Tennessee Fire Service Emergency Response Plan

District Coordinator

Field Operating Guide

Tennessee Fire Service
Emergency Response Plan
Mutual Aid Districts

First Tennessee

Northwest Tennessee

Greater Nashville

Upper Cumberland

East Tennessee

Memphis Area

Southwest Tennessee

South Central Tennessee

Southeast Tennessee

MUTUAL AID

PLAN ACTIVATION

Responsibility: Responsibility for activation of this plan shall remain with the person or persons with incident management authority in the event of a disaster within that jurisdictional area.

Actions:

_____ In the event of an emergency/disaster and local/regional mutual aid systems have been exhausted, the local jurisdiction shall determine the type and amount of additional resources required. Types of resources shall be in accordance with the Resource Inventory Guidelines of this Plan.

_____ The Incident Commander establishes contact with the local Emergency Management Director and TEMA OPS is contacted at **1-800-262-3300 or 1-800-262-3400** to request additional resources. The I.C. may also contact the local dispatch center, County/ District/ Regional Coordinator.

_____ TEMA OPS notifies the ESF 4 contacts (TFCA Regional Coordinator) of the requested resources. At this point the plan is activated and the request will begin to be filled.

_____ During any major incident, interagency coordination is essential. Upon the activation of the County Emergency Operations Center (EOC), requests for assistance should be channeled through the local EOC.

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ACTIVATION OF THE PLAN

When a disaster situation or other emergency locally affects a Fire Department, the Incident Commander will initially request additional assistance using the local mutual aid system. The Plan does not replace or inhibit the development of any local or regional mutual aid system. When a local jurisdiction is no longer able to obtain additional assistance through the area mutual aid system, the jurisdiction may activate this plan by requesting additional assistance through the TEMA Operations Center (OPS). During any major incident, interagency coordination is essential. Upon the activation of an Emergency Operations Center (EOC) or Multi-Agency Coordination Entity (MAC), requests for assistance shall be channeled through the local EOC/MAC to TEMA OPS/ EOC.

Request for Assistance

A jurisdiction cannot submit a request for assistance until local mutual aid has been exhausted or a specialized team/ equipment are needed. Requests for assistance will be processed through TEMA OPS. Upon receiving a request for assistance, TEMA OPS will complete the Request for Assistance Form (Appendix E) listing exactly what resources are being requested, what area(s) resources have already been used, the anticipated duration of the mission and nature of the mission to which those resources will be assigned. TEMA OPS will then notify the Regional Coordinator(s) to fill the request based upon the information given. The State Plan Coordinator shall be contacted and advised of the Plan activation.

LEVEL 3 Activation

Non-State EOC Activation
Example: Firefighter Line of Duty Death, Back-fill for a fire department, tanker/tender standby for a water system, etc.

- ☐ Event Occurs
- ☐ Incident Commander or County Coordinator notifies District Coordinator of the event and the needed resources
- ☐ District Coordinator fills the request and verifies that the County EMA Director is aware of resources coming into county
- ☐ District Coordinator notifies Primary/Secondary Regional Coordinator (State and/or Asst. State Plan Coordinator as a back-up) of the event and resources requested and filled.
- ☐ TEMA Ops is notified by District Coordinator and an Incident number is assigned for tracking purposes

LEVEL 2 Activation

Non-State EOC Activation

Example: Large Fire that exceeds the local resources available through the county's mutual aid system, Haz-Mat incident exceeding local capabilities, Specialized Response Incident that the local resources are not equipped/trained to mitigate, Weather event that does not activate the State/Regional EOC, etc.

- ☐ Event occurs
  - o Local resources and mutual aid is depleted
  - o Additional resources are needed
  - o Event may or may not be declared a local state of emergency by the mayor
- ☐ Initial notification/request for resources are made (These are the most likely scenarios)
  - o **Incident commander (I.C.) notifies the local EMA**; and/or,
  - o I.C. contacts TEMA Ops; or,
  - o I.C. notifies County Coordinator; or,
  - o I.C. notifies District Coordinator; or
  - o I.C. notifies Regional Coordinator.
- ☐ TEMA Ops receives request via one of the channels in previous the step, assigns incident/ mission #, and notifies:
  - o Primary/ Secondary Regional Coordinator
  - o Ensures that the local EMA Director is notified
  - o Notifies ESF 4 ESC
  - o Ensures that Forestry has been notified during a wildland event
- ☐ Primary/ Secondary Regional Coordinator:
  - o Verifies request/ assigns codeword
  - o Notifies District Coordinator to fill request
  - o Notifies closest Advance Team Member to respond to incident
  - o Notifies Mutual Aid Management Team members (State and Asst. State Plan Coordinators, Regional Coordinators, District Coordinators, TN Fire Chiefs Assoc. President)
- ☐ District Coordinator:
  - o Contacts County Coordinator(s) to fill request
    - ▪ County Coordinator:
      - • Contacts local fire departments to fill request and reports back to the District Coordinator of progress
      - • County Coordinator of the affected county or the next closest county responds to incident to manage staging area
  - o Notifies Regional Coordinator of resources filled and any additional resources needed
  - o Places surrounding counties on "Stand-by" status
  - o Periodically notifies TEMA Ops of events progress

LEVEL 1 Activation

State EOC Activation

Example: Large scale weather event, Disaster or Catastrophic event (DOG or CAT Plan implemented)

- ☐ Regional Coordinator(s) respond to the State/Regional EOC's to assist ESC and with planning
- ☐ TEMA receives request through County/State level Regional EOC
- ☐ TEMA OPS/ MCC assign number to request and send to Emergency Services Branch ESF 4
- ☐ Regional Coordinator:
  - o Verifies request
  - o Notifies District Coordinator to fill request
  - o Notifies Mutual Aid Management Team members (State and Asst. State Plan Coordinators, Regional Coordinators, District Coordinators, TN Fire Chiefs Assoc. President)
  - o Alerts regional Incident Management Team of event
- ☐ District Coordinator:
  - o Contacts County Coordinators to fill request
  - o Notifies ESF 4 Desk of resources filled and any additional resources needed
- ☐ All District Coordinators are activated
- ☐ All County Coordinators are notified of the event

DEPLOYMENT OF RESOURCES

Critical Concepts

All responding agencies must have a _mission number_ and _code word_ before deploying or the agency will not be allowed into the secured or operating area.

Critical to the success of this deployment plan is the concept of efficient timeframe for deployment. In concert with this concept, it is critical that all resources deployed are adequately documented and tracked.

Time Frame for Deployment

Scramble Response: In many emergencies, a more rapid deployment may be deemed necessary and authorized as a scramble response. Time frame for deployment of these missions shall be as soon as possible but preferably within thirty (30) minutes of notice from the District/County Coordinator. Unless otherwise stated, the anticipated duration of the deployment will be up to 24 hours. Deployed resources shall respond to the designated Staging Area or assigned location. The Staging Area shall be under the direct supervision of a Staging Area Manager. It is anticipated that Immediate Need responses will peak rapidly and will terminate within a shorter time frame, thereby allowing for a shorter preparation time.

Standard Response: Unless specified otherwise at the time of request, the standard for deployment of fire service resources shall be within three (3) hours of notice from the District/County Coordinator. Unless otherwise stated, the anticipated duration of the deployment will range from 24 hours to a maximum of 72 hours. Deployed resources shall respond to the designated Staging Area or assigned location. The Staging Area shall be under the direct supervision of a Staging Area Manager.

Extended Response: Unless specified otherwise at the time of request, the standard for deployment for an extended response shall be within twenty-four (24) hours of notice from the District/County Coordinator. Unless otherwise stated, the anticipated duration of the deployment will range from 3 days to a maximum of 14 days. Deployed resources shall respond to the designated Staging Area or assigned location. The Staging Area shall be under the direct supervision of a Staging Area Manager.

