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# Unit 5: Planning Process, IAP, and Operations Briefs

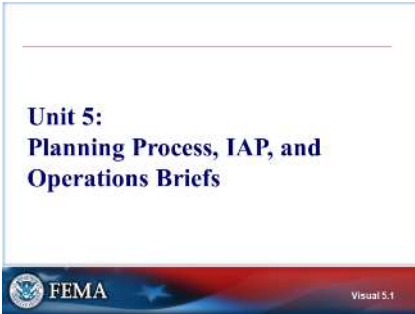
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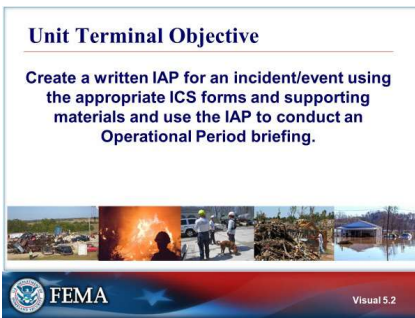


Visual 5.1

## UNIT 5: PLANNING PROCESS, IAP, AND OPERATIONS BRIEFS

The IAP is the central tool for planning during a response. ICS Forms provide a mechanism for the staff to complete the IAP. Using the ICS forms ensures the responsible staff member does not omit important incident-related information.

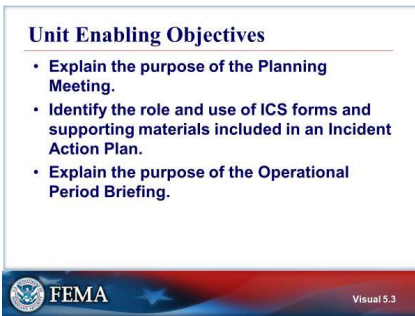
This unit will continue with the incident action planning process and IAP development.



Visual 5.2

### UNIT TERMINAL OBJECTIVE

Create a written IAP for an incident/event using the appropriate ICS forms and supporting materials and use the IAP to conduct an Operational Period briefing.



Visual 5.3

### UNIT ENABLING OBJECTIVES

- Explain the purpose of the Planning Meeting.
- Identify the role and use of ICS forms and supporting materials included in an Incident Action Plan.
- Explain the purpose of the Operational Period Briefing.

The Final Exam is based on the Unit Enabling Objectives. Additionally, performance of the activities in this unit is a key part of the evaluation of your performance for this course.

**Preparing for the Planning Meeting**

- Analyze the ICS 215 developed in Tactics Meeting.
- Finalize Incident Action Plan Safety Analysis (ICS 215A).
- Assess current operations effectiveness and resource efficiency.
- Gather info to support incident management decisions.

Handout 5-1: Preparing for the Planning Meeting

FEMA Visual 5.4

Visual 5.4

**PREPARING FOR THE PLANNING MEETING**

The next step in the incident action planning process is to prepare for the Planning Meeting. Following the Tactics Meeting, the Planning Section coordinates preparations for the Planning Meeting.

It is very important to complete the ICS Form 215A after the ICS Form 215 so that any safety concerns that are identified can be successfully mitigated.

Refer to Handout 5-1: Preparing for the Planning Meeting.

**Planning Meeting Displays**

FEMA Visual 5.5

Visual 5.5

**PLANNING MEETING DISPLAYS**

Displays should include the Planning Meeting agenda, Incident Objectives, large versions of the ICS Forms 215 and 215A, maps/charts, the schedule for forms submission and additional meetings, and any other props needed to illustrate the IAP.

**The Planning Meeting**

- Purposes: Review/validate the Operational Plan; Identify resource requirements
- Who Attends:
  - Command and General Staffs
  - Other incident management personnel
  - Agency Administrator
  - Cooperating/assisting agency personnel
- Who Leads: Planning Section Chief



FEMA Visual 5.6

Visual 5.6

**THE PLANNING MEETING**


The Planning Meeting provides the final 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 and resource assignments as proposed by the Operations Section Chief.

The Operations Section Chief presents the tactical plan using the ICS Form 215. The ICS Form 215 delineates operations section organization, work assignments the amount and kind/type of resources he or she will need to accomplish the plan as well as reporting location and time. The Planning Section’s Resources Unit will have to work with the Logistics Section to fulfill the resource needs.

