# Incident Command System
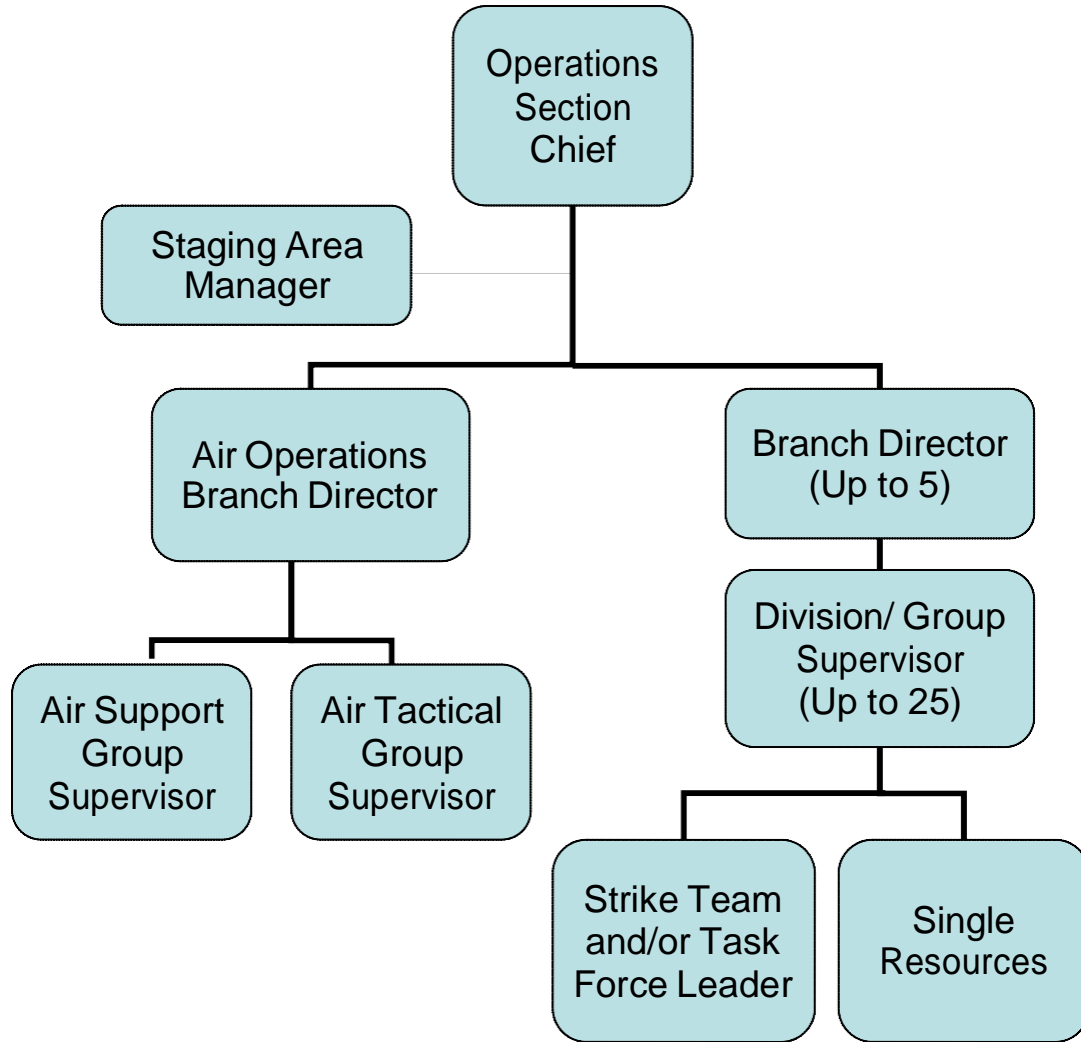
---

# Operations Section Chief

# - OSC -

# Job Aid

Revision 2

July 2014

```
                    Operations
                    Section
                    Chief

     Staging Area
      Manager

          Air Operations                    Branch Director
          Branch Director                     (Up to 5)

                                            Division/ Group
                                              Supervisor
                                              (Up to 25)

     Air Support      Air Tactical
       Group            Group
     Supervisor       Supervisor
                                        Strike Team
                                        and/or Task        Single
                                        Force Leader      Resources
```

The Operations Section is staffed from the **bottom up** (single resources first, then Strike Teams and Task Forces, then Divisions and Groups, etc.) and only staffs what is needed for the incident. (refer to section 2.5.1).

## 1.1 Overview

## 1.2 User

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

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

This Job Aid does not cover other important traits of an effective OSC, such as: good leadership, interpersonal and communications skills, or experience in risk-based decision making; a solid grasp of political, social, environmental, and economic issues; experience in risk-based decision making an in-depth knowledge of substantive aspects of the incident at hand.   A

good OSC exhibits these traits and many more in addition to properly executing the ICS.

## 1.3  When to Use

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

## 1.4  Major Accomplishments for the Operations Section Chief Position

- Ensure all operations are properly managed
- Communicate operational information
- Ensure operational objectives established by Command are effectively and efficiently acted upon through the development of appropriate strategies and tactical work assignments
- Coordinate and communicate effectively with other staff elements to ensure adequate support of the operational effort (see 4.2 and 4.3)
- Ensure safety and other response policies are enforced
- Serve as a key contributor to the operational planning process
- Make expedient adjustments to tactical portions of the action plans and resource utilization to ensure maximum effectiveness.