DOCUMENTATION OF REQUESTED RESOURCES

INCIDENT #_____   CALL DATE/TIME _____

NAME OF CALLER: _____

COUNTY: _____

CALL BACK NUMBER: _____ ALT _____

FAX NUMBER: _____

CALLER AGENCY FDID: _____

CALLER AGENCY NAME: _____

EMAIL ADDRESS: _____

TITLE/POSITION: _____

IMAS INFORMATION

HAVE YOU EXHAUSTED ALL LOCAL MUTUAL AID: _____

WHO IS THE OFFICIAL REQUESTING RESOURCES: _____

WHAT IS THE JURISDICTIONAL AGENCY: _____

IN WHAT COUNTY: _____

INCIDENT INFORMATION   INCIDENT NUMBER: _____

WHAT IS THE NAME OF THE INCIDENT: _____

WHAT TYPE OF INCIDENT:_____

STAGING POINT MANAGER/POC: _____

CONTACT INFORMATION: _____ ALT: _____

ADDRESS: _____

CITY: _____   COUNTY: _____

ZIP: _____   LAT/LONG: _____ _____

DISPATCH MODE and REQUESTED RESOURCES

DISPATCH MODE	IMMEDIATE/ SCRAMBLE	PLANNED	EXTENDED	STAND BY
EN ROUTE	WITHIN 30 MIN	WITHIN 3 HRS	WITHIN 24 HRS	
TIME ON SITE	< 24 HRS	UP TO 72 HRS	UP TO 14 DAYS	
	☐	☐	☐	☐

(Use additional sheets for each request. Separate Dispatch modes into different request numbers).

For Planned / Extended - Date/Time of Arrival on Scene: _____

CATEGORY	KIND	RESOURCE NAME	NUMBER REQUESTED
Fire & Hazmat	Aircraft	Helicopters, Firefighting	
	Equipment	Brush Patrol, Firefighting	
	Equipment	Engine, Fire (Pumper)	
	Equipment	Fire Boat	
	Equipment	Fire Truck - Aerial (Ladder or Platform)	
	Equipment	Foam Tender, Firefighting	
	Equipment	Fuel Tender	
	Equipment	Portable Pump	
	Equipment	Water Tender, Firefighting (Tanker)	
	Other- Crew	Hand Crew	
	Team	Hazmat Entry Team	
	Team	Incident Mgmt Team, Firefighting	
	Team	Strike Team, Engine (Fire)	
	Vehicle	Mobile Comm Unit (Law/Fire)	

Incident Management	Team	Critical Incident Stress Mgmt Team	
	Team	Incident Management Team	
	Vehicle	Mobile Comm Center	
LE and Security	Team	Public Safety Dive Team	
Search and Rescue	Team	Canine SAR Team- Avalanche Snow Air Scent	
	Team	Canine SAR Team- Disaster Response	
	Team	Canine SAR Team- Land Cadaver Air Scent	
	Team	Canine SAR Team- Water Air Scent	
	Team	Collapse SAR Team	
	Team	Swiftwater/Flood SAR Team	
	Team	US&R Incident Support Team	
	Team	US&R Task Forces	
Tennessee Specific	Personnel	Safety Officer	
	Personnel	Task Force Leader	
	Team	Advanced Team Leader - IMS	
	Equipment	Rescue Truck	
	Equipment	Air Truck	
	Equipment	Rescue, Water	
	Equipment	Rescue, Dive	
	Equipment	Rescue, Rope	
	Equipment	Rescue, Trench	

STAGING CODE WORD: _____

DOCUMENTATION OF RESOURCES CONTACTED/DEPLOYED

WHAT IS THE NAME OF THE INCIDENT: _____

WHAT TYPE OF INCIDENT:_____

STAGING POINT MANAGER/POC: _____

CONTACT INFORMATION: _____ ALT: _____

ADDRESS: _____

CITY: _____ COUNTY: _____

ZIP: _____ LAT/LONG: _____ _____

CODE WORD: _____   INCIDENT # _____

RESPONSE MODE: SCRAMBLE   STANDARD   EXTENDED   STAND-BY

			RESOURCES CONTACTED DOCUMENTATION			
COUNTY	CONTACT/ CONTACT #	TIME CONTACTED	RESOURCE TYPE	QUANTITY NEEDED/ COMMITTED	SENDING DEPARTMENT	ETA to STAGING
				/		
				/		
				/		
				/		
				/		
				/		
				/		
				/		
				/		
				/		

INCIDENT MANAGEMENT TEAMS

PURPOSE

Emergency incidents are normally handled by the local emergency responders. The vast majority of emergency incidents are handled without the need for outside assistance. However, there is the possibility of a large incident which can stress the capabilities and resources of the local response agencies, regardless of their size. The intent of the Tennessee Fire Chief's Association (TFCA) Incident Management Teams is to have trained incident command personnel available to support the local agencies to handle the emergency. It is not the intent for the Incident Management Team (IMT) to take over the command of the incident, but rather provide support staff for the local commanders. The Incident Management Team may provide highly trained personnel that can assist and fill various needed positions within the local incident command structure. The IMT will have incident command trained personnel with expertise in various levels throughout the command and general staff positions of incident command.

The TFCA Mutual Aid District IMT will be coordinated through a local Fire Department, with members from the fire service and other emergency response disciplines throughout the Mutual Aid District area. Members shall serve on the IMT on a voluntary basis. The IMT is available to assist other Fire Departments within the Mutual Aid District and Region. The IMT can be configured to the size as needed to support the local fire department, whether a small contingency of support personnel or a large number of incident command personnel is needed.

The TFCA Mutual Aid District IMT's will currently be qualified at the Local (Type 4) level. Some IMTs may wish to attain All-Hazards (Type 3) Level in accordance with the Federal Emergency Management Agency (FEMA) National Incident Management System (NIMS).

QUALIFICATIONS

Command and General Staff Members of the TFCA Mutual Aid District IMT shall have completed ICS-100, ICS-200, ICS-300, ICS-400, ICS-700, ICS-800, and the FEMA "Command and General Staff Functions for Local Incident Management Teams" (CGSFLIMT) Course. Additional technical specialists and division supervisors assigned to the IMT, such as Communications Unit Leaders, shall have completed ICS-100, ICS-200, ICS-300, ICS-700, and ICS-800. Preferably, members shall have also completed the appropriate NIMS-approved position-specific training for their assigned position. They shall have experience in the specific position to which they are assigned. Incident Management and IMT operations should adhere to these training and standards.

LOCAL/REGIONAL (TYPE 4) IMT CONFIGURATION

The following are various configurations for the IMT. The actual IMT configuration used will be dictated by the incident complexity and the needs of the local incident commanders. In many situations, the configuration will change as the needs of the incident change, such as a smaller IMT being used initially and growing to a larger organization as the incident needs expand. The IMT Leader will have the flexibility to adjust the IMT configuration as needed to meet the requested needs of the local incident commander, as resources permit.

