be a need to fully integrate the results of the previous operational period before the next planning cycle can be established. This delay in establishing the operational period might be seen during the initial stages of an incident involving a hazardous materials release, where the results of the first entry might alter the approaches or need for subsequent entries.
Who Does What?

Command: Develops incident objectives. Ensures Safety Analysis is completed. Approves IAP.

Operations: Establishes strategies and tactics to meet incident objectives.

Planning: Provides status reports, manages the planning process, and produces the IAP.

Logistics: Identifies the logistics requirements to support the tactics.

Finance/Admin: Conducts any needed cost-analyses.

Visual Description: Who Does What?

Key Points

Refer to the chart below for information on the Command and General staff members’ responsibilities for planning.

<table>
<thead>
<tr>
<th>Incident Commander</th>
<th>Provides overall incident objectives and strategy.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Establishes procedures for incident resource ordering.</td>
</tr>
<tr>
<td></td>
<td>Establishes procedures for resource activation, mobilization, and employment.</td>
</tr>
<tr>
<td></td>
<td>Approves completed IAP by signature.</td>
</tr>
<tr>
<td>With Safety Officer:</td>
<td>Reviews hazards associated with the incident and proposed tactical assignments. Assists in developing safe tactics.</td>
</tr>
<tr>
<td></td>
<td>Develops safety message(s).</td>
</tr>
<tr>
<td>Operations Section Chief</td>
<td>Assists in identifying strategies.</td>
</tr>
<tr>
<td></td>
<td>Determines tactics to achieve command objectives.</td>
</tr>
<tr>
<td></td>
<td>Determines work assignments and resource requirements.</td>
</tr>
<tr>
<td>Planning Section Chief</td>
<td>Conducts the Planning Meeting.</td>
</tr>
<tr>
<td></td>
<td>Coordinates preparation and documentation of the Incident Action Plan.</td>
</tr>
<tr>
<td>Logistics Section Chief</td>
<td>Ensures that resource ordering procedures are communicated to appropriate agency ordering points.</td>
</tr>
<tr>
<td></td>
<td>Develops a transportation system to support operational needs.</td>
</tr>
<tr>
<td></td>
<td>Ensures that the Logistics Section can support the IAP.</td>
</tr>
<tr>
<td></td>
<td>Completes assigned portions of the written IAP.</td>
</tr>
<tr>
<td></td>
<td>Places order(s) for resources.</td>
</tr>
<tr>
<td>Finance/Admin. Section Chief</td>
<td>Provides cost implications of incident objectives, as required.</td>
</tr>
<tr>
<td></td>
<td>Ensures that the IAP is within the financial limits established by the Incident Commander.</td>
</tr>
<tr>
<td></td>
<td>Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.</td>
</tr>
</tbody>
</table>
The Start of Each Planning Cycle

- Planning for each operational period begins with the Incident Commander or Unified Command setting objectives.
- Objectives are set based on the continued assessment of the situation and the progress made.

Visual Description: The Start of Each Planning Cycle

Key Points

Note that the previous unit presented the initial response process (see the “leg” of the Planning “P”). This unit focuses on the planning cycle process that covers each operational period.

Note the following points:

- Incident objectives should be developed that cover the entire course of the incident. For complex incidents, it may take more than one Operational Period to accomplish the incident objectives.

- The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

- The incident objectives must conform to the legal obligations and management objectives of all affected agencies.

Refer to the large version of the Planning “P” on the next page.
The Planning “P” illustrates the incident planning process.

- The leg of the “P” describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins anew with IC/UC Sets Objectives, etc.

This unit begins with setting/updating the incident objectives.
Starting Each Planning Cycle: Assessing Incident Objectives

Assessing Current Objectives

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
  - Are there any safety issues?
  - Are the objectives effective? Is a change of course needed?
  - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Visual Description: Assessing Current Objectives

Key Points

Note that before each operational period begins, the incident objectives must be assessed and updated as needed.

Refer to the following questions that appear on the visual:

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
  - Are there any safety issues?
  - Are the objectives effective? Is a change of course needed?
  - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?
The Tactics Meeting: Overview

- **Purpose:** Review the tactics developed by the Operations Section Chief
- **Who Attends:** Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader
- **Who Leads:** Operations Section Chief
- **Documentation:** ICS 215, Operational Planning Worksheet

**Visual Description:** The Tactics Meeting: Overview

**Key Points**

Note the following points about the tactics meeting:

- The purpose of the tactics meeting is to review the tactics developed by the Operations Section Chief. This includes:
  - Determining how the selected strategy will be accomplished in order to achieve the incident objectives.
  - Assigning resources to implement the tactics.
  - Identifying methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).

- The Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader attend the tactics meeting.

- The Operations Section Chief leads the tactics meeting. The ICS 215, Operational Planning Worksheet, is used to document the tactics meeting.
Objectives, Strategies, and Tactics

<table>
<thead>
<tr>
<th>Incident Objectives</th>
<th>State what will be accomplished.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategies</td>
<td>Establish the general plan or direction for accomplishing the incident objectives.</td>
</tr>
<tr>
<td>Tactics</td>
<td>Specify how the strategies will be executed.</td>
</tr>
</tbody>
</table>

Visual Description: Objectives, Strategies, and Tactics

Key Points

The following points help define the relationship between incident objectives, strategies, and tactics:

- **Incident objectives** state what is to be accomplished in the operational period.
- **Strategies** establish the general plan or direction for accomplishing the incident objectives.
- **Tactics** specify how the strategies will be executed.
### Developing Appropriate Strategy

- Generate a list of alternative strategies.
- Select the strategy that:
  - Is within acceptable safety norms.
  - Makes good sense (is feasible, practical, and suitable).
  - Is cost effective.
  - Is consistent with sound environmental practices.
  - Meets political considerations.

### Visual Description:  Developing Appropriate Strategy

### Key Points

Note the following key points:

- First, the Operational Section Chief generates alternative strategies to meet the incident objectives.

- Next, the Operational Section Chief selects a strategy or strategies that:
  - Is within acceptable safety norms.
  - Makes good sense (is feasible, practical, and suitable).
  - Is cost effective.
  - Is consistent with sound environmental practices.
  - Meets political considerations.
Topic  Determining Tactics

**Executing Tactical Direction**

- **Establish Tactics**: Describe what must be done.
- **Assign Resources**: Determine and assign the kind and type of resources needed for the selected tactics.
- **Monitor Performance**: Determine if the tactics and resources selected for the various strategies are both valid and adequate.

**Visual Description**: Executing Tactical Direction

**Key Points**

Note the following points about tactical direction:

- Tactical direction describes what must be accomplished within the selected strategy or strategies in order to achieve the incident objectives. Tactical direction is the responsibility of the Incident Commander or the Operations Section Chief, if that position has been assigned.

- The Incident Commander or the Operations Section Chief gathers input from the Branch Directors and Division and/or Group Supervisors on alternative tactics. Gathering input is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can ensure understanding and enhance commitment.

- Tactical direction consists of the following steps:
  - **Establish Tactics**: Determine the tactics needed to implement the selected strategy. Typically, tactics are to be accomplished within an operational period. During more complex incidents tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.
  - **Assign Resources**: Determine and assign the kind and type of resources appropriate for the selected tactics. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.
  - **Monitor Performance**: Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate.
Sample Strategy and Tactics

**Objective:** Reduce reservoir level to 35 feet by 0800 tomorrow.

**Strategy #1:** Reduce/divert inflow.

**Strategy #2:** Release water from spillways.

**Selected Strategy:** Pump water from reservoir.

**Tactics:** Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

**Resources:** 5 crews with (3) 1,500-gpm truck-mounted pumps & (2) 500-gpm portable pumps

**Key Points**

Note the following points about objectives, strategy, and tactics:

- **The objective** is: Reduce reservoir level to 35 feet by 0800 tomorrow.
- Three possible **strategies** are identified and one is selected: Pump water from reservoir.
- The **tactics** for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.
**Logistics Support Factors**

Why must personnel and logistical support factors be considered in determining tactical operations?