- Ensure that response activities are documented, and effectiveness information is conveyed appropriately

1.4.1     Division of Duties between the OSC and Deputy OSC:

With the complexity of today's response requirements to large scale incidents or events, it is often prudent to sub-divide the duties of the Operations Section Chief (OSC) into two separate work functions, one in the Incident Command Post (ICP),  and the other out in the operational area supervising tactical activities.

The OSC is the overall person in charge of the Operations Section and must be accountable and accessible to other staff in the ICP in contributing to the Operational planning process and ensuring effective support of the operational activities. Typically, it is best if the OSC is the one who remains mostly in the ICP.

Whenever the OSC must be mostly in the ICP, it is wise to assign a highly qualified person as Deputy OSC (DOSC). This person is subordinate to the OSC and works in the operational area supervising tactical work activities and implementation of the Incident Action Plan (IAP).

### 1.4.2     Operations Section Chief at the ICP

- Maintain constant communications with the DOSC to ensure situational awareness, and the ICP coordination and support of field activities. Periodically, visit field activities to maintain keen grasp of operating picture.
- Ensure the command is briefed on operational issues.
- Work with the Planning Section Chief (PSC) and other staff to develop the tactical portion of the IAP.
- Work out of the ICP; coordinate with the Command and General Staff members for all planning and tactical meetings and operational briefings.
- Provide operational input to development of long-range strategic, contingency, support and demobilization plans.
- Help provide operations briefings to IMT members, media, stakeholders and others as required.
- Gather information from operations personnel that could be used when developing the next IAP.

- Coordinate planned activities with the Safety Officer (SOFR) to ensure compliance with approved safety practices.
- Coordinate with the Logistics Section Chief (LSC) on resource requesting and logistics support issues.
- Coordinate with the Liaison Officer (LOFR) and Agency Representatives to assure that interagency needs are met.
- Troubleshoot operational support issues with other IMT members.
- Maintain ICS 214 Unit Log (see 4.17).

### 1.4.3    Deputy Operations Section Chief

- Ensure that the IAP is being effectively implemented, and rapidly communicate problems back to the OSC.
- Maintain effective and coordination communication with the OSC.
- Take ownership of all activities occurring in the operational area.
- Be accountable for personnel and equipment assigned to the operational area.
- Ensure that safe practices are being employed.
- Ensure the security of the operational area is being maintained.

- Be able to assemble and disassemble operational elements such as task forces and strike teams.
- Be able to supervise the Operations Section supervisory staff.
- Reassign resources as needed.
- Determine the need for additional resources or resource demobilization.
- Identify additional support facilities.
- Ensure that Operations Section personnel use good safety practices.
- Identify and communicate with the OSC future strategies and tactics.
- Make on-scene adjustments to planned tactics.
- Evaluate effectiveness of the operations.
- Ensure adequate supervision is occurring.
- Ensure interagency cooperation and coordination is occurring.
- Debrief off-going resources, and pass best practices and lessons learned to the OSC for incorporation into the next cycle of operational planning.
- Keep Situation and Resources Units current on incident status.
- Ensure that all supervisory personnel are maintaining a ICS 214 Unit Log (see 4.17).

**1.5  References**

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

- Incident Management Handbook (IMH) COMDTPUB P3120.17A.
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Type 3 Operations Section Chief (OSC3) Performance Qualification Standard (PQS)
- Applicable Agency and/or company policy, contingency plans, geographic supplements, and manuals.
- Operations Section Chief Job Aid
- Division/Group Supervisor Job Aid
- Classified Material and Sensitive Security Information (SSI) guidance at http://www.uscg.mil/

**1.6  Materials**

A complete list of materials necessary is listed in 4.1, Operations Section Chief Deployment Kit. Ensure these materials are available throughout the event.

## 1.7  ICS Forms

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

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

- Incident Briefing (ICS 201)
- Incident Objectives (ICS 202)
- Organization Assignment List (ICS 203)
- Assignment List (ICS 204)
- Communications Plan (ICS 205)
- Communications List (ICS 205A)
- Medical Plan (ICS 206)
- Incident Organization Chart (ICS 207)
- Site Safety and Health Plan (ICS 208)
- Incident Summary Status (ICS 209)
- General Message (ICS 213)
- Unit Logs for all Operations Section Personnel (ICS 214)
- Operational Planning Worksheet (ICS 215)
- Hazard Risk Analysis (ICS 215A)
- Demobilization Check-Out (ICS 221)
- Incident Personnel Performance Evaluation (ICS 225)

## 1.8 Other

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

**Checklists**

**Pre-Assignment Actions (Individual readiness)**

|  | |
|--|--|
|  | Ensure personal readiness for assignment (details on page 19) |
|  | Ensure OSC Certification is current and minimum training is complete and up-to-date |
|  | Assemble a personal and OSC Deployment Kit |