IMT-A (Advance)
This team shall be able to quickly respond to an incident to offer assistance and help assess the need for full IMT deployment, etc. This team would generally be made up of 2-3 members:
> 1) IMT Leader (Incident Commander)
> 2) Operations Chief
> 3) Planning Chief

IMT-B (Basic, Regular)
This team would provide the basic support personnel to assist with a moderate size emergency that does not require further overhead assistance. This team would include 6 members:
> 1) IMT Leader (Incident Commander)
> 2) Operations Chief
> 3) Planning Chief
> 4) Logistics Chief
> 5) Finance/Administrative Chief
> 6) Communications Unit Leader (COML)

IMT-C (Full)
This team will provide the support personnel to assist with the main ICS positions for a larger emergency as needed. This team would include approximately 10 members:
> 1) IMT Leader (Incident Commander)
> 2) Operations Chief
> 3) Planning Chief
> 4) Logistics Chief
> 5) Finance/Administrative Chief
> 6) Communications Unit Leader (COML)
> 7) Public Information Officer (PIO)
> 8) Safety Officer
> 9) Liaison Officer
> 10) EOC Liaison

IMT-D (Expanded)

This team would include the IMT-C (Full IMT Team) plus additional personnel as specifically needed for the incident, such as:

- Additional Operations Section Personnel
- Operations Personnel – Fire
- Operations Personnel – EMS
- Operations Personnel – Law Enforcement
- Operations Personnel – Public Works
- Additional Personnel to fill the ICS Organizational Structure
- Additional Personnel to allow for multiple operational periods, such as 2 deep in each position
- Additional Communications Personnel, including COML and COMTs
- Additional subject matter experts (SME's) to assist with the incident as needed

EQUIPMENT

IMT TEAM EQUIPMENT:

Each IMT should have a cache of equipment to support their operations. This cache should be deployed whenever an IMT-B or higher is deployed. This equipment may be comprised of equipment available from the participating fire departments, a stand-along cache, or other resources. This equipment should include:

- RADIO COMMUNICATIONS: It is recommended that a cache of portable radios be deployed with the IMT. These radios should have the ability to interoperate with the local radio communications system, such as via Interop Channels or radio gateway. They should have Simplex channel to allow communications without the need for a repeater. The incident communications should be coordinated through a Communications Unit Leader (COML) provided through the local Incident Command or the IMT.

- COMMAND/COMMUNICATIONS VEHICLE: It is recommended that the IMT deploy with a mobile command/communications vehicle that can allow full communications in the field, including a) ability to communicate on all radio bands (VHF, UHF, 700/800 MHz), b) ability to patch disparate channels together across spectrums (Gateway, such as ACU-1000), c) Satellite Phone/Radio, d) Cellular phone capabilities, e) cellular Internet capabilities, f) satellite Internet capabilities, g) extendable radio mast, h) whiteboard, and i) command area.

- RADIO TOWER: A portable radio tower may be utilized for extended incidents. Portable radio towers may be available through TEMA, local Homeland Security Districts, or other sources. These may be deployed to support communications on scene.

- ICS VEST SET: A complete set of Incident Command System position vests shall be available. ICS Vests should be available on the Mobile Command Vehicle. These vests

are not to be worn until the member has been assigned a position by the local incident commander.

- ICS FORMS: IMT members shall have the appropriate hard-copy and electronic versions of any needed ICS forms for their position.

- ICS COMMAND BOARD: The IMT should have available an Incident Command Board to assist the local Incident Commander with incident management and resource tracking.

- CELL PHONE(S): All members of the IMT shall have cellular phones to allow for normal communications. It is also recommended that the IMT members have field access to emails, such as via a Blackberry or PDA.

- LAPTOP COMPUTER: The IMT should have a Laptop Computer available. Preferably, the Laptop should have wireless (cell service) Internet capability, with access to WebEOC, HSIN, etc.

- PRINTER: The IMT should have a Printer available. Preferably this should be color, such as to provide maps, as well as have wireless and cordless (battery operated) capability.

- DIGITAL CAMERA: The IMT should have a Digital Camera to provide documentation, including sending damage assessment photos and information to the local Emergency Operations Center (EOC) as well as TEMA.

- ICS FIELD OPERATIONS GUIDE: IMT Members should have a copy of the ICS Field Operations Guide (FOG), including position specific information.

- TN FIRE SERVICE FIELD RESPONSE OPERATIONS GUIDE (FROG): IMT members should have a copy of the Tennessee Fire Service FROG and Fire Service Emergency response Plan, which is the fire service mutual aid plan for Tennessee.

- SATELLITE RADIOS/PHONES: The IMT should have access to Satellite Radios or Phones in the event they are needed for communications when cellular and radio communications are unavailable. Satellite Radios, such as through SkyTerra, should have the appropriate State and National Satellite Radio Channels included.

VEHICLES:
IMT members shall have appropriate vehicles for transportation to the incident location and while operating at the incident. Preferably, vehicles should be provided by the member's sponsoring agency.

PERSONAL EQUIPMENT (GO KIT):

Each IMT Member should be self-sufficient to operate for at last 3 days. Personal equipment should include:

- Food (for at least 3 days, including snack bars)
- Water (for at least 3 days)
- Bedding
  - Sleeping bag
  - Blanket
  - Pillow
- Laptop Computer with Aircard
- GPS
- Digital Camera
- Cell Phone, with charger
- AC/DC Converter as needed
- ICS Forms
- 2-3 Pairs of khaki pants (such as 5.11), uniform pants, or BDUs
- 2-3 Uniform Work shirts. Currently, members may wear the appropriate uniform shirt for their specific sponsoring fire department or TFCA IMT shirt, when available.
- Shoes/boots, appropriate for the work environment
- Baseball cap or other appropriate hat
- Appropriate clothing for off-duty wear for extended deployments
- Jacket/coat appropriate for season and climate, preferably uniform
- Athletic shoes/walking shoes
- Rain gear
- Extra underclothing/socks
- Sunglasses, sunscreen, lip balm
- Safety Glasses
- Helmet/hard hat
- Work Gloves
- Ear plugs
- Firefighting turnouts, optional
- Extra batteries, as needed
- Winter clothing, as needed
  - Thermal underwear
  - Winter coat
  - Fleece jacket liner, pullover
  - Sweatshirt
- Medications (both prescription and over-the-counter)
  - Advil, Tylenol, etc.
  - Contact solution (bring glasses also)
- ID
  - Agency ID

- - Valid Driver's License
  - Agency certification cards
- Toiletry items
  - Soap, towels, washcloth
  - Toothbrush, toothpaste
  - Razor and shaving cream
  - Deodorant
  - Lotion
  - Personal hygiene items
- Insect repellant
- Flashlight
- Leatherman tool and/or pocketknife
- Cash
- Credit Card
- Alarm clock
- Flip flops for shower
- Tent (suggested)
- Portable shower (suggested)
- Portable toilet (suggested)
- Notebook pads,
- Pens, pencils

DEPLOYMENT

Deployment of the IMT will be in accordance with the *"Tennessee Fire Chiefs Association Emergency Response Plan"* and Tennessee Code Annotated Title 58, also known as the "Mutual Aid and Emergency and Disaster Assistance Agreement Act of 2004," unless the requesting and responding agencies have their own mutual aid agreement. This Act provides guidelines for reimbursement, workers compensation, and liability, etc. Mutual aid responses will be reimbursed according to this Tennessee Mutual Aid Law. Deployment of resources outside the State of Tennessee, such as through the Emergency Management Assistance Compact (EMAC), shall be in accordance with the Tennessee Interlocal Cooperation Act, and/or the local State Mutual Aid Legislation. Each member of the IMT shall be sponsored by a sponsoring or participating fire department or other emergency response agency, which is normally their primary agency of employment. The coordinating/sponsoring fire department may wish to obtain a memorandum of agreement (MOU) with each participating agency indicating support of their personnel on the IMT. While the IMT will operate as a Team, each member will be considered a mutual aid responder from their local sponsoring fire department. Membership on the IMT is voluntary. Response of members and equipment is considered mutual aid from the sponsoring agency to the requesting agency.

State response will be coordinated through the TFCA Mutual Aid Coordinators and TEMA. Generally, responses of resources through mutual aid will be through direct request between the agencies or via TEMA or the TFCA Mutual Aid Coordinator. TEMA and the TFCA maintain a database of various resources for emergencies and can assist local agencies during an emergency to identify the appropriate resource(s) needed.