The Planning Chief facilitates 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.

At the conclusion of the meeting, the Planning Section Chief indicates when all elements of the plan and support documents must be submitted so the plan can be collated, reviewed, approved, duplicated, and made ready for the operations briefing.

**Handout 5-2**



**The Planning Meeting Agenda**

FEMA Visual 5.7

Visual 5.7

**HANDOUT 5-2: THE PLANNING MEETING AGENDA**

Refer to Handout 5-2: Planning Meeting Agenda.



Visual 5.8



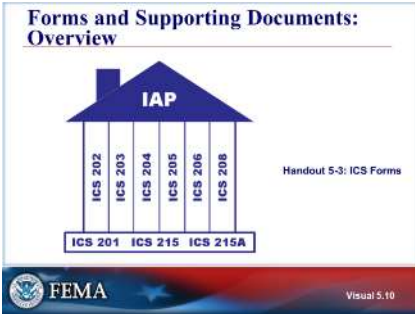
Visual 5.9

## PLANNING P VIDEO: PLANNING MEETING

## IAP PREPARATION AND APPROVAL

After the Planning Meeting is held, the following actions are taken to prepare the Incident Action Plan (IAP):

- ICS Staff Sections prepare their components of the IAP and submit them to the Planning Section.
- The **Planning Section** collates, prepares, and duplicates the IAP document for distribution at the operations briefing. The Planning Section will:
  - Set the deadline for completing IAP attachments.
  - Obtain plan attachments and review them for completeness and approvals.
  - 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 **Documentation Unit** will normally be responsible for reproducing the IAP
- The **Resources Unit** coordinates with the Logistics Section to acquire the amount and type of resources needed.
- The **Incident Commander/Unified Command** reviews and approves the IAP.



Visual 5.10

## FORMS AND SUPPORTING DOCUMENTS: OVERVIEW

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.

- ICS Form 202 Incident Objectives - what is to be done
- ICS Form 203 Organization Assignment List - who is assigned
- ICS Form 204 Assignment List - what they are assigned to do
- ICS Form 205 Incident Radio Communications Plan - how we talk to each other
- ICS Form 205A Communications List – all methods of non-radio contact information for personnel assigned (optional)
- ICS Form 206 Medical Plan - how to treat medical/injured responders
- ICS Form 207 Incident Organizational Chart – visual chart depicting organizational positions and who is assigned to each (optional)
- ICS Form 208 Safety Message/Plan - how to keep people safe.

It is a best practice to include a cover sheet to indicate which forms and supporting documents are included in the IAP. An alternate approach is to list the contents of the IAP on the bottom of the ICS Form 202 Incident Objectives. The key concept is that an IAP may not contain all ICS forms. Use of a checklist to indicate which forms and supporting documents are enclosed as part of the IAP will ensure that IAP users understand what forms were included in the IAP.

It is also important to understand that an IAP will change over time in an incident. Initial IAPs may be shorter and response action focused. Later IAPs may be longer, contain more forms, and include recovery and mitigation

objectives. Again, listing the components included in the IAP will help IAP users.

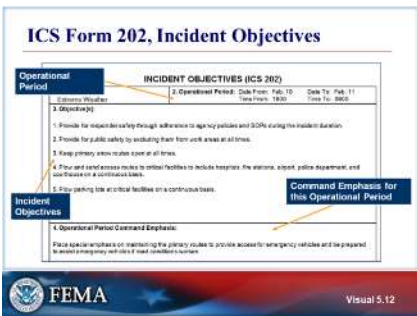
For a more indepth explanation of the ICS forms, refer to Handout 5-3: ICS Form Descriptions and review.

**FACILITATED ACTIVITY: REVIEW OF AN IAP**

The instructor will explain this facilitated activity.



Visual 5.11

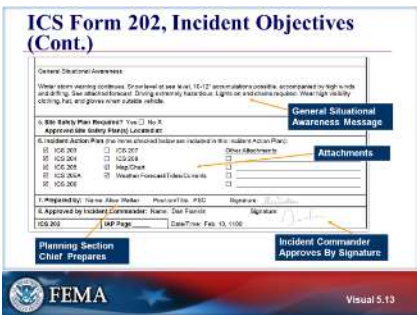


Visual 5.12

**ICS FORM 202, INCIDENT OBJECTIVES**

The Incident Objectives, ICS Form 202, includes incident information, a listing of the incident objectives for the Operational Period, and a brief summary of the command emphasis/priorities.