**Notification Phase – Pre-Deployment Actions**

|  | |
|--|--|
|  | Receive assignment (details on page 21) |
|  | Receive travel orders |
|  | Verify/Update personal deployment kit |
|  | Verify/Update OSC deployment kit |
|  | Conduct Pre-Assessment |
|  | Conduct Pre-Deployment Operational Risk Management (ORM) |

## Initial Response and Assessment

| | |
|---|---|
| | Conduct on-scene Operational Risk Management (details on page 24) |
| | Identify Additional mission priorities and conduct resource needs analysis |
| | Evaluate, organize, deploy on-scene resources |
| | Evaluate & manage incident potential |
| | Assess the Incident Situation |
| | What kind of incident? |
| | Who are key players? |
| | When incident occurred? |
| | Where is incident location/AOR? |
| | Incident organization? |
| | Next meeting or briefing? |

## Incident Briefing ICS 201

| | |
|---|---|
| | Assist in ICS 201 Brief, if needed |
| | On Coming OSC meets with relieved OSC (if being replaced) |

## Activate Operations Section

| | |
|---|---|
| | Determine Staffing Requirements (see detail on page 30) |
| | Establish work location |
| | Organize and brief subordinates |
| | Acquire work materials |
| | Establish collateral responsibilities within the section |

## Transition to On-Going Operations Phase

| | |
|---|---|
| | Ensure continued effective management of current operations while transition (see detail on page 42) |
| | Support operational planning process and manage current operations simultaneously |
| | Ensure Technical Specialist information is communicated effectively. |
| | Review appropriate contingency plans |
| | Review available local, state and federal contingency plans based on the incident characteristics and scope |
| | Determine possible impacts to incident |

## Manage the Operations Section Personnel and Activities

| | |
|---|---|
| | Meet with Section personnel (see detail on page 42) |
| | Evaluate/monitor section and individual performance |
| | Provide Feedback and/or corrective actions to subordinates |
| | Identify and correct systemic problems |
| | Provide On the Job Training (OJT) as appropriate |
| | Provide guidance on Operations Section activities and services to IMT |
| | Review the demobilization plan |

## Conduct Section Meetings

| | |
|---|---|
| | Meet with/Brief Subordinates (see detail on page 45) |
| | Discuss status of Operations Section and provide feedback on performance |

## Demobilize Personnel and Unit

| | |
|---|---|
| | Review and provide input to the Demobilization Plan (see detail on page 47) |
| | Supervise demobilization of section personnel |
| | Supervise demobilization of section |

## 2.1 General Tasks for the OSC Position

## 2.2 Pre-Assignment Actions (Individual Readiness)

2.2.1    Ensure personal readiness for deployment.

Personal readiness includes: dependent, financial and personal readiness (see 4.1).  Should you deploy without being personally ready, it will affect your ability to respond and cause a burden on the incident management team which now has to assist you with these issues.

- Medical/dental readiness – Ensure you have no outstanding issues that would prevent you from being deployed. For example, you have a plan to ensure you have enough medications for the entire period of the deployment.
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy.  This means ensuring your financial situation is in order. Ensuring bills will be paid while deployed.

- Family Readiness:   Ensure you have a Dependent Care/Pet Care plan for when deployed.

2.2.2     Ensure OSC Certification is current and minimum training is complete and up-to-date in IQS.
- Incident specific training.
    - HAZWOPER
    - Hazardous Materials 1$^{st}$ responder

2.2.3     Assemble OSC Deployment Kit
- This kit includes manuals, forms and guides to help with running the Operations Section
- See 4.1 for items to include in the OSC deployment kit

## 2.2  Notification Phase – Pre-Deployment Actions

This job aid assumes the OSC is typically one of the first responders on scene.   The initial Operations Section Chief reports to an incident and surveys the scene.   Pre-assessment information is collected prior to reporting on scene.
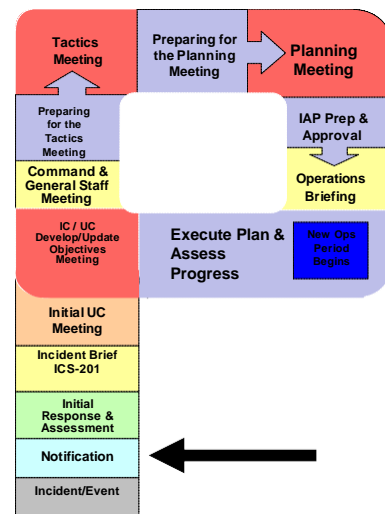
### 2.2.1    Receive assignment

- You may receive your assignment in many ways, via message, phone call, supervisor, or on orders.   You should verify reporting location, date and time, as well as ICP contact numbers (if established) for assistance with reporting.
    - o Finalize personal readiness for assignment
- Review the pre-assignment check list to ensure readiness for assignment which includes personal, dependent, and financial readiness.
- Notify your chain of command of any outstanding readiness issues.   This may mean delaying deployment to resolve the issue.

2.2.2    Receive Resource Orders (order number) if possible before mobilization.
Obtain counseling on entitlements and responsibilities from a travel authorizing official.
• Make travel arrangements using approved State of Texas travel method and guidelines.