The response of Fire Service resources will follow the *"Tennessee Fire Chiefs Association Emergency Response Plan"* (TFCA ERP). Resources utilized through the TFCA ERP shall be associated with a specific Fire Department, which shall serve as the sponsoring/coordinating agency. Although the IMT consists of members from various fire departments within the area, a single fire department will serve as the coordinating agency. This plan includes additional guidelines and information for mutual aid response. The TFCA also maintains a resource listing of fire service assets that may be needed in the event of an emergency, including contact information for deployment. Mutual Aid Coordinators working closely with TEMA can assist with the identification and coordination of resources to an emergency, as well as provide coordination support for the local incident commander(s). This system utilizes Mutual Aid Coordinators at the County, District, Regional, and State level to support local agencies via the TEMA emergency response structure.

In the event of an incident, an IMT-Advance Team may deploy to the incident to assess the situation and offer assistance to the local incident commander and/or EOC. If assistance is requested, the sponsoring fire department shall contact the IMT Leader and assist with assembly of the appropriate IMT. The sponsoring fire department will maintain updated contact information for all IMT members. The sponsoring agency shall also notify the appropriate District Mutual Aid Coordinator and State EOC regarding the response of the IMT.

ICS FORMS

ICS Forms   Overview

ICS 201   Incident Briefing

ICS 202   Incident Objectives

ICS 203   Organization Assignment List

ICS 204   Division Assignment List

ICS 205   Incident Radio Communications Plan

ICS 206   Medical Plan

ICS 207   Flow Chart

ICS 209   Incident Status Summary (FS-5100-11)

ICS 211   Incident Check-In List

ICS 214   Unit Log

ICS 215   Operational Planning Work Sheet

ICS 215a   Incident Action Plan Safety Analysis

ICS 216   Radio Requirements Worksheet

ICS 217   Radio Frequency Assignment Worksheet

ICS 218   Support Vehicle Inventory

ICS 220   Air Operations Summary

ICS 221   Demobilization Checkout

PLANNING P   Summary

The ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

Standard Form Title	Description
Incident Action Plan Cover Page ICS 200	Indicates the incident name, plan operational period, date prepared, approvals, and attachments (resources, organization, Communications Plan, Medical Plan, and other appropriate information).
Incident Briefing ICS 201	Provides the Incident Command/Unified Command and General Staffs with basic information regarding the incident situation and the resources allocated to the incident. This form also serves as a permanent record of the initial response to the incident.
Incident Objectives ICS 202	Describes the basic strategy and objectives for use during each operational period.
Organization Assignment List ICS 203	Provides information on the response organization and personnel staffing.
Field Assignment ICS 204	Used to inform personnel of assignments. After Incident Command/Unified Command approve the objectives, staff members receive the assignment information contained in this form.
Incident Communications Plan ICS 205	Provides, in one location, information on the assignments for all communications equipment for each operational period. The plan is a summary of information. Information from the Incident Communications Plan on frequency assignments can be placed on the appropriate Assignment form (ICS Form 204).
Medical Plan ICS 206	Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.
Incident Status Summary ICS 209	Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases.
Check-In/Out List ICS 211	Used to check in personnel and equipment arriving at or departing from the incident. Check-in/out consists of reporting specific information that is recorded on the form.
General Message ICS 213	Used by: ▪ Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. ▪ EOC and other incident personnel to transmit messages via radio or telephone to the addressee. ▪ Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.

Standard Form Title	Description
Unit Log ICS 214	Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.
Operational Planning Worksheet ICS 215	Documents decisions made concerning resource needs for the next operational period. The Planning Section uses this Worksheet to complete Assignment Lists, and the Logistics Section uses it for ordering resources for the incident. This form may be used as a source document for updating resource information on other ICS forms such as the ICS 209.
Incident Action Plan Safety Analysis ICS 215A	Communicates to the Operations and Planning Section Chiefs safety and health issues identified by the Safety Officer.
Air Operations Summary ICS 220	Provides information on air operations including the number, type, location, and specific assignments of helicopters and fixed-wing aircraft.
General Plan ICS 226	Addresses long-term objectives approved by Incident Command/ Unified Command. These objectives are often expressed as milestones (i.e., timeframes for the completion of all and/or portions of incident response operations). A General Plan should identify the major tasks to be carried out through to the end of emergency response operations, the duration of the tasks, and the major equipment and personnel resources needed to accomplish the tasks within the specified duration.

ICS Form 201

INCIDENT BRIEFING	1. Incident Name	2. Date Prepared	3. Time Prepared

4. Map Sketch

ICS 201 Page 1 of 4	5. Prepared by (Name and Position)

6. Summary of Current Actions

7. Current Organization

8. Resources Summary				
Resources Ordered	**Resource Identification**	**ETA**	**On Scene**	**Location/Assignment**

ICS 201	Page 4

ICS Form 202

INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE	3. TIME

4. OPERATIONAL PERIOD (DATE/TIME)

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

6. WEATHER FORECAST FOR OPERATIONAL PERIOD

7. GENERAL SAFETY MESSAGE

8. Attachments (☑ if attached)

☐ Organization List (ICS 203)   ☐ Medical Plan (ICS 206)   ☐ Weather Forecast

☐ Assignment List (ICS 204)   ☐ Incident Map   ☐ _____

☐ Communications Plan (ICS 205)   ☐ Traffic Plan   ☐ _____

9. PREPARED BY (PLANNING SECTION CHIEF)	10. APPROVED BY (INCIDENT COMMANDER)

Organization Assignment List, ICS Form 203

ORGANIZATION ASSIGMENT LIST	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

| POSITION | NAME | 4. OPERATIONAL PERIOD (DATE/TIME) | |

5. INCIDENT COMMAND AND STAFF

		9. OPERATIONS SECTION	
INCIDENT COMMANDER		CHIEF	
DEPUTY		DEPUTY	
SAFETY OFFICER		a. BRANCH I- DIVISION/GROUPS	
INFORMATION OFFICER		BRANCH DIRECTOR	
LIAISON OFFICER		DEPUTY	
		DIVISION/GROUP	

6. AGENCY REPRESENTATIVES

AGENCY	NAME	DIVISION/ GROUP	
		DIVISION/ GROUP	
		DIVISION/GROUP	
		DIVISION /GROUP	
		b. BRANCH II- DIVISIONS/GROUPS	
		BRANCH DIRECTOR	
		DEPUTY	
		DIVISION/GROUP	

7. PLANNING SECTION

		DIVISION/GROUP	
CHIEF		DIVISION/GROUP	
DEPUTY		DIVISION/GROUP	
RESOURCES UNIT			
SITUATION UNIT		c. BRANCH III- DIVISIONS/GROUPS	
DOCUMENTATION UNIT		BRANCH DIRECTOR	
DEMOBILIZATION UNIT		DEPUTY	
TECHNICAL SPECIALISTS		DIVISION/GROUP	
		DIVISION/GROUP	
		DIVISION/GROUP	

8. LOGISTICS SECTION

		d. AIR OPERATIONS BRANCH	
CHIEF		AIR OPERATIONS BR. DIR.	
DEPUTY		AIR TACTICAL GROUP SUP.	
		AIR SUPPORT GROUP SUP.	
		HELICOPTER COORDINATOR	
a. SUPPORT BRANCH		AIR TANKER/FIXED WING CRD.	
DIRECTOR			
SUPPLY UNIT			
FACILITIES UNIT			
GROUND SUPPORT UNIT		**10. FINANCE/ADMINISTRATION SECTION**	
		CHIEF	
		DEPUTY	
b. SERVICE BRANCH		TIME UNIT	
DIRECTOR		PROCUREMENT UNIT	
COMMUNICATIONS UNIT		COMPENSATION/CLAIMS UNIT	
MEDICAL UNIT		COST UNIT	
FOOD UNIT			

PREPARED BY (RESOURCES UNIT)

Sample Assignment List, ICS Form 204

1. BRANCH	2. DIVISION/GROUP	**ASSIGNMENT LIST**

3. INCIDENT NAME	4. OPERATIONAL PERIOD DATE _____ TIME _____

5. OPERATIONAL PERSONNEL

OPERATIONS CHIEF _____   DIVISION/GROUP SUPERVISOR _____

BRANCH DIRECTOR _____   AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED TO THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME

Sample Incident Communications Plan, ICS Form 205

INCIDENT RADIO COMMUNICATIONS PLAN		1. Incident Name	2. Date/Time Prepared	3. Operational Period Date/Time
4. Basic Radio Channel Utilization				

System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks

5. Prepared by (Communications Unit)

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period

5. Incident Medical Aid Station

Medical Aid Stations	Location	Paramedics Yes	No

6. Transportation

A. Ambulance Services

Name	Address	Phone	Paramedics Yes	No

B. Incident Ambulances

Name	Location	Paramedics Yes	No

7. Hospitals

Name	Address	Travel Time Air	Ground	Phone	Helipad Yes	No	Burn Center Yes	No

8. Medical Emergency Procedures

Prepared by (Medical Unit Leader)	10. Reviewed by (Safety Officer)

ICS 206

Incident Commander

Safety Officer

Liaison Officer or Agency Representative

Information Officer
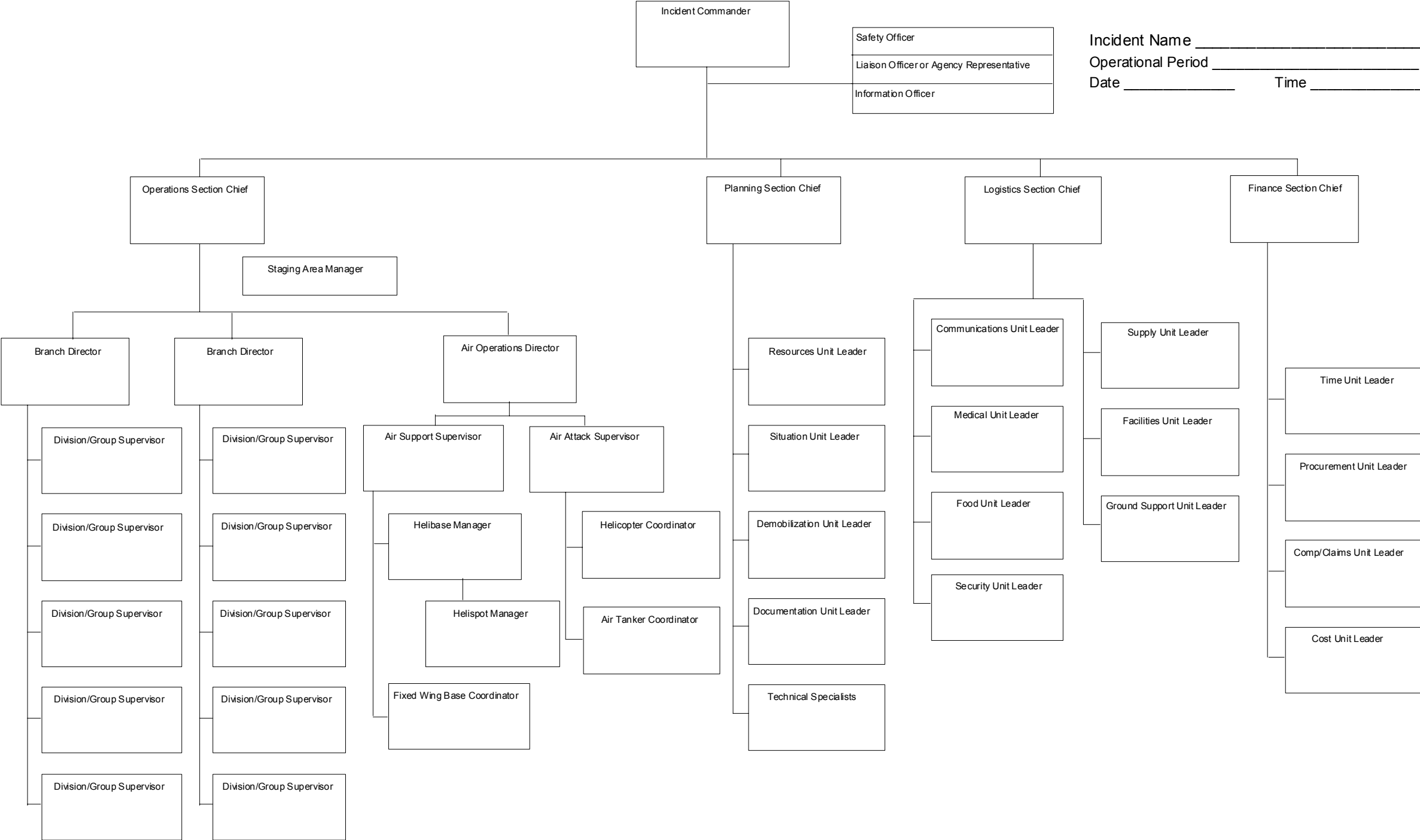
Incident Name _____
Operational Period _____
Date _____   Time _____

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance Section Chief

Staging Area Manager

Branch Director

Branch Director

Air Operations Director

Resources Unit Leader

Communications Unit Leader

Supply Unit Leader

Time Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Air Support Supervisor

Air Attack Supervisor

Situation Unit Leader

Medical Unit Leader

Facilities Unit Leader

Procurement Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Helibase Manager

Helicopter Coordinator

Demobilization Unit Leader

Food Unit Leader

Ground Support Unit Leader

Comp/Claims Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Helispot Manager

Air Tanker Coordinator

Documentation Unit Leader

Security Unit Leader

Cost Unit Leader

Division/Group Supervisor

Division/Group Supervisor

Fixed Wing Base Coordinator

Technical Specialists

Division/Group Supervisor

Division/Group Supervisor

ICS 207

NFES 1332

INCIDENT STATUS SUMMARY
FS-5100-11

1. Date/Time	2. Initial ☐ Update ☐ Final ☐	3. Incident Name	4. Incident Number

5. Incident Commander	6. Jurisdiction	7. County	8. Type incident	9. Location	10. Started Date/Time

11. Cause	12. Area Involved	13. % Controlled	14. Expected Containment Date/Time	15. Estimated Controlled Date/Time	16. Declared Controlled Date/Time

17. Current Threat	18. Control Problems

19. Est. Loss	20. Est. Savings	21. Injuries	Deaths	22. Line Built	23. Line to Build

24. Current Weather WS Temp WD RH	25. Predicted Weather WS Temp WD RH	26. Cost to Date	27. Est. Total Cost

28. Agencies

Kind of Resource	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	Totals
Resources																					
ENGINES																					
DOZERS																					
CREWS Number of Crews:																					
Number of Crew Personnel:																					
HELICOPTERS																					
AIR TANKERS																					
TRUCK COS.																					
RESCUE/MED.																					
WATER TENDERS																					
OVERHEAD PERSONNEL																					
TOTAL PERSONNEL																					

30. Cooperating Agencies

31. Remarks

32. Prepared by	33. Approved by	34. Sent to: Date Time By

ICS Form 211

INCIDENT CHECK-IN LIST	1. Incident Name	2. Check-In Location (complete all that apply)					3. Date/Time
Check one: ☐ Personnel ☐ Handcrew ☐ Misc. ☐ Engines ☐ Dozers ☐ Helicopters ☐ Aircraft		☐ Base	☐ Camp	☐ Staging Area	☐ ICP Restat	☐ Helibase	

Check-In Information

4. List Personnel (overhead) by Agency & Name -OR- List equipment by the following format:					5. Order/Request Number	6. Date/ Time Check-In	7. Leader's Name	8. Total No. Personnel	9. Manifest		10. Crew or Individual's Weight	11. Home Base	12. Departure Point	13. Method of Travel	14. Incident Assignment	16. Other Qualifications	16. Sent to RESTAT Time/Int
Agency	Single	Kind	Type	I.D. No/Name					Yes	No							

Page ___ of ____

17. Prepared by (Name and Position) *Use back for remarks or comments*

UNIT LOG	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Unit Name/Designators	5. Unit Leader (Name and Position)		6. Operational Period