**Visual Description:** Discussion Question: Why must personnel and logistical support factors be considered in determining tactical operations?

**Key Points**

Answer the following question:

Why must personnel and logistical support factors be considered in determining tactical operations?
Visual Description: What are some factors that you consider when assessing the costs and benefits of a proposed tactic?

**ICS Organization: Cost-Benefit Analysis**

The Cost Unit provides all incident cost analysis, including cost-benefit analysis, for the organization.

**Key Points**

The Cost Unit within the Finance/Administration Section provides all cost analysis, including cost-benefit analysis, for the organization.

Answer the following question:

**What are some factors that you consider when assessing the costs and benefits of a proposed tactic?**
Tactics Meeting Documentation

Visual Description: Tactics Meeting Documentation

Key Points

The Operational Planning Worksheet is designed to document the results of the tactics meeting. Refer to the sample ICS 215 on the next page.
### Sample Operational Planning Worksheet, ICS 215

#### OPERATIONAL PLANNING WORKSHEET

<table>
<thead>
<tr>
<th>Division / Group or Other Location</th>
<th>Work Assignments</th>
<th>Resource by Type (Show Strike Team as ST)</th>
<th>Reporting Location</th>
<th>Requested Arrival Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking Lot Group</td>
<td>Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See map for snow pile location. 6&quot; maximum accumulation.</td>
<td>Engines</td>
<td>Police Officers</td>
<td>Snow Plows</td>
</tr>
<tr>
<td></td>
<td>Req</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Have</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Need</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Division A</td>
<td>Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drilling. 6&quot; maximum accumulation.</td>
<td>Engines</td>
<td>Police Officers</td>
<td>Snow Plows</td>
</tr>
<tr>
<td></td>
<td>Req</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Have</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Need</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Sanding Group</td>
<td>Monitor for ice accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.</td>
<td>Engines</td>
<td>Police Officers</td>
<td>Snow Plows</td>
</tr>
<tr>
<td></td>
<td>Req</td>
<td>9</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Have</td>
<td>5</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Need</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>9. Total Resources - Single</td>
<td></td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>9. Total Resources - Strike Teams</td>
<td></td>
<td>22</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>

**Prepared by (Name and Position):**
Sandy Miller, Resources UL
Visual Description: Operational Planning Worksheet, ICS Form 215 (1 of 2)

Key Points

The ICS 215 includes:

- Division or location.
- Work assignments.
- Kind and type of resource plus availability (Requested, Have, or Need).
Visual Description: Operational Planning Worksheet, ICS Form 215 (2 of 2)

Key Points

Note that the worksheet provides an area to indicate:

- Reporting location for resources.
- Requested arrival time of resources.
Preparing for the Planning Meeting

- Analyze the ICS 215 developed in the tactics meeting.
- Review the Incident Safety Analysis (ICS 215A) completed by the Safety Officer.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.

Visual Description: Preparing for Planning Meeting

Key Points

The next step in the process is to prepare for the planning meeting.

The Planning Section coordinates preparations for the planning meeting, following the tactics meeting. These preparations include the following activities:

- Analyze the ICS 215 developed in the tactics meeting.
- Develop an ICS 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.
Incident Safety

Incident management must ensure the safety of:

- Responders to the incident.
- Persons injured or threatened by the incident.
- Volunteers assisting at the incident.
- News media and the general public who are on scene observing the incident.

Visual Description: Incident Safety

Key Points

Answer the following question:

What are the most common hazards that responders face in the incidents you manage?
Incident Safety Analysis

Incident Safety Analysis is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

Visual Description: Incident Safety Analysis

Key Points

Answer the following question:

What steps would you use to identify potential incident safety concerns?
**ICS Form 215A, Safety Analysis**

The Safety Officer or Incident Commander completes the Safety Analysis using ICS 215A for each operational period.

**Visual Description:** ICS 215A

**Key Points**

A sample ICS 215A can be found on the next page.

The ICS 215A, Incident Safety Analysis, is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period. The form provides information on:

- Incident work location.
- Risks such as weather, biohazard, hazardous materials, communications, flooding, special hazard areas, fatigue, driving hazards, dehydration, and critical incident stress.
- Mitigation measures. The mitigation measures identified may have implications for the resources entered on the ICS 215.

The objective of the Incident Safety Analysis is to identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed. The completed ICS 215A is displayed during the planning meeting.
### Sample Incident Action Plan Safety & Risk Analysis Form, ICS 215A

#### INCIDENT ACTION PLAN SAFETY & RISK ANALYSIS

<table>
<thead>
<tr>
<th>Impacted Organizational Element</th>
<th>Extreme Weather</th>
<th>Bio-Hazard</th>
<th>HazMat</th>
<th>Driving</th>
<th>Communications</th>
<th>Other</th>
<th>Other</th>
<th>Other</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Div A</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### LCES* and Risk Analysis

- (Lookouts, Communications, Escape Routes, Safety Zones)

#### Risk Mitigations

Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when operating out of vehicle.

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**Prepared by (Name and Position):** Pam Wetzel, Safety Officer
The Planning Meeting

- **Purposes:** Review/validate the operational plan; identify resource requirements
- **Who Attends:** Command and General Staffs, other incident management personnel, agency administrator, and cooperating/assisting agency personnel
- **Who Leads:** Planning Section Chief

Visual Description: Planning “P” with the next step: Planning Meeting highlighted.

Key Points

The planning meeting is the next step in the incident planning process. Note the following points:

- The planning meeting provides the opportunity for the Command and General Staffs, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the operational plan as proposed by the Operations Section Chief.

- The Planning Chief leads the meeting following a fixed agenda to ensure that the meeting is efficient while allowing each organizational element represented to assess and acknowledge the plan.

- The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section’s Resources Unit will have to work with the Logistics Section to fulfill the resource needs.

- At the conclusion of the meeting, the Planning Section Staff indicates when all elements of the plan and support documents must be submitted so the plan can be collated, duplicated, and made ready for the operational period briefing.
## Conducting the Planning Meeting

<table>
<thead>
<tr>
<th>Planning Meeting Activities</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give situation &amp; resources briefing; conduct planning meeting</td>
<td>Planning Section Chief</td>
</tr>
<tr>
<td>State incident objectives &amp; policy issues</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>State primary &amp; alternative strategies to meet objectives</td>
<td>Operations Section Chief; Planning/Logistics Section Chiefs contribute</td>
</tr>
<tr>
<td>Specify reporting locations &amp; additional facilities needed</td>
<td>Operations Section Chief; Logistics Section Chief assists</td>
</tr>
<tr>
<td>Develop the resources, support, &amp; overhead orders</td>
<td>Planning/Logistics Section Chiefs; Logistics Section Chief places orders</td>
</tr>
<tr>
<td>Consider additional support requirements needed because of communications, traffic, safety, medical, etc.</td>
<td>Logistics Section Chief; Planning Section Chief contributes</td>
</tr>
<tr>
<td>Finalize, approve, &amp; implement the IAP</td>
<td>Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP</td>
</tr>
</tbody>
</table>

### Visual Description: Planning Meeting Activities and Responsibilities

### Key Points

Review the major planning meeting activities below:

- **The Planning Section Chief** gives the situation and resources briefing and conducts the planning meeting.

- **The Incident Commander** states the incident objectives and policy issues.

- **The Operations Section Chief** states the primary and alternative strategies to meet the objectives, with contributions made by the Planning and Logistics Section Chiefs.

- **The Operations Section Chief** specifies reporting locations and additional facilities needed, with contributions from the Logistics Section Chief.

- **The Planning and Logistics Section Chiefs** develop the resources, support, and overhead orders. The Logistics Section Chief places the orders.

- **The Logistics Section Chief** considers additional support requirements needed for communications, traffic, safety, medical, etc., with contributions from the Planning Section Chief.

- **The Planning Section Chief** finalizes the IAP, the Incident Commander approves the IAP, and the General Staff implements the IAP.
Planning . . . Not Just Paperwork!