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

2.2.4    Verify/update OSC Deployment Kit
Ensure manuals, forms and guides are current versions (electronic and paper).
Ensure supplies are restocked from last deployment.

2.2.5    Conduct Pre-Deployment Operational Risk Management (ORM).
• Review the current ICS 201 and/or IAP. The purpose of this task is to acquire additional background on the incident prior to starting your assignment.

- Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you.
- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident.
- Determine what has happened, what is being done, with what, and by whom.
- Begin to document on ICS 201 Incident Briefing form (if you are the first responder).
- Determine the extent of the situation.   Draw a mental picture.

2.2.6    Conduct pre-deployment operational risk assessment.

- Consider using ICS 215A Hazard Risk Analysis Worksheet.
- Determine real and probable risks to responders and the public.
- Identify hazard, exclusion and safety zones. Determine areas of safe refuge and evacuation zones.
- Identify resources and support facilities already in use.

2.2.7    Deploy to field with ICS 201 form and appropriate assessment tools and references.

## 2.3  Initial Response and Assessment

The initial actions of an on-scene Operations Section Chief are outlined below.

### 2.3.1     Conduct on-scene Operational Risk Management

- Verify and validate what is currently happening and what is the potential.
- Confirm threats to public and responders
- Verify existing responder support services.
- Confirm exclusion, safety, hazard zones; evacuation areas and places of safe refuge
- Continue completing ICS 201 Form.
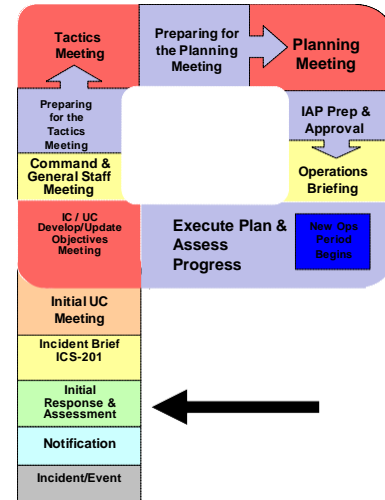
### 2.3.2     Identify additional mission priorities and conduct resource needs analysis

- Determine additional risks: security, weather, unstable situation, etc.   Review contingency plans.
- Identify primary factors that may cause rapid incident escalation or change.
- Identify Operations Section organization & resource adjustments needed.   Consider escalation potential & other contingencies.

- Update work assignments & special instructions based on Command priorities, objectives, threats, & escalation factors.
- Determine adequacy of staging areas, communications, & other support aspects. Request additional support as needed.
- Continue completing ICS 201 Form.

## 2.3.3    Evaluate, organize, deploy on-scene resources

- Establish effective communications between on scene resources and OSC.
- Monitor situation for appropriate span of control. Consider use of divisions, groups and branches if needed.
- Order/deploy special teams (USAR, HAZMAT, LE, etc…) as appropriate.
- Organize existing on-scene resources to address mission priorities & objectives. Determine need for additional overhead personnel such as Div/Group Supervisors.
- Request/Order resources as needed for all work operational Periods.
- Establish effective resource to mission ratio. Utilize commercial resources as needed.
- Evaluate the need for aircraft to support all aspects of the operation.

- Evaluate support requirements to sustain operations, such as food, fuel, relief crews, etc.
- Convey key decisions, support info, & reporting info to Operations Section overhead personnel.

## 2.3.4    Evaluate & manage incident potential

- Review existing and potential resource demands both operational and support.
- Determine most effective work assignments, shifts and crew rotations.
- Determine potential for incident escalation, secondary impacts and potential for development of additional emergencies within the response.
- Determine need for Deputy OSC, & Assistant Safety Officer positions.
- Determine capacity for existing Operations Section resources to meet demands for the most probable duration of the incident and to address contingencies.
- Assist in executing operational planning process once initiated by Command.
- Evaluate need for Technical Specialists to assist in the Operations Section.   Order as needed.

2.3.5      Assess the Incident Situation

Confirm the Who, What, When, Where, Incident Organization, and Resources related to the incident.

- What is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)?
- This gives an idea of the resources that you will probably be requesting.
- Who are key players (Federal, State, local, industry)?
- This may give you some insight into why Command is setting particular objectives.
- When did the incident take place?
- An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.
- Where did the incident take place?
- Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area.
- What is the incident organization?
- You must know who is in your direct chain of command as well as other key players such as

the Incident Commander(s), Planning Section Chief (PSC), Logistics Section Chief (LSC), Finance Section Chief (FSC), and Safety Officer (SOFR).

- When is the next meeting or briefing that should be attended?
- Obtain a copy of the meetings and briefing schedule from the PSC, if developed.

## 2.4  Incident Briefing ICS 201

The initial Incident Commander may have determined a need to pass the Incident Commander position to a person of greater authority or resource capability. The Operations Section Chief supports the transition as needed and assists in completing an ICS 201 Form for the briefing (see OSC ICS 201 Incident Brief Checklist 4.3).
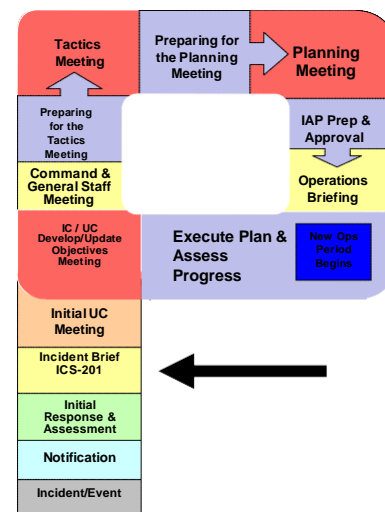


2.4.1     Operations Section Chief considers/completes the following as needed.

- Assist, as needed. with the development of the ICS Form 201for new IC or UC.