7. Personnel Roster Assigned		
Name	ICS Position	Home Base

8. Activity Log	
Time	Major Events

9. Prepared by (Name and Position)

ICS 214

ICS Form 215

	OPERATIONAL PLANNING WORKSHEET		1. Incident Name	2. Date Prepared Time Prepared	3. Operational Period (Date/Time)

4. Division/Group or Other Location	5. Work Assignments		Resource by Type (Show Strike Team as ST)																		6. Reporting Location	7. Requested Arrival Time
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
		Req																		
		Have																		
		Need																		
		Req																		
		Have																		
		Need																		
		Req																		
		Have																		
		Need																		
9. Total Resources - Single		Req																		
		Have																		
		Need																		
Total Resources - Strike Teams		Req																		Prepared by (Name and Position)	
		Have																		
		Need																		

Incident Action Plan Safety & Risk Analysis Form, ICS 215A

INCIDENT ACTION PLAN SAFETY ANALYSIS	1. Incident Name							2. Date	3. Time
Division or Group	**Potential Hazards**							**Mitigations (e.g., PPE, buddy system, escape routes)**	
	Type of Hazard:	Type of Hazard:	Type of Hazard:	Type of Hazard:	Type of Hazard:	Type of Hazard:	Type of Hazard:	Type of Hazard:	

Prepared by (Name and Position)

RADIO REQUIREMENTS WORKSHEET

1. Incident Name	2. Date	3. Time

4. Branch	5. Agency	6. Operational Period	7. Tactical Frequency

8. Division/Group	Division/Group	Division/Group	Division/Group
Agency	Agency	Agency	Agency

9. Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements

Page 1 of	10. Prepared by (Name and Position)

ICS 216   NFES 1339

RADIO FREQUENCY ASSIGNMENT WORKSHEET

1. INCIDENT NAME	2. DATE	3. OPERATIONAL PERIOD (DATE/TIME)

4. INCIDENT ORGANIZATION

Column headers (angled): BRANCH, DIVISION, DIVISION, DIVISION, BRANCH, DIVISION, DIVISION, DIVISION, BRANCH, DIVISION, DIVISION, DIVISION, INCIDENT COMMANDER, SAFETY OFFICER, OPERATIONS SECTION CHIEF, AIR OPERATIONS, AIR TACTICAL GROUP SUPERVISOR, PLANNING SECTION CHIEF, GROUND SUPPORT UNIT, BASE UNIT, COMM CENTER, TOTAL BY REQ.

3. RADIO DATA

SOURCE	FUNCTION	CH#	FREQUENCY

5. AGENCY

ID.	CH#	FREQUENCY

6. TOTAL RADIOS REQUIRED

7. PREPARED BY (NAME/POSITION)

217 ICS (1/99)

NFES 1340

SUPPORT VEHICLE INVENTORY (Use separate sheet for each vehicle category)	1. Incident Name	2. Date Prepared	3. Time Prepared

Vehicle Category: ☐ Buses ☐ Dozers ☐ Engines ☐ Lowboys ☐ Pickups/Sedans ☐ Tenders ☐ Other

Resource Order No. "E" Number	Incident ID No.	Vehicle Type	Vehicle Make	Capacity Size	Agency/Owner	Vehicle License Rig Number	Location	Release Time

Page ___ of ____	5. Prepared by (Ground Support Unit)

ICS 218   NFES 1341

| **AIR OPERATIONS SUMMARY** | 1. Incident Name | | | Helibases | |
| | | | | Fixed Wing Bases | |

4. Personnel and Communications	Name	Air/Air Frequency	Air/Ground Frequency	5. Remarks (Spec. Instructions, Safety Notes, Hazards, Priorities)		
Air Operations Director						
Air Attack Supervisor						
Helicopter Coordinator						
Air Tanker Coordinator						

6. Location/Function	7. Assignment	8. Fixed Wing		9. Helicopters		10. Time		11. Aircraft Assigned	12. Operating Base
		No.	Type	No.	Type	Available	Commence		
13. Totals									

14. Air Operations Support Equipment	15. Prepared by *(include Date and Time)*

ICS 220   NFES 1351

DEMOBILIZATION CHECKOUT

1. Incident Name/Number	2. Date/Time	3. Demob. No.

4. Unit/Personnel Released

5. Transportation Type/No.

6. Actual Release Date/Time	7. Manifest? ☐ Yes ☐ No Number

8. Destination	9. Notified: ☐ Agency ☐ Region ☐ Area ☐ Dispatch Name: Date:

10. Unit Leader Responsible for Collecting Performance Rating

11. Unit/Personnel

You and your resources have been released subject to sign off from the following:
Demob. Unit Leader check the appropriate box

Logistics Section

☐ Supply Unit

☐ Communications Unit

☐ Facilities Unit

☐ Ground Support Unit Leader

Planning Section

☐ Documentation Unit

Finance Section

☐ Time Unit

Other

☐

☐

12. Remarks

13. Prepared by (include Date and Time)

Instructions for completing the Demobilization Checkout (ICS form 221)

Prior to actual Demob Planning Section (Demob Unit) should check with the Command Staff (Liaison Officer) to determine any agency specific needs related to demob and release. If any, add to line Number 11.

Item No.	Item Title	Instructions
1.	Incident Name/No.	Enter Name and/or Number of Incident.
2.	Date & Time	Enter Date and Time prepared.
3.	Demob. No.	Enter Agency Request Number, Order Number, or Agency Demob Number if applicable.
4.	Unit/Personnel Released	Enter appropriate vehicle or Strike Team/Task Force ID Number(s) and Leader's name or individual overhead or staff personnel being released.
5.	Transportation	Enter Method and vehicle ID number for transportation back to home unit. Enter N/A if own transportation is provided. *Additional specific details should be included in Remarks, block # 12.*
6.	Actual Release Date/Time	To be completed at conclusion of Demob at time of actual release from incident. *Would normally be last item of form to be completed.*
7.	Manifest	Mark appropriate box. If yes, enter manifest number. *Some agencies require a manifest for air travel.*
8.	Destination	Enter the location to which Unit or personnel have been released. *i.e. Area, Region, Home Base, Airport, Mobilization Center, etc.*
9.	Area/Agency/ Region Notified	Identify the Area, Agency, or Region notified and enter date and time of notification.
10.	Unit Leader Responsible for Collecting Performance Ratings	Self-explanatory. *Not all agencies require these ratings.*
11.	Resource Supervision	Demob Unit Leader will identify with a check in the box to the left of those units requiring check-out. Identified Unit Leaders are to initial to the right to indicate release. Blank boxes are provided for any additional check, (unit requirements as needed), i.e. Safety Officer, Agency Rep., etc.
12.	Remarks	Any additional information pertaining to demob or release.
13.	Prepared by	Enter the name of the person who prepared this Demobilization Checkout, including the Date and Time.

DEMOBILIZATION CHECKOUT   ICS-221

1. INCIDENT NAME/NUMBER	2. DATE/TIME	3. DEMOB NO.

4. UNIT/PERSONNEL RELEASED

5. TRANSPORTATION TYPE/NO.

6. ACTUAL RELEASE DATE/TIME	7. MANIFEST YES NO NUMBER _____

8. DESTINATION _____	9. AREA/AGENCY/REGION NOTIFIED NAME _____ DATE _____

10. UNIT LEADER RESPONSIBLE FOR COLLECTING PERFORMANCE RATING

11. UNIT/PERSONNEL   YOU AND YOUR RESOURCES HAVE BEEN RELEASED SUBJECT TO SIGNOFF FROM THE FOLLOWING:

(DEMOB. UNIT LEADER CHECK✓ APPROPRIATE BOX)

<u>LOGISTICS SECTION</u>

☐ SUPPLY UNIT _____

☐ COMMUNICATIONS UNIT _____

☐ FACILITIES UNIT _____

☐ GROUND SUPPORT UNIT LEADER _____

<u>PLANNING SECTION</u>

☐ DOCUMENTATION UNIT _____

<u>FINANCE/ADMINISTRATION SECTION</u>

☐ TIME UNIT _____

<u>OTHER</u>

☐ _____   _____

☐ _____   _____

12. REMARKS

_____

_____

221 ICS 1/83	

INSTRUCTIONS ON BACK

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning that could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written Incident Action Plan (IAP).