“Plans are nothing; planning is everything.”

Dwight D. Eisenhower

What steps can you take to ensure an effective planning meeting?

Visual Description: President Dwight D. Eisenhower’s Quote: Plans are nothing; planning is everything. Discussion question: What steps can you take to ensure an effective planning meeting?

Key Points

The process used in the planning meeting is as critical as the planning document that results. During the meeting, all parties must indicate their support of the plan from their respective Sections or functions or offer recommendations that address potential problem areas.

Activity: Working in your team, identify three steps that can be taken to make sure that planning meetings are effective.
IAP Preparation and Approval

Following the planning meeting:
- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing.
- Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources.
- Incident Commander approves the IAP.

Visual Description: Planning “P” with next step: IAP Preparation and Approval highlighted.

Key Points

After the planning meeting is held, the following actions are taken to prepare the IAP:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.

- The Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing. The Planning Section will:
  - Set the deadline for completing IAP attachments.
  - Obtain plan attachments and review them for completeness and approvals.
  - Determine the number of IAPs required.
  - Arrange with the Documentation Unit to reproduce the IAP.
  - Review the IAP to ensure it is up to date and complete prior to the Operations Briefing and plan distribution.
  - Provide the IAP briefing plan, as required, and distribute the plan prior to the beginning of the new Operational Period.

- The Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources needed.

- The Incident Commander reviews and approves the IAP.
Written IAP Considered

What are the situations when you would consider developing a written Incident Action Plan?

Visual Description: What are the situations when you would consider developing a written Incident Action Plan?

Key Points

Answer the following question:

What are the situations when you would consider developing a written Incident Action Plan?
When a Written IAP Is Considered

- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved.

Visual Description: When a Written IAP Is Considered

Key Points

Note the following points:

- For simple incidents of short duration, the IAP most likely will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not warrant a formal planning meeting process as highlighted above.

- Certain conditions may warrant a more formal process. A written IAP should be considered whenever:
  - Two or more jurisdictions are involved in the response.
  - The incident continues into the next operational period.
  - A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
  - It is required by agency policy.
  - A HazMat incident is involved. (required)

- A written IAP provides:
  - A clear statement of objectives and actions.
  - A basis for measuring work effectiveness and cost effectiveness.
  - A basis for measuring work progress and providing accountability.
  - Documentation for post-incident fiscal and legal activities.
Visual Description: Forms and Supporting Documents: Overview

Key Points

Note the following points:

- The written IAP is a series of standard forms and supporting documents that convey the Incident Commander’s and the Operations Section’s directions for the accomplishment of the plan for that operational period.

- In some cases, the IAP includes a cover sheet to indicate which forms and supporting documents are included. The IAP Cover Sheet is not an ICS form; however, it is sometimes used to provide a quick overview of the contents of the IAP. The cover sheet may also serve as a checklist to indicate which forms and supporting documents are enclosed as part of the IAP.

- The ICS forms and supporting documents include:
  - IAP Cover Sheet (not an ICS form).
  - ICS 202, Incident Objectives.
  - ICS 203, Organization Assignment List.
  - ICS 204, Division or Group Assignment List.
  - ICS 205, Incident Communications Plan.
  - ICS 206, Incident Medical Plan.
  - Safety Messages, Maps, Forecasts (not ICS forms).

Note: The following visuals provide a more detailed explanation of these forms and supporting documents.
Topic: IAP Preparation and Approval

Are All Forms Used?

The Incident Commander determines which ICS forms and attachments are included in the IAP.

For less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Division Assignment List (ICS 204), a Safety Message, and a map of the incident area.

Visual Description: Forms and Supporting Documents: Overview

Key Points

Note the following points:

- The Incident Commander makes the final determination regarding which ICS forms, documents, and attachments will be included in the IAP.

- On less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Division Assignment List (ICS 204), a Safety Message, and a map of the incident area.
Visual Description: Incident Objectives, ICS Form 202 (1 of 2)

Key Points

The Incident Objectives, ICS Form 202, includes incident information, a listing of the Incident Commander’s objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan.
Visual Description: Incident Objectives, ICS Form 202 (2 of 2)

Key Points

Note the following information on the Incident Objectives, ICS 202:

- A safety message is included.
- Both the Planning Section Chief and Incident Commander indicate approval with their signatures.
**Sample Incident Objectives, ICS Form 202**

<table>
<thead>
<tr>
<th>INCIDENT OBJECTIVES</th>
<th>1. INCIDENT NAME</th>
<th>2. DATE PREPARED</th>
<th>3. TIME PREPARED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter Storm</td>
<td>2-10</td>
<td>1300</td>
<td></td>
</tr>
</tbody>
</table>

4. OPERATIONAL PERIOD (DATE/TIME)

2-10 1800 to 0600 2-11

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)

1. Provide for safety of responders and public (see safety message)
2. Keep parking lots of critical facilities plowed
3. Keep primary routes open (see map)
4. Sand parking lots and lighted intersections

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

Winter storm warning continues. Snow level at sea level, 10-12” accumulations possible, accompanied by high winds and drifting. See attached forecast.

7. GENERAL SAFETY MESSAGE

Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat & gloves when outside vehicle.

8. ATTACHMENTS (CHECK IF ATTACHED)

- [x] Organization List (ICS 203)
- [x] Medical Plan (ICS 206)
- [x] Weather Forecast
- [x] Assignment List (ICS 204)
- [x] Incident Map
- [ ] Traffic Plan
- [ ] Communications Plan (ICS 205)
- [ ] Incident Map

9. PREPARED BY (PLANNING SECTION CHIEF)

Alice Walker

10. APPROVED BY (INCIDENT COMMANDER)

Dan Franklin
Visual Description: Organization Assignment List, ICS Form 203

Key Points

The Organization Assignment List, ICS Form 203, provides a full accounting of incident management and supervisory staff for that operational period.

Answer the following question:

**Why do you think it is important to have a list of management and supervisory staff on one single form?**

Refer to the sample Organizational Assignment List on the next page.
# Sample Organizational Assignment List, ICS Form 203

<table>
<thead>
<tr>
<th>ORGANIZATION ASSIGNMENT LIST</th>
<th>9. OPERATIONS SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. INCIDENT NAME: Winter Storm</td>
<td>-CHIEFJim Mille</td>
</tr>
<tr>
<td>2. DATE PREPARED: 2-10</td>
<td>-DEPUTY</td>
</tr>
<tr>
<td>3. TIME 1300</td>
<td>-BRANCH I - DIVISIONS/GROUPS</td>
</tr>
<tr>
<td>4. OPERATIONAL PERIOD 2-10 1800 to 2-11 0600</td>
<td>BRANCH DIRECTOR</td>
</tr>
<tr>
<td></td>
<td>5. INCIDENT COMMANDER AND STAFF</td>
</tr>
<tr>
<td>INCIDENT COMMANDER</td>
<td>Dan Franklin</td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
</tr>
<tr>
<td>SAFETY OFFICER</td>
<td>Pan Wetzel</td>
</tr>
<tr>
<td>PUBLIC INFORMATION OFFICER</td>
<td></td>
</tr>
<tr>
<td>LIASON OFFICER</td>
<td></td>
</tr>
<tr>
<td>5. AGENCY REPRESENTATIVES</td>
<td></td>
</tr>
<tr>
<td>AGENCY</td>
<td>Name</td>
</tr>
<tr>
<td>CCPW</td>
<td>Mike Gildorf cell: 420-1398</td>
</tr>
<tr>
<td>SDOT</td>
<td>Martha Andrews cell: 421-5439</td>
</tr>
<tr>
<td>7. PLANNING SECTION</td>
<td></td>
</tr>
<tr>
<td>CHIEF</td>
<td>Alice Walker</td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
</tr>
<tr>
<td>RESOURCES UNIT</td>
<td>Tom Fry</td>
</tr>
<tr>
<td>SITUATION UNIT</td>
<td>Karen Wilson</td>
</tr>
<tr>
<td>DOCUMENTATION UNIT</td>
<td>Linda Parks</td>
</tr>
<tr>
<td>DISASTER UNIT</td>
<td></td>
</tr>
<tr>
<td>TECHNICAL SPECIALISTS</td>
<td></td>
</tr>
<tr>
<td>NOAA Weather</td>
<td>-378-</td>
</tr>
<tr>
<td>8. LOGISTICS SECTION</td>
<td></td>
</tr>
<tr>
<td>CHIEF</td>
<td>John Hilman</td>
</tr>
<tr>
<td>DEPUTY</td>
<td></td>
</tr>
<tr>
<td>SUPPORT BRANCH DIRECTOR</td>
<td></td>
</tr>
<tr>
<td>SUPPLY UNIT</td>
<td>Joe Carter</td>
</tr>
<tr>
<td>FACILITIES UNIT</td>
<td></td>
</tr>
<tr>
<td>GROUND SUPPORT UNIT</td>
<td>Jesus Martinez</td>
</tr>
<tr>
<td>SERVICE BRANCH DIRECTOR</td>
<td></td>
</tr>
<tr>
<td>COMMUNICATIONS UNIT</td>
<td>Mike Walters</td>
</tr>
<tr>
<td>MEDICAL UNIT</td>
<td></td>
</tr>
<tr>
<td>SECURITY UNIT</td>
<td></td>
</tr>
<tr>
<td>PREPARED BY</td>
<td>Tom Fry</td>
</tr>
</tbody>
</table>