- Assist in conducting ICS 201 briefing, following the ICS 201 form format.
  - o Initial Actions
  - o Initial Objectives
  - o Current Actions
  - o Planned Actions
  - o Potential of Incident
  - o Current Organization
  - o Resource Summary
- Ensure continued effective management of current operations while transition occurs.
- Ensure Technical Specialist information is communicated effectively during briefing.
- Support operational planning process & manage current operations simultaneously.

2.4.2    Oncoming OSC meets with the relieved OSC on the following (if being replaced):
- Determine the current strategies & tactics.
- Determine incident potential, & planned actions.
- Determine contingency possibilities & ability to respond to them.
- Determine adequacy of resources & support.
- Determine Operations Section staffing & need for technical specialists.

## 2.5  Activate the Operations Section

The Operations Section work area is the space for the management of the tactical response effort. Therefore, the space must be designed to be conducive for managing current operations, as well as operational planning.   It needs to be functional, and free of interruptions and distractions that detract from the OSC's ability to lead the section.

### 2.5.1     Determine Staffing requirements.

The vast majority of Operations Section personnel will be out in the field executing tactical work activities.   However, some key functional positions are often needed to maximize operational effectiveness.   The table below refers to the Organizational Guides to establish a baseline for staffing requirements. Keep in mind the recommendations are based on 12 hour work schedules and may need to be doubled for round the clock response (Remember span of control is 3 to 7 with 5 being optimal).

| | Size of incident (# of Divisions/Groups) | | | | |
|---|---|---|---|---|---|
| Position | 2 | 5 | 10 | 15 | 25 |
| Deputy OSC | 1 | 1 | 1 | 2 | 3 |
| Branch Director | | 2 | 3 | 4 | 6 |
| Division/Group Supervisor | 2 | 5 | 10 | 15 | 25 |
| Strike Team Leaders | As Needed | | | | |
| Task Force Leaders | As Needed | | | | |
| Air Ops Branch Director | As Needed | | | | |
| Air Group Supervisor | As Needed | | | | |
| Helibase Manager | One per Helibase | | | | |
| Helispot Manager | One per Helispot | | | | |
| Staging Area Manager | One per Staging Area | | | | |

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

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

- If the ICS 201 is not complete, obtain your information from the IC, check-in lists, organization charts and personal observations.
- Assign on-scene personnel based on availability and qualifications as determined in the above two bullets.
- Determine Operations Section staffing needs considering incident response activities, command expectations of the Operations Section, and Operational Planning Process needs.
- Order staff and materials necessary to establish and effectively execute necessary Operations Section functions. (ICS 213, see 4.13)

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

- <u>Deputy Operations Section Chief(s) – DOSC</u> Typically, DOSC's are used to manage/lead the on-scene response effort. They direct all tactical response operations in support of Command priorities and objectives.   Their use in this capacity allows the OSC to remain in the Incident Command Post (ICP) available to Command, and able to execute the Operations

Section responsibilities within the operational planning process. DOSC's should be just as qualified as the OSC. However, their decision making authority must be negotiated between them and the OSC so as to eliminate any confusion. Using DOSC's to focus on managing current operations allows the OSC more opportunity to focus on planned operations in concert with the Planning Section, Technical Specialists, and other Command & General staff members as needed. DOSC's may also be used to manage/lead extended or round-the-clock operations. Again, DOSC's used in this manner must clearly understand their decision making authority/limitations, and reporting requirements.

- ICS Facilitator or Coach
  Not all response agency personnel are at the same level of ICS training. Consequently in order to level the playing field, an ICS facilitator can be used. The advantage of an ICS facilitator is that they can guide the OSC through the ICS operational planning process. They also may serve as an impartial facilitator in order to promote agreement throughout the IAP development process. One other beneficial activity of having an ICS facilitator is to be able

to prioritize the Operations Section Chief's time, activities, and other demands.   An ICS facilitator will be able to discern whether such demands are a priority and if they are worth delaying the operational planning process.   The ICS facilitator can also assist the OSC in the creation of the IAP documents.

- Assistant Documentation Unit Leader (Asst DOCL)
  The OSC makes many important decisions and performs actions, sometimes at a very rapid pace.   A Documentation Unit Leader Assistant can be used to document all key decisions, actions taken and keep a running chronology of OSC activities.   In many cases, the OSC may need to draft a decision memo or document a particular subject in order to protect them from liability or to justify a major decision made in the course of the response.   Many documents are produced by the OSC and the Asst DOCL can ensure they are drafted, collected and filed appropriately. The Asst DOCL should be outfitted with a portable computer, and a printer.