The ICS Form 202 is completed by the Incident Commander or Unified Command (with the support of the Planning Section) following each Command and General Staff Meeting.

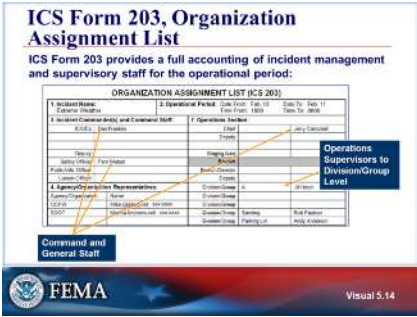


Visual 5.13

**ICS FORM 202, INCIDENT OBJECTIVES (CONT.)**

- A Situational Awareness message is included with pertinent weather information.
- Identifies if a Site Safety Plan is required.
- The Planning Section Chief signs the ICS Form 202 indicating completion of the form and Incident Commander(s) sign indicating approval of the written IAP.
- A list of attachments is included (table of contents for the IAP). Note that some organizations will use a separate IAP cover sheet for this purpose.





Visual 5.14

### ICS FORM 203, ORGANIZATION ASSIGNMENT LIST

The Organization Assignment List, ICS Form 203, provides a full accounting of incident management and supervisory staff currently activated for the Operational Period of the IAP.

The Resources Unit prepares and maintains the list. The Planning Section Chief is responsible for ensuring the most current ICS Form 203 is placed in the IAP.



Visual 5.15

### ICS FORM 204, ASSIGNMENT LIST (1 OF 4)

The Assignment List, ICS Form 204, is based on the organizational structure of the Operations Section for the Operational Period.

The ICS Form 204 is normally prepared by the Resources Unit, It must be approved by the IC, but may first also be reviewed and initialed by the Planning Section Chief and Operations Section Chief to ensure they understand and concur with the assignments.

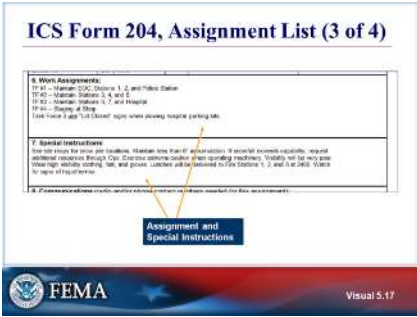
Each Division or Group will have its own page. This page will list who is supervising the Division or Group, to include Branch Director if assigned.



Visual 5.16

### ICS FORM 204, ASSIGNMENT LIST (2 OF 4)

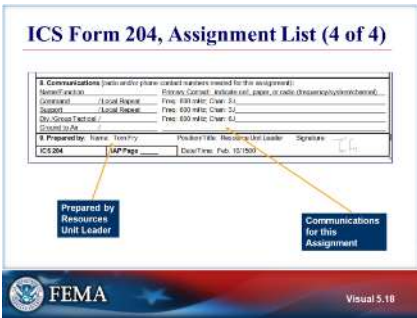
The Assignment List includes specific assigned resources with leader name and number of personnel assigned to each resource.



Visual 5.17

**ICS FORM 204, ASSIGNMENT LIST (3 OF 4)**

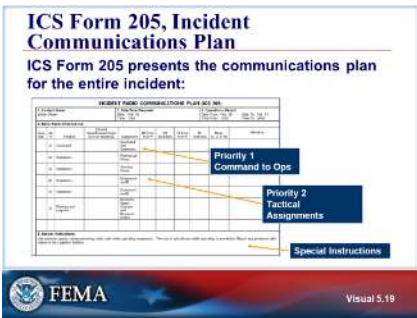
The Work Assignment section describes in detail the specific actions that the Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the Communications Plan that apply to that Division or Group.



Visual 5.18

**ICS FORM 204, ASSIGNMENT LIST (4 OF 4)**

Communications assignments are specified on the Assignment List. Summarize by noting that information from several forms is integrated on the Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocols/frequencies.