| 10. FINANCE/ADMINISTRATION SECTION | |
| CHIEF | Carol White |
| DEPUTY | |
| PROCUREMENT UNIT | Sara Thomas |
| COMPENSATION UNIT | |
| COST UNIT | |

| DIVISION/GROUP A | Jill Hood |
| DIVISION/GROUP B | Bill Montoya |
| DIVISION/GROUP C | Jose Gomez |
| DIVISION/GROUP D | Rob Paulson |
| DIVISION/GROUP E | Andy Anderson |
Visual Description: Division Assignment List, ICS Form 204 (1 of 4)

Key Points

Note the following key points:

- The Division Assignment List, ICS Form 204, is based on the organizational structure of the Operations Section for the operational period.

- Each Division or Group will have its own page. This page will list who is supervising the Division or Group, to include Branch Director if assigned.

(Continue to the next visual.)
Visual Description: Division Assignment List, ICS Form 204 (2 of 4)

Key Points

The Division Assignment List, ICS Form 204, includes specific assigned resources with leader name and number of personnel assigned to each resource.
The Division Assignment List describes in detail the specific actions that that Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the communications plan that apply to that Division or Group.
### Visual Description:
Division Assignment List, ICS Form 204 (4 of 4)

### Key Points

Communications assignments are specified on the Division Assignment List. Information from several forms is integrated on the Division Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocol/frequencies.

**How do you communicate these same elements if an ICS Form 204 is not used?**

Refer to the sample Division Assignment List on the next page.
### Sample Division Assignment List, ICS Form 204

#### 1. BRANCH
Parking Lot

#### 2. INCIDENT GROUP
Winter Storm

#### 3. INCIDENT NAME
Winter Storm

#### 4. OPERATIONAL PERIOD
DATE: 2-10/2-11  TIME: 1800/0600

#### 5. OPERATIONAL PERSONNEL

<table>
<thead>
<tr>
<th>OPERATIONS CHIEF</th>
<th>DIVISION/GROUP SUPERVISOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Mills</td>
<td>Andy Anderson</td>
</tr>
</tbody>
</table>

#### 6. RESOURCES ASSIGNED THIS PERIOD

<table>
<thead>
<tr>
<th>STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR</th>
<th>EMIT</th>
<th>LEADER</th>
<th>NUMBER PERSONS</th>
<th>TRANSNEEDED</th>
<th>PICK UP FT/TIME</th>
<th>DROP OFF FT/TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>TF#1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pлов #15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leader #2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pлов #10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leader #4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pлов #8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leader #6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**7. CONTROL OPERATIONS**

- TF#1- Maintain EOC, Stations 1, 2, and Police Station
- TF#2- Maintain Stations 3, 4, and 5
- TF#3- Maintain Stations 6, 7, and Hospital
- TF#4- Staging at Shop

**8. SPECIAL INSTRUCTIONS**

See Site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.

**9. DIVISION/GROUP COMMUNICATIONS SUMMARY**

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>FREQUENCY</th>
<th>SYSTEM</th>
<th>CHANNEL</th>
<th>FUNCTION</th>
<th>FREQUENCY</th>
<th>SYSTEM</th>
<th>CHANNEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMAND</td>
<td>LOCAL</td>
<td>800 mHz</td>
<td>3J</td>
<td>SUPPORT</td>
<td>LOCAL</td>
<td>800 mHz</td>
<td>3J</td>
</tr>
<tr>
<td></td>
<td>REPEAT</td>
<td></td>
<td></td>
<td></td>
<td>REPEAT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIVISION/GROUP TACTICAL</td>
<td>800 mHz</td>
<td>6J</td>
<td>Ground to Air</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Prepared By (Resource Unit Leader):** Tom Fry  
**Approved By (Planning Section Chief):** Alice Walker  
**Date:** 2-10  
**Time:** 1500
Visual Description: Incident Communications Plan, ICS Form 205

Key Points

The Incident Communications Plan, ICS Form 205, summarizes the communications plan for the entire incident.

Why is a communications plan important?

Refer to the sample Communications Plan on the next page.
Sample Incident Communications Plan, ICS Form 205

<table>
<thead>
<tr>
<th>INCIDENT RADIO COMMUNICATIONS PLAN</th>
<th>INCIDENT NAME</th>
<th>DATE/TIME PREPARED</th>
<th>OPERATIONAL PERIOD DATE/TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter Storm</td>
<td></td>
<td>2-10 1300</td>
<td>2-10 1800 to 2-11 0600</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SYSTEM/CHANNEL</th>
<th>CHANNEL</th>
<th>FUNCTION</th>
<th>FREQUENCY/TONE</th>
<th>ASSIGNMENT</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>City/County</td>
<td>2J</td>
<td>Command</td>
<td></td>
<td>Command and Operations</td>
<td></td>
</tr>
<tr>
<td>City/County</td>
<td>6J</td>
<td>Operations</td>
<td></td>
<td>Parking Lot Group</td>
<td></td>
</tr>
<tr>
<td>City/County</td>
<td>4J</td>
<td>Operations</td>
<td></td>
<td>Sanding Group</td>
<td></td>
</tr>
<tr>
<td>City/County</td>
<td>8J</td>
<td>Operations</td>
<td></td>
<td>Divisions A and B</td>
<td></td>
</tr>
<tr>
<td>City/County</td>
<td>9J</td>
<td>Operations</td>
<td></td>
<td>Divisions C and D</td>
<td></td>
</tr>
<tr>
<td>City/County</td>
<td>3J</td>
<td>Planning and Logistics</td>
<td>Resource Status Changes and Resource Orders</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Prepared by: Mike Walters
Visual Description: Medical Plan, ICS Form 206

Key Points

The Medical Plan, ICS Form 206, presents the plan for providing care in the case of responder medical emergencies.

Answer the following question:

What are some examples of types of incidents where you would complete a Medical Plan?