- Operations Section Phone/Radio Watch
  Ensure there is adequate personnel coverage to monitor all radios/phones necessary for effective

oversight of field operations.   Also, ensure there are sufficient additional personnel for watch reliefs, round the clock coverage, runners, etc.

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

2.5.2      Establish Work Location

Ensure adequate work space for number of personnel and equipment including the possibility for expansion. The following are items to consider when planning out section workspace. This is not an all inclusive list:

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

- Easels and Wall Space for Posting Work Products: The room should include wall space for hanging charts, maps, photos, and poster-size paper for Operations Section members to develop and review their written products (this is usually supported by the Situation Unit Leader). An easel should be available with poster size paper (preferably the self-stick variety) with

multi-colored markers.  This does not replace the Situation Displays, but is simply enough room for working drafts and poster sized products in development.

- Displays: Each poster/display has significant importance and is used for communicating information to the Operations Section personnel managing the field operations.  The Situation Unit provides and maintains all charts and maps for the OSC.  Therefore the Situation Unit should be in close proximity to the Operations Section. This way, everyone is on the same page in terms of operational activity.  Nothing will undermine Command's confidence in their staff quicker than differing information among staff functions. The situation displays should be close to or within Operations section, so that OSC and staff can be kept up to date on the operational picture and be able to use it for making operational decisions.        Here is a brief explanation of each:

  - Operational Decisions:  Conveys a listing of key decisions affecting field operations. Ensure they include dates/times.

  - Projector and Screen:  Allows Operations Section personnel to view and/or work on documents as a group.

o <u>Command Intent (ICS 202)</u>: The ICS 202 Command Intent includes the incident priorities established by the IC/UC for communication to the Command and General Staff.  These will help guide the OSC and staff in their operational decision making.

o <u>Objectives (ICS 202)</u>:  These are the objectives established by the IC/UC to drive the incident and convey their desired outcomes. They also help shape the measures of success developed by the OSC.

o <u>Charts/Maps</u>:     These are the visual aids needed by the OSC and staff for operational decision making.

- <u>Phones</u>: A conference call or speaker phone should be accessible in the Operations Section space that is large enough to allow multiple people to hear and use.   All calls going into the Operations Section space should be filtered by an assistant, therefore, it might be preferable to have a second phone in the space for an assiatant to answer, but have the capability of transferring a call to the conference phone if necessary.

- <u>Other Equipment:</u> Some other equipment that may be useful for outfitting a UC space includes:
  - Contingency Plans
  - Projector and screen for developing products and conducting briefings
  - Phone jacks to allow for internet access
  - Trash cans and shredders
  - Television and DVD player for viewing video
  - Coffee pot and supplies
  - Various electronics (computers, printers, faxes, scanners, video teleconferencing, etc.)

### 2.5.3    Organize and Brief Subordinates

- Conduct a section meeting as outlined in 2.9 to establish guidelines, expectations, work schedule,   and meeting schedules.
- Outline resource request process to subordinates.
- Develop an Organization Chart for the Section to identify roles and highlight span of control issues.
- Evaluate the span of control with the section and request/assign additional personnel to maintain proper management ratios.

### 2.5.4    Acquire work materials.

Acquire the appropriate equipment and consumable materials/supplies as listed in 4.1. Submit Resource Request (ICS 213) in accordance with incident resource request process (see 4.13)

### 2.5.5    Establish Collateral Duties with other Sections

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

## 2.6 Transition to On-Going Operations Phase

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

2.6.1    Ensure continued effective management of current operations while transition occurs.

2.6.2    Support operational planning process and manage current operations simultaneously.

2.6.3    Ensure Technical Specialist information is communicated effectively.

2.6.4    Review appropriate contingency plans

2.6.5    Review available local, state and federal contingency plans based on the incident characteristics and scope

2.6.6    Determine possible impacts to incident

2.6.7     Keep SITL and RESL informed of
Situation and Resource operational picture.

## 2.7  Manage the Operations Section Personnel and Activities

As the leader of the Operations Section Team, the
OSC should meet with the staff daily to monitor
team progress and cohesion.

2.7.1     Meet with section personnel (See detail in
2.8 and 4.21)
- At least once per operational period (may only
  be able to meet before the ops brief)
- If necessary, one per shift.
- Discuss or post expectations for operations
  section personnel to review

2.7.2     Evaluate/monitor section and individual
personnel performance (See detail in 4.21, 4.22
and 4.23)
- Monitor section for efficiency
- Evaluate for potential changes to Operations
  Section organization, personnel and/or
  processes
- Is section functioning as a team?

- Is section producing results required by OSC?
- Use ICS 225 Incident Personnel Performance Rating (see 4.24)
- Submit unit/personnel for recognition

## 2.7.3    Provide feedback and/or corrective actions to subordinates

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

## 2.7.4    Identify and correct systemic problems

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

## 2.7.5    Provide On the Job Training (OJT) as appropriate

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

## 2.7.6     Provide guidance on Operations Section activities to the IMT

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

## 2.7.8     Review the proposed and approved demobilization plan

- How does the incident determine resources ready for demobilization?
- Time on scene, statutory limitations, etc
- Identify section personnel ready for demobilization in accordance with plan
- When determined by Command, demobilize Section in accordance with plan
- Final disposition of documentation
- Breakdown of section spaces
- Return of accountable property

## 2.8 Conduct Section Meetings

The purpose of this meeting is to ensure that there is an on-going dialogue regarding Operations Section processes and activities for the incident and that they are communicated to key personnel. While the meeting can take place anytime, for the operations section, this is typically done at the Operations Brief. See checklists in 4.14 and 4.15 for more info.