Visual 5.19

**ICS FORM 205, INCIDENT COMMUNICATIONS PLAN**

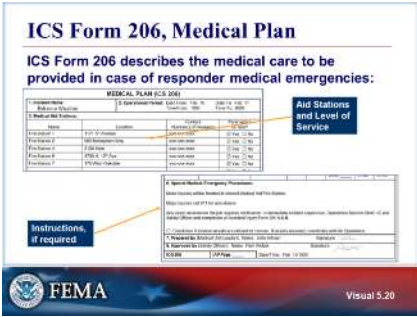
The Incident Communications Plan, ICS Form 205, summarizes the communications plan for the entire incident.

The ICS Form 205A is a second communications-related form that may also be used in an IAP.

The ICS Form 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders.

Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS Form 204).

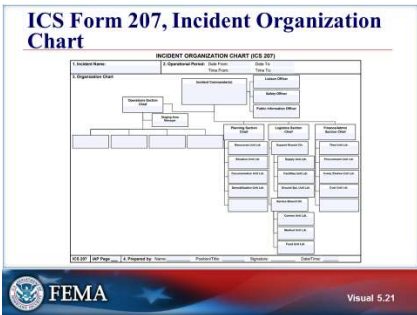


Visual 5.20

### ICS FORM 206, MEDICAL PLAN

The Medical Plan, ICS Form 206, presents the plan for providing care in the case of responder medical emergencies. In addition, provides information on incident medical aid stations, ground and air transportation services, and hospitals. The ICS Form 206 is normally prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination.

If aviation assets are used for rescue, coordinate with Air Operations.

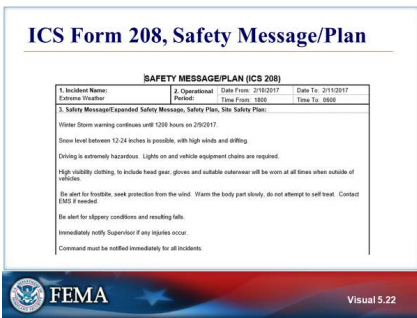


Visual 5.21

### ICS FORM 207, INCIDENT ORGANIZATION CHART

The ICS Form 207 provides a visual chart depicting the ICS organization position assignments for the incident. May be used as a wall chart during meetings and briefing.

The ICS Form 207 is prepared by the Resources Unit Leader and reviewed by the IC.

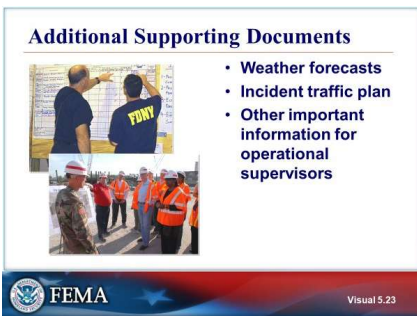


Visual 5.22

### ICS FORM 208, SAFETY MESSAGE/PLAN

The ICS Form 208 is completed by the Safety Officer. The form outlines safety message(s), priorities, key command emphasis/decisions/directions, safety hazards and specific precautions to be observed during the Operational Period for the IAP.

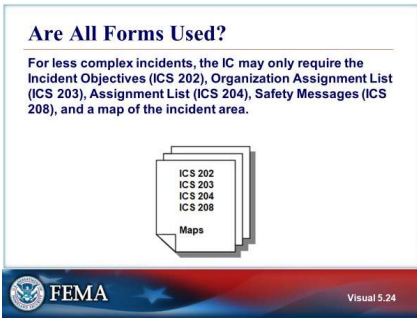
Identifies if a Site Safety Plan is required and the location of the Site Safety Plan.



Visual 5.23

### ADDITIONAL SUPPORTING DOCUMENTS

Refer to Handout 5-3: ICS Form Descriptions.



Visual 5.24

**ARE ALL FORMS USED?**

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

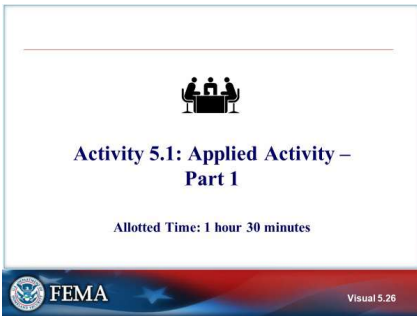


Visual 5.25

**IAP APPROVAL**

Based on concurrence from all elements at the end of the Planning Meeting, the Incident Commander or Unified Command approves the plan.