Refer to the sample Medical Plan on the next page.
Sample Medical Plan, ICS Form 206

### MEDICAL PLAN

<table>
<thead>
<tr>
<th>INCIDENT NAME</th>
<th>2. DATE PREPARED</th>
<th>3. TIME PREPARED</th>
<th>4. OPERATIONAL PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter Storm</td>
<td>2-10</td>
<td>1530</td>
<td>2-10 1800 to 2-11 0600</td>
</tr>
</tbody>
</table>

### 5. INCIDENT MEDICAL AID STATIONS

<table>
<thead>
<tr>
<th>MEDICAL AID STATIONS</th>
<th>LOCATIONS</th>
<th>PARAMEDICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Station 1</td>
<td>1171 5th Avenue</td>
<td>✓</td>
</tr>
<tr>
<td>Fire Station 2</td>
<td>950 Bellingham Way</td>
<td>✓</td>
</tr>
<tr>
<td>Fire Station 4</td>
<td>2100 Main</td>
<td>✓</td>
</tr>
<tr>
<td>Fire Station 6</td>
<td>4700 N. 12th Ave</td>
<td>✓</td>
</tr>
<tr>
<td>Fire Station 7</td>
<td>170 West Oakdale</td>
<td>✓</td>
</tr>
</tbody>
</table>

### 6. TRANSPORTATION

#### A. AMBULANCE SERVICES

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>PHONE</th>
<th>PARAMEDICS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SEE ABOVE

#### B. INCIDENT AMBULANCES

<table>
<thead>
<tr>
<th>NAME</th>
<th>LOCATION</th>
<th>PARAMEDICS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SEE ABOVE

### 7. HOSPITALS

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>TRAVEL TIME</th>
<th>PHONE</th>
<th>HS/HIPAA</th>
<th>BURN CENTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meridian</td>
<td>500 W. Oakdale</td>
<td>15</td>
<td>45</td>
<td>XXX-378-2100</td>
<td>✓</td>
</tr>
</tbody>
</table>

### 8. MEDICAL EMERGENCY PROCEDURES

Minor injuries will be treated at closest Medical Aid/Fire Station.

Major injuries call 911 for assistance.

Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.

206 ICS 8/78 PREPARED BY (MEDICAL UNIT LEADER) LSC
John Hilman

10. REVIEWED BY (SAFETY OFFICER)
Pam Wetzel
Visual Description: Additional Supporting Documents

Key Points

Additional supporting documents include the following:

- Maps and incident facility plot plans (plot plans show the facility boundaries, structures, and other landmarks of the property)
- Safety messages
- Detailed weather forecasts
- Other important information for operational supervisors
Activity: Analyzing an IAP

Instructions:
1. The purpose of this activity is to help you prepare for developing an IAP. Working as a team, review the sample Incident Action Plan in your Student Manual.
2. Complete the following steps:
   - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents. Use the information presented in this unit to help you critique the plan.
   - As a team, discuss the strengths and weaknesses of the sample plan.
   - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Visual Description: Activity: Analyzing an IAP

Key Points

Purpose: The purpose of this activity is to help you prepare for developing an IAP.

Instructions:
1. Working as a team, review the sample Incident Action Plan beginning on the next page.
2. Complete the following steps:
   - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents, using the information provided in this unit to help you critique the plan.
   - As a team, discuss the strengths and weaknesses of the sample plan.
   - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Jot down notes about the format and contents of the Sample IAP.
### Sample IAP (Page 1 of 9)

<table>
<thead>
<tr>
<th>INCIDENT OBJECTIVES</th>
<th>INCIDENT NAME</th>
<th>DATE PREPARED</th>
<th>TIME PREPARED</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICS-202</td>
<td>Yorktown</td>
<td>08-19-XX</td>
<td>0200</td>
</tr>
</tbody>
</table>

4. OPERATIONAL PERIOD (DATE/TIME)  
August 19, XXXX, 0800-1800 hours

5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)
- Assist the Clipper Cruise Line and the USCG in insuring that there are no injuries to the Yorktown Clipper's crew, nor to any of the incident responders.
- Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies.
- Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the Yorktown Clipper. Plan for contingencies.
- Prevent damage to natural and cultural resources.
- Assist the USCG and Clipper Cruise Lines in arranging and carrying out the safe passage of the Yorktown Clipper out of the bay and out of the Park.

6. WEATHER FORECAST FOR OPERATIONAL PERIOD
A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.
Temperature: 60 to 65 degrees
Relative Humidity: 60 to 75%
Winds: west @ 10 to 15 knots
Seas: 3-foot swells with moderate to heavy chop
Sunrise: 0534 AKDT; Sunset: 2040 AKDT
Tides: Highs at 0256 (+16.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

7. GENERAL/SAFETY MESSAGE
(See attached Safety Message)

8. ATTACHMENTS (CHECK IF ATTACHED)
   - [X] ORGANIZATION LIST (ICS 203)
   - [X] DIVISION ASSIGNMENT LISTS (ICS 204)
   - [X] COMMUNICATIONS PLAN (ICS 205)
   - [X] MEDICAL PLAN (ICS 206)
   - [X] INCIDENT MAP
   - _TRAFFIC PLAN
     - [ ] Other
     - [X] WEATHER FORECAST
     - [X] Safety Message

9. PREPARED BY (PLANNING SECTION CHIEF)
   PSC2 08-19-XX
   (signed)

10. APPROVED BY (INCIDENT COMMANDER)
    ICT2 08-19-XX
     (signed)
## Sample IAP (Page 2 of 9)

### ORGANIZATION ASSIGNMENT LIST

<table>
<thead>
<tr>
<th>3. TIME PREPARED</th>
<th>4. OPERATIONAL PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>0200</td>
<td>DATE August 19, 19XX</td>
</tr>
<tr>
<td></td>
<td>TIME 0500-1800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. INCIDENT COMMANDER AND STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCIDENT COMMANDER (NPS)</td>
</tr>
<tr>
<td>ICT2 Unified Command</td>
</tr>
<tr>
<td>INCIDENT COMMANDER (USCG)</td>
</tr>
<tr>
<td>Xxxx Unified Command</td>
</tr>
<tr>
<td>INCIDENT COMMANDER (CCL)</td>
</tr>
<tr>
<td>Xxxx Unified Command</td>
</tr>
<tr>
<td>SAFETY OFFICER</td>
</tr>
<tr>
<td>ISO2</td>
</tr>
<tr>
<td>INFORMATION OFFICER</td>
</tr>
<tr>
<td>IOF2</td>
</tr>
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#### a. BRANCH I - DIVISIONS/GROUPS

<table>
<thead>
<tr>
<th>BRANCH DIRECTOR</th>
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<tbody>
<tr>
<td>GROUP: Vessel Stabilization</td>
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<tr>
<td>Aaron Cartwright (USCG)</td>
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| GROUP: Nat. Resc. Assessment |
| Carol Brandon (NPS) |

| GROUP: Salvage/Removal |
| Tyrone Jefferson (USCG) |

#### b. BRANCH II - DIVISIONS/GROUPS

<table>
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<tr>
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#### c. BRANCH III - DIVISIONS/GROUPS

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<td>- Investigator</td>
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<td>- Investigator</td>
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<td>Cordell Royball</td>
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<td>Russ Williams</td>
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<td>Sherrie Collingworth</td>
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#### d. AIR OPERATIONS BRANCH

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<tr>
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<td>AIR SUPPORT SUPERVISOR</td>
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<tr>
<td>HELICOPTER COORDINATOR</td>
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<td>AIR TANKER COORDINATOR</td>
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<td>John Range (USCG)</td>
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#### 8. LOGISTICS SECTION

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| LSC2 |

#### a. SUPPORT BRANCH

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| SUPPLY UNIT |

| FACILITIES UNIT |

| GROUND SUPPORT UNIT |

<table>
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<tr>
<th>Mike Lewin</th>
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| Rick Patton |

#### 10. FINANCE SECTION

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| DEPUTY |

| FSC2 |

#### b. SERVICE BRANCH

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| COMMUNICATIONS UNIT |

| TIME UNIT |

| PROCUREMENT UNIT |

| COMPENSATION/CLAIMS UNIT |

| COST UNIT |

| LaVell Bannister |

| WILL WAYNE |

| Will Wayne |

PREPARED BY (PSC2) (signed) 08-19-XX
Sample IAP (Page 3 of 9)

1. BRANCH
   X

2. GROUP
   Vessel Stabilization

3. INCIDENT NAME
   Yorktown Clipper Exercise

4. OPERATIONAL PERIOD
   DATE 08/19/xx
   TIME 0500 - 1800

5. OPERATIONS PERSONNEL

   OPERATIONS CHIEF
   OSC2
   Aaron Cartwright (USCG)

   GROUP SUPERVISOR
   AIR TACTICAL GROUP SUPERVISOR

6. RESOURCES ASSIGNED THIS PERIOD

   STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR
   LEADER     NUMBER PERSONS  TRANS. NEEDED  DROP OFF POINT/TIME  PICK UP POINT/TIME
   Boom operations Joe Pecard 3 Y Shag Cove/0730 BC Docks/0600
   Pump operations Jason Ward 3 Y Shag Cove/0730 BC Docks/0600
   Radio crew Shep Watson 2 Y Shag Cove/0730 BC Docks/0600

7. OPERATIONS

   --Assist the Coast Guard and the ship’s crew in insuring the safety of the crew by assuring that everyone wears prescribed safety equipment and crew is not directly exposed to hazardous or toxic materials.
   --Assist the Communications Unit Leader with the installation of a radio repeater.
   --Maintain boom material currently in place. Assure that it continues to contain hazardous materials.
   --Operate pumps on board the YC to continue to reduce flooded compartments.
   --Prevent, if possible, the discharge of any additional hazardous materials into the bay waters.