2.8.1     Meet with/Brief Subordinates on:
- Incident Situation
- Command Situation
- Operations Section work hours
- OSC expectations of staff
- Operations Section staff authorities
- When OSC and/or DOSC needs to be notified
- Work product expectations and deadlines
- Coordination Issues
- Discuss status of objectives and work progress from previous operational period.

2.8.2     Discuss status of Operations Section and Provide feedback on performance.
- Assess size of Operations Section and determine need to order/demobilize personnel as response conditions change

- Query leadership for problems or concerns to be addresses (e.g. personnel issues, training needs, etc.)
- Assess alignment of staff expectations and reality of timelines (e.g. is the IAP expectations realistic?)

2.9 Demobilize Personnel and Section

2.16.1   Review and provide input to the Demobilization Plan

2.16.2   Supervise demobilization of section personnel
- Provide input to IC/UC for demobilization of section personnel
- Identify section personnel for demobilization. Ensure you have requested replacements if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS 221, Check-out Sheet
- Evaluate and recognize personnel (e.g. ICS 225 (section 4.21), awards draft)

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

## 3.1  Meetings and Briefings

## 3.2  Initial Unified Command Meeting

This meeting is for assembling the Unified Command, identifying jurisdictional roles and limitations, setting incident priorities and building the response organization.   The OSC normally does not participate in this meeting.
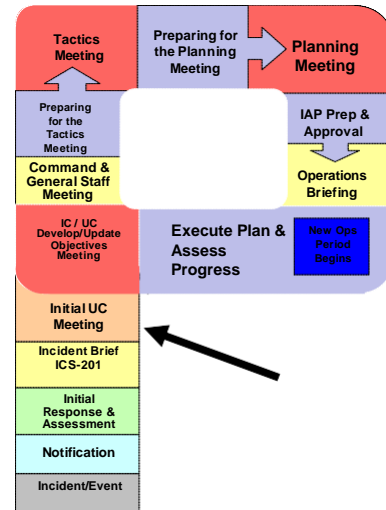


- The OSC must work closely with the Situation Unit Leader (SITL) to coordinate the IC/UC Briefings.   The SITL briefs the current situation status while the OSC, if asked, may provide information to justify tactics currently in use as well as future actions that may impact the outcome of the situation.

- Consider using this time to tour the incident scene if able to do so quickly and without jeopardizing your upcoming Operational Planning process responsibilities.   The perspective may be useful in upcoming segments.

## 3.3  Unified Command Objectives Meeting

The IC/UC will identify/review and prioritize incident objectives.   For reoccurring meetings, objectives are reviewed and revised as needed.   The OSC normally does not participate in this meeting. The OSC may suggest Objectives for the IC/UC, and assist in other key steps as requested.
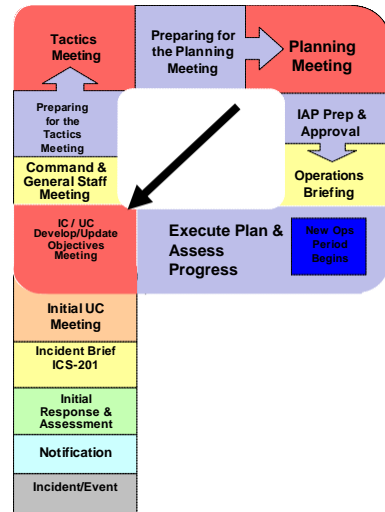


3.3.1     The OSC must work closely with the Situation Unit Leader (SITL) to coordinate the IC/UC Briefings.   The SITL briefs the current situation status while the OSC, if asked, may provide information to justify tactics currently in use as well as future actions that may impact the outcome of the situation.

3.3.2     Consider using this time to tour the incident scene if able to do so quickly and without jeopardizing your upcoming Operational Planning process responsibilities.   The perspective may be useful in upcoming segments.

## 3.4 The Command and General Staff Meeting

Considered the staff "employment" meeting, all Command and General Staff review priorities, objectives, open actions, etc. and ensure unity of effort.   The OSC must be prepared to present all manner of issues to staff members in order to maintain/improve operational effectiveness (see 4.21).   The PSC facilitates this meeting.
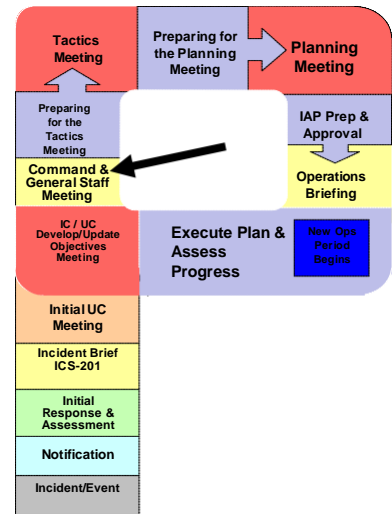
3.4.1      The OSC should be prepared to provide an operational update at this meeting if requested.