After this final approval, the Planning Section staff assemble the plan and ensure that it is ready for use during the Operational Period Briefing.



Visual 5.26

**ACTIVITY 5.1: APPLIED ACTIVITY – PART 1**

The instructor will explain Activity 5.1 Part 1

You will have 1 hour 15 minutes to complete the activity with 15 minutes of individual feedback/debrief.

Refer to Unit 5 of the Applied Activity Materials document.

**Operations Briefing**

The Operations Briefing:

- Is conducted at the beginning of each operational period.
- Presents the IAP to supervisors of tactical resources.
- Should be concise.

FEMA Visual 5.27

Visual 5.27

## OPERATIONS BRIEFING

The Operations Briefing is conducted at the beginning of each Operational Period, immediately prior to the start of the new Operational Period. Supervisors of the tactical resources to be employed during that period attend the operations briefing. Normally this will include Branch, Group and Division level supervisors. Unit leaders may participate in this briefing, but they will more often be briefed on the IAP in a later, separate Group/ Division briefing. In some cases, all of the tactical personnel may attend the Operations Briefing if this meets an operational need and they can be accommodated.

The Operations Briefing presents the IAP to supervisors of tactical resources. Following the Operational Period Briefing, supervisors brief their assigned personnel on their respective assignments as documented in the IAP. Staff members are 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 this briefing, staff members will have a chance to ask questions regarding the plan, any critical safety issues, and specific logistical information.

The Operations Briefing should be concise. The Planning Section Chief facilitates the briefing, following a concise agenda

**Sample Operations Briefing Agenda**

Agenda Item	Who
1. Introduction and Welcome	Planning Section Chief
2. Review of Incident Objectives	Incident Commander
3. Review of Current Incident/ Objective Status	Operations Section Chief Technical Specialists (as necessary)
4. Incident Boundaries, Branch/Division Locations, and Group Assignments (Map)	Operations Section Chief

FEMA Visual 5.28

Visual 5.28

## SAMPLE OPERATIONS BRIEFING AGENDA

Sample Operations Briefing Agenda (Cont.)	
Agenda Item	Who
5. Review of Division/Group Assignments (ICS 204)	Operations Section Chief
6. Review of Safety Issues, Safety Message	Safety Officer
7. Logistics (Communications and Medical Plans)	Logistics Section Chief (Communications Unit Leader/Medical Unit Leader)
8. Other personnel	Incident Dependent (Finance Section Chief, Liaison Officer, Public Information Officer, etc.)
9. Closing Remarks	Agency Administrator/Incident Commander
10. Conclusion	Planning Section Chief



Visual 5.29

## SAMPLE OPERATIONS BRIEFING AGENDA (CONT.)

1. **The Operations Section Chief** reviews all Division/Group Assignments (ICS Form 204), ensuring that the Division and Group Supervisors thoroughly understand the tactical assignment, resources, communications, special instructions, and safety issues associated with the Division or Group. It is not unusual for incident conditions to have changed between the time the IAP is duplicated and the operations briefing. The Operations Section Chief may dictate last-minute changes to the IAP. The IAP is the primary focus of the briefing.
2. **Safety Officer** discusses safety issues such as accidents and injuries to date, continuing and new hazards, and mitigation efforts. Reviews Safety Message.
3. **Logistics Section Chief** covers supply, transportation, food, and facilities-related issues. The Logistics Section Chief will also cover (or may have staff discuss) the following:
  - Medical Unit Leader discusses the Medical Plan (ICS Form 206), ensuring that all supervisors understand the procedures to follow if a responder is injured on the incident.
  - Communications Unit Leader reviews the overall Incident Communications Plan (ICS Form 205 and ICS Form 205A).
4. **Other Personnel** may review additional IAP elements as needed. These may include:
  - Air Operations Summary – Air Operations Branch Director
  - Fiscal or Compensation/Claims issues – Finance/Administration Section Chief
  - Issues associated with cooperating or assisting agencies – Liaison Officer
  - Media and incident information issues – Public Information Officer

- Other issues (may include presentations by Training Specialist, the Demobilization Unit Leader, etc.)
- 5. **Incident Commander** provides closing remarks.
- 6. **Planning Section Chief** provides housekeeping information such as times of next meetings, etc., and concludes the meeting.