8. SPECIAL INSTRUCTIONS
   Compete a Unit Log. Debrief at the end of the operational period.

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

   FUNCTION     FREQUENCY SYSTEM CHAN.  FUNCTION     FREQUENCY SYSTEM CHAN.
   COMMAND      LOCAL   166.200  NIFC 1  STATUS/LOGISTICS LOCAL   157.10  GLBA 3
   COMMAND      REPEAT   166.500  NIFC 5  STATUS/LOGISTICS REPEAT   166.500  NIFC 5
   GROUP TACTICAL  On YC 168.825 GLBA 2  GROUND TO AIR 168.575 GLBA 8
   PREPARED BY (RESOURCE UNIT LEADER)
   PSC2 (signed)

   APPROVED BY (PLANNING SECTION CHIEF)
   ICT2 (signed)

   DATE 08/09/xx
   TIME 0200
Sample IAP (Page 4 of 9)

1. BRANCH  
2. GROUP  
3. INCIDENT NAME  
Yorktown Clipper Exercise  
4. OPERATIONAL PERIOD  
DATE 08/19/xx  
TIME 0600 - 1800  
5. OPERATIONS PERSONNEL  
OPERATIONS CHIEF  OSC2  
GROUP SUPERVISOR  Carol Brandon  
BRANCH DIRECTOR  AIR TACTICAL GROUP SUPERVISOR  
6. RESOURCES ASSIGNED THIS PERIOD  
<table>
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<tr>
<th>STRIKE TEAM/TASK DESIGNATOR</th>
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<th>NUMBER PERSONS</th>
<th>TRANS. NEEDED</th>
<th>DROP OFF POINT/TIME</th>
<th>PICK UP POINT/TIME</th>
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<tr>
<td>Biotech Team 1</td>
<td>Bud River</td>
<td>2</td>
<td>Y</td>
<td>Shag Cove/0730</td>
<td>BC Docks/0600</td>
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<tr>
<td>NR Planning</td>
<td>Gail Irvington</td>
<td>3</td>
<td>N</td>
<td></td>
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<tr>
<td>Biotech Team 2</td>
<td>Steve Taggart</td>
<td>2</td>
<td>Y</td>
<td>Gustavis Airport/1100</td>
<td>Gustavis Airport/0700</td>
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7. OPERATIONS  
Develop contingency plans for the following:  
--Fuel spill while the vessel remains in Shag Cove.  
--Fuel spill during the movement of the vessel from Shag Cove out of the park.  
--Fuel spill in Bartlett Cove if the vessel is stored there.  
--Catastrophic structural failure of the vessel resulting in it sinking.  
Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore.  
Conduct aerial survey of the bay; map bird concentrations.  

8. SPECIAL INSTRUCTIONS  
Complete a Unit Log. Debrief at the end of operational period.

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>FREQUENCY</th>
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<th>CHAN.</th>
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<td>GROUND TO AIR</td>
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PREPARED BY (RESOURCE UNIT LEADER)  
PSC2 (signed)  
APPROVED BY (PLANNING SECTION CHIEF)  
ICT2 (signed)  
DATE 08/09/xx  
TIME 0200
Sample IAP (Page 5 of 9)

1. BRANCH
   X
2. GROUP
   Vessel
   Salvage/Removal
3. INCIDENT NAME
   Yorktown Clipper Exercise
4. OPERATIONAL PERIOD
   DATE 08/19/xx
   TIME 0600 - 1800
5. OPERATIONS PERSONNEL
   OPERATIONS CHIEF
   OSC
   Duane Pickerrer (USCG)
   BRANCH DIRECTOR
   AIR TACTICAL GROUP SUPERVISOR
   XXX XXXXX
6. RESOURCES ASSIGNED THIS PERIOD
<table>
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<tr>
<td>Dive operations</td>
<td>Tyrone Jefferson (USCG)</td>
<td>8</td>
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</table>

7. OPERATIONS
   -- Conduct repairs on the hull of the YC sufficient to allow the vessel to be moved safely out of the Park and to a designated repair facility.
   -- Prevent, if possible, the discharge of any hazardous materials into the bay waters.

8. SPECIAL INSTRUCTIONS
   Complete a Unit Log. Debrief at the end of the operational period.

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

<table>
<thead>
<tr>
<th>FUNCTION</th>
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PREPARED BY (RESOURCE UNIT LEADER)
PSC2 (signed)

APPROVED BY (PLANNING SECTION CHIEF)
ICT2 (signed)

DATE 08/08/xx
TIME 0200
Sample IAP (Page 6 of 9)

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**COMMUNICATIONS PLAN**

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**Sample IAP (Page 7 of 9)**

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<th>3. TIME PREPARED</th>
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<td>NPS EMT's Yorktown</td>
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<td>NPS - GLBA HQ Bartlett Cove</td>
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<td>Gustavus Emergency Response</td>
<td>Gustavus PHONE 697-2333</td>
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6. TRANSPORTATION

A. AMBULANCE SERVICES

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B. INCIDENT AMBULANCES

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<th>PHONE</th>
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<th>BURN CENTER</th>
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<tr>
<td>Bartlett Memorial</td>
<td>3260 Hospital Drive, Juneau</td>
<td>1 hr n/a</td>
<td>586-8427</td>
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8. MEDICAL EMERGENCY PROCEDURES

If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.

Contact GLBA Dispatch in the event of ANY injury.

9. PREPARED BY (MEDICAL UNIT LEADER) LSC2 (signed)

10. REVIEWED BY (SAFETY OFFICER) ISO2 (signed)
Sample IAP (Page 8 of 9)

YORKTOWN

08-19-xx
0600 - 1800

SAFETY MESSAGE

All personnel working on the Yorktown Clipper Incident must be aware of the following hazards and take appropriate mitigation measures:

- Individuals working aboard the Yorktown Clipper must be aware of:
  1. Significant amounts of diesel fuel and other petroleum products are mixed with water below decks. There is both a health hazard and a fire hazard associated with these materials.

  HEALTH:
  - Inhalation: Inhalation of high concentrations of diesel fuel vapors causes dizziness, headaches and stupor.
  - Ingestion: Ingestion of diesel fuel causes irritation of stomach and intestines with nausea and vomiting.
  - Skin Exposure: The liquid is irritating to the skin, especially where long term contact is involved. May burn skin or eyes.

  FIRST AID:
  - Remove victim to fresh air. Apply appropriate actions if breathing is labored or stops.
  - If ingested, do NOT induce vomiting. Give water to dilute.
  - For skin exposure, remove contaminated clothing and gently flush affected areas with fresh water for 15 minutes.
  - In all cases, get medical advice and medical attention as soon as possible.

  FIRE: If small, use dry chemical, CO₂, foam or water spray. If large, evacuate immediately.

  2. Decks and passageways are likely to be very slippery. Where possible, use sand or absorbent materials to improve footing and traction.

  3. Rubber gloves and protective clothing must be worn at all times by those entering the damaged areas of the vessel. Respiratory equipment is also required.