The primary phases of the planning process are essentially the same for the Incident Commander who develops the initial plan, for the Incident Commander and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise verbal briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and "lessons learned."
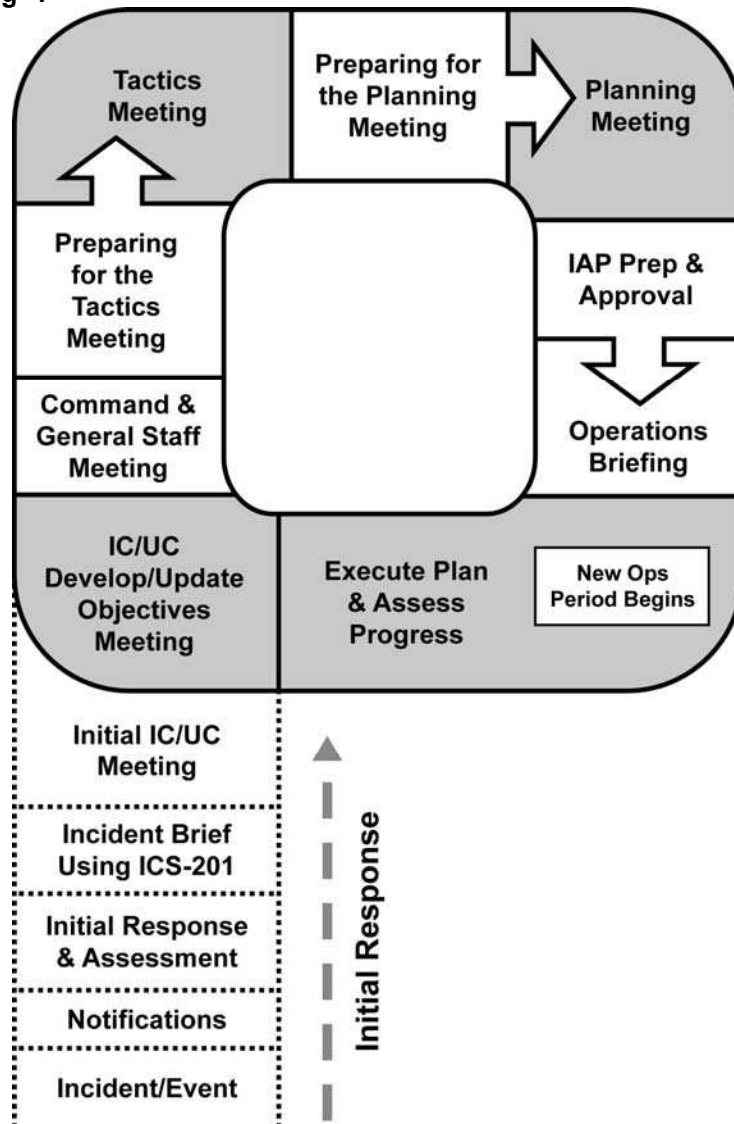
Planning involves:

- Evaluating the situation.
- Developing incident objectives.
- Selecting a strategy.
- Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner.

Command: Develops the overall incident objectives and strategy, approves resource orders and demobilization, and approves the IAP by signature.

Finance/Admin: Develops cost analyses, ensures that the IAP is within the financial limits established by the IC, develops contracts, and pays for the resources.

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

Operations: Assists with developing strategy, and identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

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

Logistics: Orders resources and develops the Transportation, Communications, and Medical Plans.

Caption: Organizational chart showing that Command develops the overall incident objectives and strategy, approves resource orders and demobilization, and approves the IAP by signature. Operations assists with developing strategy, and identifies, assigns, and supervises the resources needed to accomplish the incident objectives. Planning provides status reports, manages the planning process, and produces the IAP. Logistics orders resources and develops the Transportation, Communications, and Medical Plans. Finance/Administration develops cost analyses, ensures that the IAP is within the financial limits established by the Incident Commander, develops contracts, and pays for the resources.

The Planning "P"

The Planning "P"

Tactics Meeting

Preparing for the Planning Meeting

Planning Meeting

Preparing for the Tactics Meeting

IAP Prep & Approval

Command & General Staff Meeting

Operations Briefing

IC/UC Develop/Update Objectives Meeting

Execute Plan & Assess Progress

New Ops Period Begins

Initial IC/UC Meeting

Incident Brief Using ICS-201

Initial Response & Assessment

Notifications

Incident/Event

Initial Response

- The Planning "P" is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using 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 Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

Source: draft NIMS document

Initial Response

Planning begins with a thorough size-up that provides information needed to make initial management decisions.

The ICS Form 201 provides Command Staff with information about the incident situation and the resources allocated to the incident. This form serves as a permanent record of the initial response to the incident and can be used for transfer of command.
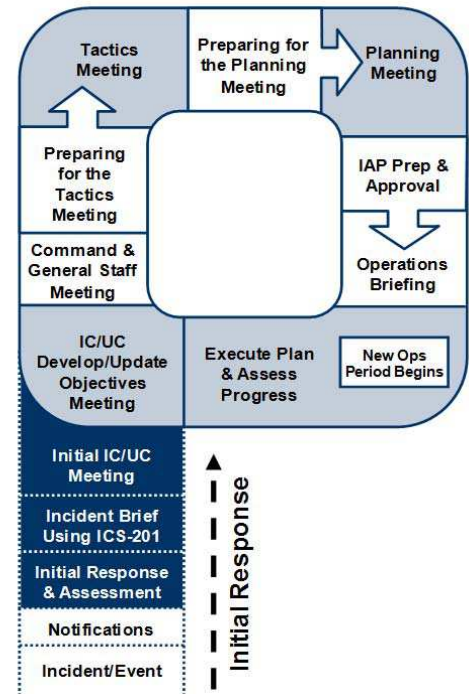
The Start of Each Planning Cycle

- **IC/UC Objectives Meeting:** The Incident Command/Unified Command establish incident objectives 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.

- **Command and General Staff Meeting:** The Incident Command/Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.
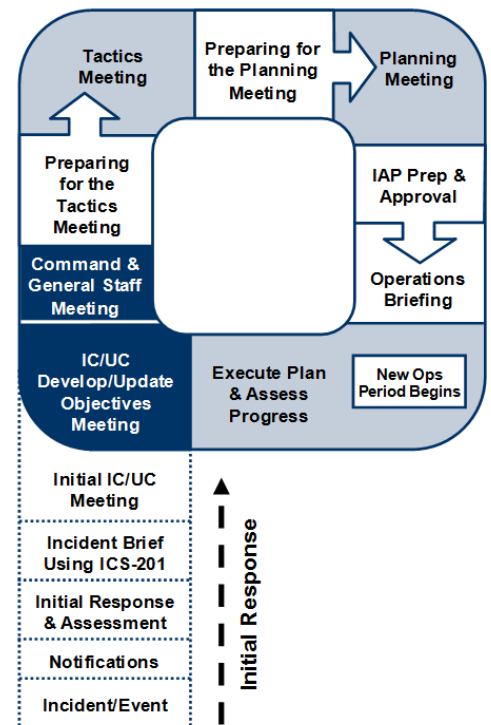
Preparing for and Conducting the Tactics Meeting

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This includes the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify 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, Logistics Section Chief, and Resources Unit Leader attend the Tactics Meeting. The Operations Section Chief leads the Tactics Meeting.