Refer to Handout 5-4: Sample Operations Briefing Agenda.



Visual 5.30

## EXECUTING AND ASSESSING THE PLAN

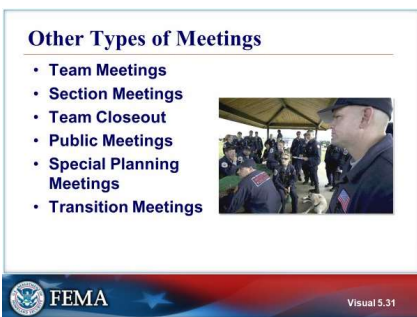
The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific Operational Period.

Once the Incident Action Plan has been approved, any change or modification to the plan identified at the Operational Period Briefing should be written in red ink on the original document. This original document serves as the incident's official document to be retained.

- The plan is evaluated at various stages in its development and implementation:
  - First, all members of the **Command and General Staff** 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.

Operations Section Chief assesses the IAP implementation, incident objectives, strategies, and tactics prior to the next Operational Period.

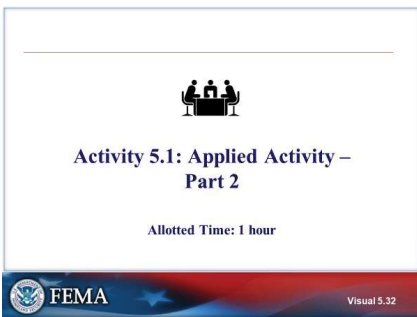




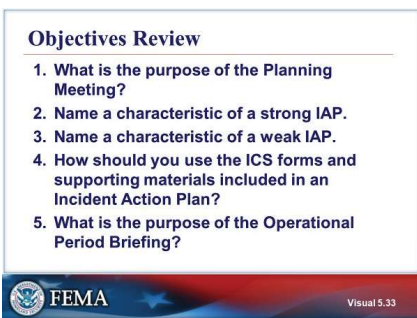
Visual 5.31

## OTHER TYPES OF MEETINGS

- **Team Meetings** – The Incident Commander can call a meeting of the Command and General Staffs to assess general morale, ensure groupwork and communication, or provide additional direction. These meetings are not planning meetings and do not have a set agenda.
- **Section Meetings** – Following the Operational Period Briefing, Section Chiefs will need to brief section personnel not in attendance at the Operational Period Briefing on the IAP. Section Chiefs may also call meetings of their staff at any time and for the same reasons.
- **Team Closeout** – The Incident Management Team may want to hold a closeout meeting to discuss lessons learned, performance issues, changes in team practices, etc.
- **Public Meetings** – The Incident Commander may find it useful to hold general public meetings or focus group meetings to brief the public or special interest groups on incident activities. Such meetings should be carefully planned in advance and have a formal agenda. Usually the Public Information Officer is also involved in advertising, organizing, and facilitating such meetings.
- **Special Planning Meetings** – Special planning meetings may be useful to discuss proposed specialty plans such as the Demobilization Plan or specific contingency plans. Such meetings may be convened by the Planning Section Chief (Demobilization Plan) and/or the Operations Section Chief (contingency plans).
- **Transition Meetings** – A transition meeting can be seen as an expanded transfer of command meeting when one Incident Management Team replaces another Incident Management Team. Transition meetings are a good way to ensure that all information is shared between members of incoming and departing Incident Management Teams.



Visual 5.32



Visual 5.33

## ACTIVITY 5.1: APPLIED ACTIVITY – PART 2

### Introduce

The instructor will explain Activity 5.1 Part .

You will have 45 minutes to complete the activity with 15 minutes of individual feedback/debrief.

## OBJECTIVES REVIEW

### Unit Enabling Objectives

- Explain the purpose of the Planning Meeting.
- Identify the role and use of ICS forms and supporting materials included in an Incident Action Plan.
- Explain the purpose of the Operational Period Briefing.