- For ground personnel in the backcountry and along shore in the vicinity of the YC, maintain vigilance for bears and take evasive or avoidance actions.

- All personnel on boats must wear PFD’s at all times, and be aware that water temperatures are sufficiently low to cause hypothermia with short exposure times.

THINK, AND ACT, SAFELY
Sample IAP (Page 9 of 9)

Weather
August 18, XX

Temperature: 68 to 75 degrees
Relative Humidity: 45 to 60 %
Winds: east 5-10 knots
Seas: 2 foot swells with moderate chop
Sunrise: 0531 AKDT; Sunset: 2042 AKDT
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

Temperature: 60 to 65 degrees
Relative Humidity: 60 to 75%
Winds: west, 10 to 18 knots
Seas: 3 foot swells with moderate to heavy chop
Sunrise: 0534 AKDT; Sunset: 2040 AKDT
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0621 (-3.3) and 2143 (-1.8)

Weather
August 20, XX

Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees
Relative humidity: 85 to 100%
Winds: west to southwest, 15 to 20 knots with stronger gusts.
Seas: 3 to 5 foot swells with moderate to heavy chop.
Sunrise: 0536 AKDT; Sunset: 2037 AKDT
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)
The operational period briefing (also known as the operations briefing or the shift briefing) is the next step in the incident planning process.

Note the following points about the operational period briefing:

- May be referred to as the operations briefing or the shift briefing.
- Is conducted at the beginning of each operational period. Immediately prior to the start of the new operational period, all of the supervisors of the tactical resources to be employed during that period should attend an operational period briefing. In some cases, all of the tactical personnel should attend if they can be accommodated.
- Presents the Incident Action Plan to supervisors of tactical resources. The main purpose is to present the IAP to these individuals. Staff members will be briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In addition, staff members will have a chance to ask questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.
- Should be concise. The Planning Section Chief facilitates the briefing following a concise agenda.

Following the operational period briefing, Supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.
Key Points

Note the following points about the operational period briefing agenda:

- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents the incident objectives or confirms existing objectives.

Note that the objectives may also be presented by the Planning Section Chief.
Operational Period Briefing: Agenda (2 of 4)

- **Current Operations Section Chief:** Provides current assessment and accomplishments.
- **Oncoming Operations Section Chief:** Covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

**Visual Description:** Operational Period Briefing Agenda (2 of 4)

**Key Points**

Note the following points about the operational period briefing agenda:

- The current Operations Section Chief provides a current assessment of the incident and identifies the accomplishments.

- If applicable, the oncoming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.
Conducting the Operational Period Briefing

Operational Period Briefing: Agenda (3 of 4)

- Technical Specialists: Present updates on conditions affecting the response (weather, fire behavior, environmental factors).
- Safety Officer: Reviews specific risks to operational resources and the identified safety/mitigation measures.
- Special Operations: Briefs on Air Operations (if activated).

Visual Description: Operational Period Briefing Agenda (3 of 4)

Key Points

Note the following points about the operational period briefing agenda:

- Technical specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors).
- The Safety Officer reviews specific risks to operational resources and the identified safety and mitigation measures.
- Special Operations briefs on air operations, if activated.
Topic: Conducting the Operational Period Briefing

Operational Period Briefing: Agenda (4 of 4)

- **Specific Section Chief/Unit Leaders:** Present information related to ensuring safe and efficient operations.
- **Incident Commander:** Reiterates his or her operational concerns and directs resources to deploy.
- **Planning Section Chief:** Announces next planning meeting and operational period briefing. Adjourns the meeting.

**Visual Description:** Operational Period Briefing Agenda (4 of 4)

**Key Points**

Note the following points about the operational period briefing agenda:

- Specific Section Chiefs or Unit Leaders present information related to ensuring safe and efficient operations.
- The Incident Commander reiterates his or her operational concerns and directs resources to deploy.
- The Planning Section Chief announces the next planning meeting and operational period briefing, and adjourns the meeting.

A sample operational period briefing agenda can be found on the next page.
### Sample Operational Period Briefing Agenda

A sample operational period briefing agenda is included below. Use this sample agenda as a guide for the operational period briefing (also known as the operations briefing or shift briefing).

#### 1. Situation Update

The Planning Section Chief provides an update of the incident, including the:
- Status of current tactical assignments.
- Response issues.
- New tactical assignments.
- Projections that may impact the next operational period.

#### 2. Plan Review

The plan review may include last-minute “pencil” changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.

#### 3. Discussion of Logistical Support Details

This item should include a review of transportation, communications, and medical plans, as well as plans for feeding and resting personnel.

#### 4. Review of Safety Message

This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.
### Key Points

The next step in the incident planning process is to execute the plan and assess progress.

Note the following points:

- The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.

- The plan is evaluated at various stages in its development and implementation:
  - First, all members of the Command and General Staffs review the final plan document and correct any discrepancies.
  - Next, during the implementation of the plan, all incident supervisors and managers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation of the plan keeps responders on track and on task and ensures that the next operational period plan is based on a reasonable expectation of success of the current plan.
  - Finally, the Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.
A briefing may contain the following points:

- Situation
- Mission/Execution
- Communications
- Service/Support
- Risk Management
- Questions or Concerns
Applied Exercise: Planning Process

Instructions: Working as a team:
1. Review the scenario update, scenario objectives, and tactical recommendations in your Student Manuals.
2. Discuss the hazard and strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (ICS 215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing and be prepared to present your IAP as a concise 5-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

Visual Description: Applied Exercise: Instructions

Key Points

Refer to the following exercise instructions:

Working as a team:
1. Review the scenario update, scenario objectives, and tactical recommendations in your Student Manuals.
2. Discuss the hazard and strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (ICS 215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing. Select a spokesperson to present your IAP as a concise 5-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

Turn to the scenario materials beginning on page 5-74.
Applied Exercise: Scenario Update

After receiving the report from the technical specialists, command accepts the strategic recommendations made in the report, determines that additional resources are needed for evacuation, air monitoring, and scene security, and expands the evacuation area to 2.25 miles downwind (east) of the derailment.

Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours.

Note: Refer to the Incident Briefing, ICS Form 201 developed in the previous unit!

Key Points

Jot down notes as you discuss the hazard and strategy recommendations and select a course of action with your team.
Applied Exercise: Incident Objectives

The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the IC.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

Visual Description: Applied Exercise: Incident Objectives

Key Points

Jot down notes as your team determines resource requirements.
Scenario Update

After receiving the report from the Technical Specialists, Command accepts the strategic recommendations made in the report; determines that additional resources are needed for evacuation, air monitoring, and scene security; and expands the evacuation area to 2.25 miles downwind (east) of the derailment. Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours. The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the IC.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

Incident Maps
Organizational Structure for the Next Incident Period

Resources Ordered After Initial Assessment

<table>
<thead>
<tr>
<th>Resources Ordered</th>
<th>Resource Identification</th>
<th>ETA</th>
<th>On Scene</th>
<th>Location/Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 police marked vehicles</td>
<td></td>
<td></td>
<td>X</td>
<td>Outer perimeter (see map)</td>
</tr>
<tr>
<td>HazMat Team</td>
<td>CC/LC Hazmat 1</td>
<td>X</td>
<td></td>
<td>ICP</td>
</tr>
<tr>
<td>10-20 passenger buses</td>
<td></td>
<td>X</td>
<td></td>
<td>To staging/Evac Divs A &amp; B</td>
</tr>
<tr>
<td>Engines (3)</td>
<td>ME 1, 2, 3</td>
<td>X</td>
<td></td>
<td>Evac Div A</td>
</tr>
<tr>
<td>Trucks (2)</td>
<td>MT 1, 2</td>
<td>X</td>
<td></td>
<td>Evac Div A</td>
</tr>
<tr>
<td>Engines (3)</td>
<td>OF 1, 2, 3</td>
<td>X</td>
<td></td>
<td>Evac Div B</td>
</tr>
<tr>
<td>Trucks (2)</td>
<td>OTR 1, OTR 2</td>
<td>X</td>
<td></td>
<td>Evac Div B</td>
</tr>
<tr>
<td>Engine/master-stream</td>
<td>OF 4</td>
<td>X</td>
<td></td>
<td>Fog stream or plume</td>
</tr>
</tbody>
</table>
## Resources