The ICS Forms 215, Operational Planning Worksheet, and 215A, Incident Safety Analysis, are used to document the Tactics Meeting.

Resource assignments will be made for each of the specific work tasks. 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. If the required tactical resources will not be available, then an adjustment should be made to the tactical assignments being planned for the Operational Period. It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations that realistically cannot be achieved.
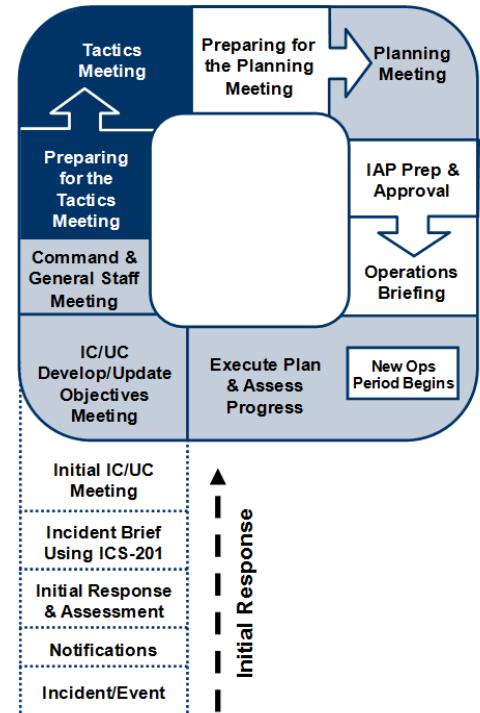
Preparing for the Planning Meeting

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions coordinated by the Planning Section:

- Review the ICS Form 215 developed in the Tactics Meeting.
- Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.
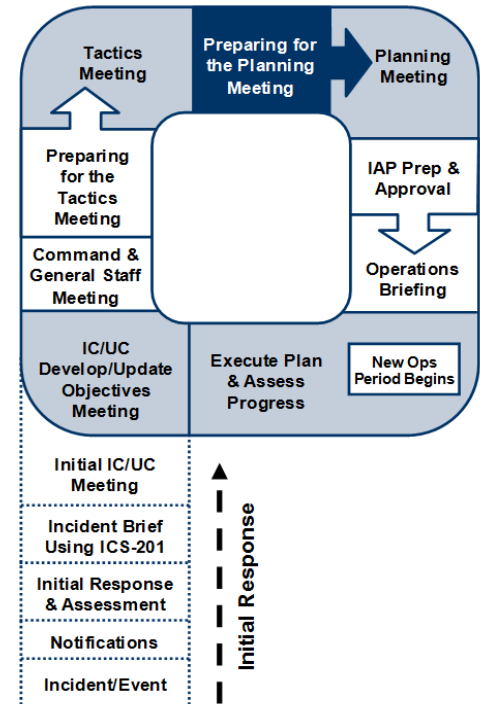
Planning Meeting

The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the Planning Section Chief or the Incident Commander. The Planning Section Chief conducts the Planning Meeting following a fixed agenda.

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 accommodate.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.
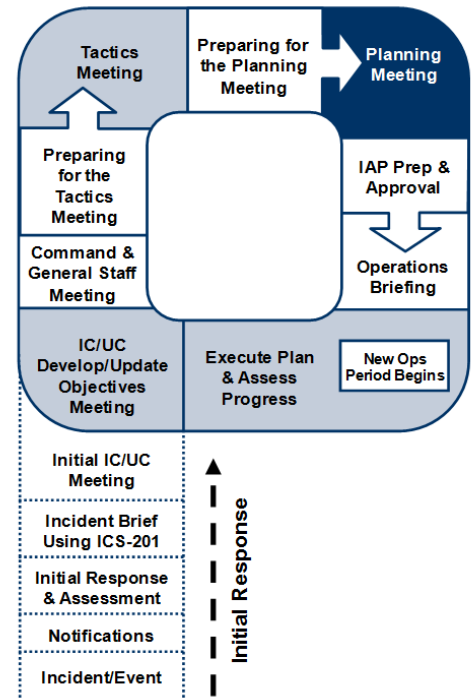
IAP Preparation and Approval

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of a series of standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) 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 demand the formal planning meeting process as highlighted above.

Certain conditions result in the need for the Incident Commander to engage 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).
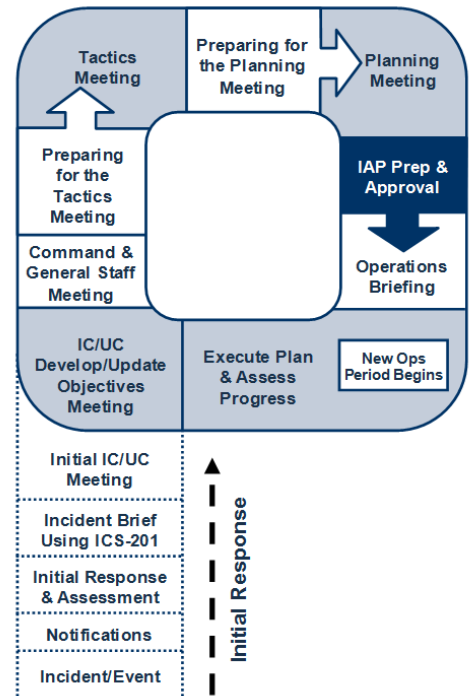
Operations Period Briefing

The Operations Period Briefing may be referred to as the Operational Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operations Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.
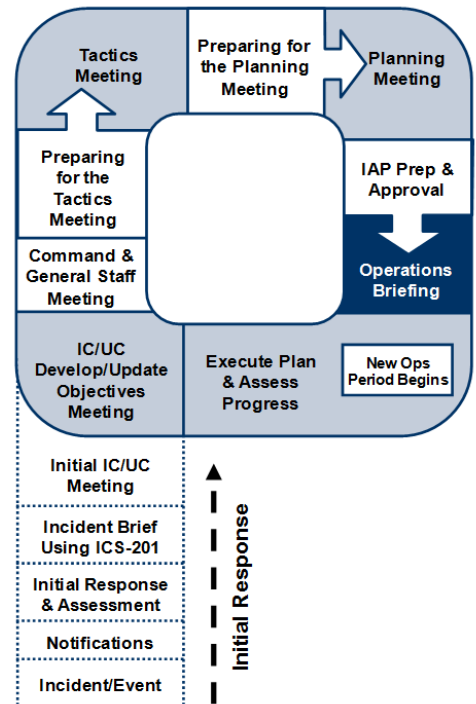
Execute Plan and Assess Progress

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. The Operations Section Chief may make the appropriate adjustments during the Operational Period to ensure that the objectives are met and effectiveness is assured.
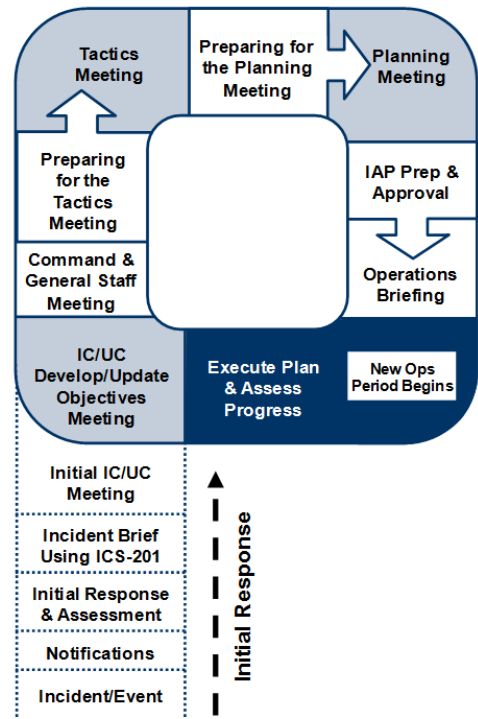
Mutual Aid Plan Management Team and County Contacts