<table>
<thead>
<tr>
<th>Resource</th>
<th>Kind</th>
<th>Number &amp; Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crescent City Police</td>
<td>Patrol Car</td>
<td>4 marked units: M-1, M-2, M-3, and M-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 unmarked units: M-5 and M-6</td>
</tr>
<tr>
<td>Wilsonville Police</td>
<td>Patrol Car</td>
<td>4 marked units: P-1, P-2, P-3, and P-4</td>
</tr>
<tr>
<td>Liberty County Sheriff</td>
<td>Patrol Car</td>
<td>6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6</td>
</tr>
<tr>
<td>State Police</td>
<td>Patrol Car</td>
<td>1 marked unit: SP-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 unmarked unit: SP-2</td>
</tr>
<tr>
<td>Crescent City Fire/Rescue</td>
<td>Engine Company</td>
<td>3 companies: ME-1, ME-2, and ME-3</td>
</tr>
<tr>
<td></td>
<td>Truck Company</td>
<td>2 companies: MT-1 and MT-2</td>
</tr>
<tr>
<td></td>
<td>Rescue Company</td>
<td>1 company: MR-1</td>
</tr>
<tr>
<td></td>
<td>Heavy Rescue</td>
<td>MHR-1</td>
</tr>
<tr>
<td>Other Local Fire</td>
<td>Engine Company</td>
<td>5 companies: OF-1, OF-2, OF-3, OF-4, and OF-5</td>
</tr>
<tr>
<td></td>
<td>Truck Company</td>
<td>3 companies: OTR-1, OTR-2, and OTR-3</td>
</tr>
<tr>
<td></td>
<td>Rescue Company</td>
<td>1 company: OHR-1</td>
</tr>
<tr>
<td>Crescent City EMS</td>
<td>BLS</td>
<td>3 units: MBLS-1, MBLS-2, and MBLS-3</td>
</tr>
<tr>
<td></td>
<td>ALS</td>
<td>2 units: MALS-1 and MALS-2</td>
</tr>
<tr>
<td></td>
<td>Medivac</td>
<td>Lifelight 324CC Helicopter</td>
</tr>
<tr>
<td></td>
<td>Off-duty Personnel (full time</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>and volunteer)</td>
<td></td>
</tr>
<tr>
<td>Crescent City Public Works</td>
<td>Front-End Loaders</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Dump Trucks</td>
<td>4</td>
</tr>
<tr>
<td>Other Local EMS</td>
<td>BLS</td>
<td>5 units: OBL-1, OBL-2, OBL-3, OBL-4, and OBL-5</td>
</tr>
<tr>
<td></td>
<td>ALS</td>
<td>2 units: OALS-1 and OALS-2</td>
</tr>
<tr>
<td>Other Local Resources</td>
<td>Crescent City/Liberty County</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Regional Hazmat Team</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>School Buses</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Electrical Utility Company</td>
<td>4</td>
</tr>
<tr>
<td>Available through Mutual Aid</td>
<td>Engine Company</td>
<td>6</td>
</tr>
<tr>
<td>with adjacent counties and their</td>
<td>Truck Company</td>
<td>4</td>
</tr>
<tr>
<td>communities</td>
<td>Patrol Car</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>County Dump Truck</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Front-End Loader</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Bulldozer</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Crime Scene Investigation</td>
<td>1 unit</td>
</tr>
<tr>
<td></td>
<td>County and State Engineer</td>
<td>3</td>
</tr>
</tbody>
</table>
Additional Available Resources

**National Guard:**
- 80 personnel
- 5 five-ton trucks
- 1 engineer unit with 8 personnel
- 2 heavy front-end loaders
- 1 bulldozer

**Air Operations:**
- 2 Black Hawk helicopters and support assets capable of basic medical transport
- 3 State Police helicopters, MEDIVAC equipped

**State Police:**
- 15 marked units
  - Hazardous Materials Response Team

**Incident Communications**

Crescent City and Liberty County have a shared 800 mHz radio system. Talk Groups include:

- **Fire:** Talk Groups 1, 2, 3
- **Law Enforcement:** Talk Groups 4, 5, 6
- **EMS:** Talk Groups 7, 8
- **Regional Mutual Aid:** Talk Groups 9, 10
- **State Mutual Aid:** Talk Group 11

The railroad company does not share a radio frequency or talk group with any of the above.

Crescent City General Hospital is 10 minutes flight time, 45 minutes driving time away from the incident. Operations has kept 1 ALS and 2 BLS ambulances in Staging.
The Technical Specialists have completed their research. Their report describes the hazards and lists five options:

**Hazard Analysis:** When burned in dry air, white phosphorus generates phosphoric anhydride (phosphoric acid) as a by-product of combustion. In addition to being corrosive to skin and tissue, exposure to phosphoric anhydride may cause severe gastrointestinal irritation, nausea, vomiting, and breathing difficulties.

Because the phosphorus car and the molten sulfur car are both breached, the resultant combined products of combustion are also of concern. These include phosphorus pentasulfide, which is readily converted in the presence of moisture, to hydrogen sulfide gas and phosphoric acid. Hydrogen sulfide is a rapid systemic poison that induces respiratory paralysis with consequent asphyxia at high concentrations. Serious health effects such as central nervous system distress, pulmonary edema, and gastrointestinal disturbances may be observed at lower concentrations. Samples indicate that the two products have combined.

In addition to the hazards presented by the sulfur and phosphorus, the tallow also presents an environmental problem. Tallow coats the gills of fish. Tallow has entered Wilson Creek, and dead fish are already present.

<table>
<thead>
<tr>
<th>Strategic/Tactical Option</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Patch phosphorus tanker.</td>
<td><strong>Not recommended.</strong> Tear is too extensive, success uncertain, and hazards to responders too great.</td>
</tr>
<tr>
<td>2. Foam phosphorus tanker.</td>
<td><strong>Not recommended.</strong> Adequate amounts of foam will take 48-72 hours to arrive.</td>
</tr>
<tr>
<td>3. Bury tanker in wet sand or dirt.</td>
<td><strong>Not recommended.</strong> Car cannot be moved safely without potential of catastrophic breach and release. Car is pre-1970 construction and predates additional safety regulations imposed at that time.</td>
</tr>
<tr>
<td>4. Continue current strategy.</td>
<td><strong>Not recommended.</strong> Water supply is not adequate to provide enough water to control fire, and does nothing to promote resolution of the incident. In addition, more water will continue to erode the bridge abutment, and increase the contamination in Wilson Creek. Fog stream causes caustic by-products to form, endangering responders and the environment.</td>
</tr>
<tr>
<td>5. Conduct controlled burn-off until amount of phosphorus has been reduced to the point where car can be moved safely.</td>
<td><strong>Recommended.</strong> Rate of burn will depend on surface area exposed to oxygen. At current rate of burn, estimated time to burn off remaining phosphorus is 36-48 hours. At current rate of burn and projected weather conditions, negative health effects are possible up to 2 miles downwind. Population in impact area: 3,000. Special considerations: City Hall, Police Department, and Fire Station 1/Administration buildings are within the 2-mile zone. Crescent City General Hospital is .25 miles outside the 2-mile zone. Custer Circle Assisted Living Center is within the 2-mile zone.</td>
</tr>
</tbody>
</table>
Jot down notes as the teams present their briefings.
Summary (1 of 3)

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?

Visual Description: Summary (1 of 3)

Key Points

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?
Summary (2 of 3)

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?

Visual Description: Summary (2 of 3)

Key Points

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?
Summary (3 of 3)

Are you now able to:

- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?

Visual Description: Summary (3 of 3)

Key Points

Are you now able to:

- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?

The next unit presents information on managing incident resources.