3.4.2      Discuss support facility related issues (staging areas, helibases and helispots, etc…).

3.4.3      Discuss resource support issues (replacement crews, fuel, food, consumable gear, comms, transportation, specialized gear, etc…).

3.4.4      Discuss interagency issues affecting the operational effort.

3.4.5      Obtain clarification on any support processes affecting operational activities.

3.4.6     Obtain clarification on any of the operational objectives given by the IC/UC.

3.4.7     Review/discuss Open Action Items tasking.

Note: Remember, that essentially the rest of the organization exists to support the operational effort.   The primary responsibility of the Command and General staff is to make the Operations Section as successful as possible.   In order to do this effectively and efficiently, they need timely/accurate feedback from the OSC.   The Command and General Staff Meeting is a formalized segment in the Operational Planning Process where this type of feedback can be presented/discussed.    Keep in mind, any time critical or sensitive feedback should be provided to the appropriate recipient whenever it is necessary without waiting for this meeting to occur.

## 3.4 Preparing for the Tactics Meeting

This is one of the most important segments in the Operational Planning Process for the OSC. Here is where the products necessary for turning the IC/UC's Objectives into tactical work assignments are initiated.   The OSC must bring his/her own operational expertise together with that of the Planning Section in order to create the best possible Operational Plan.   Remember, "high quality preparation equals high quality performance".   Time well spent in this block will carry through the rest of the process into an effective plan.
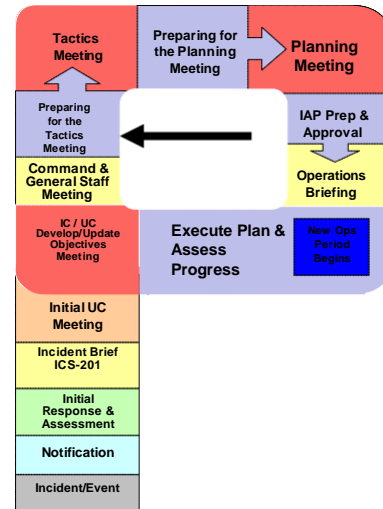
3.4.1     Meet with Technical Specialists as needed to prepare their information for incorporation into the Operational Planning process (e.g. diving, salvage, chemical hazards, wildlife impact, human health impact information, Law Enforcement options, etc.).   Consider incorporating a THSP's expertise anytime specialized equipment, processes, or work practices are involved.

3.4.2     Use the Example Objectives and Strategies (see 4.4), Tactics Meeting Preparation Checklist (see 4.5), ICS 215 Operational Planning Worksheet Development (see 4.6 and 4.7), Operations Work Functions Checklist (see 4.8), and if needed Branch Tactical Planning (see 4.9) to develop the OSC's Tactics Meeting Products.
          Ensure the products include contingencies or "what if" strategies and tactics for situations such as bad weather or sudden changes in operational conditions.

3.4.3     Prepare any meeting notes needed for presenting your draft Operational Plan to attendees at the upcoming Tactics Meeting.

3.4.4     Important Note:  Failure to prepare adequately and conduct a thorough Tactics Meeting will:
- Force a discussion of tactics in an open forum Result in a tedious and lengthy Planning Meeting
- Promote excessive external influence

## 3.5 Tactics Meeting

In this meeting the OSC presents their draft products from the previous segment of the process to the other staff members responsible for developing/ supporting the tactical work plan. Adjustments to the draft plan are made in consultation with the
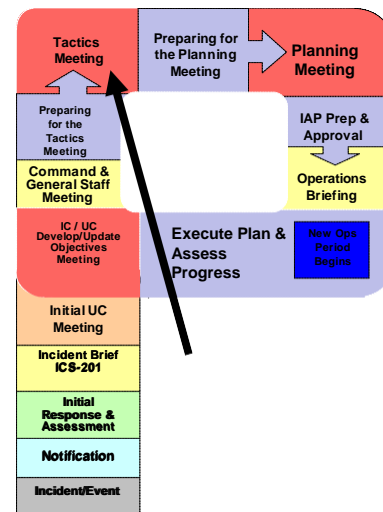
up the room, and facilitates this meeting.

3.5.1    The first Tactics Meeting is critical to effectively organizing the response operation. Focus on setting up functional groups and geographic divisions correctly in the early stages of the response; otherwise the consequences will be apparent as the operation progresses.

3.5.2    Follow process as outlined in the Tactics Meeting Preparation Checklist (see 4.5).

Note: It is critical that all attendees of this meeting fully understand the plan being presented by the OSC & PSC.  Be prepared to provide copies of the draft documents to other staff members as needed to begin their work in support of the plan.   This is

particularly important for the Logistics Section Chief, the Safety Officer, and the Communications Unit Leader.

## 3.6  Preparing for the Planning Meeting

During this segment of time the OSC should be finalizing his/her products for presentation to the IC/UC and other Command and General Staff members during the upcoming Planning Meeting. Generally, the Planning Section staff can/will produce the below products for the OSC's approval.
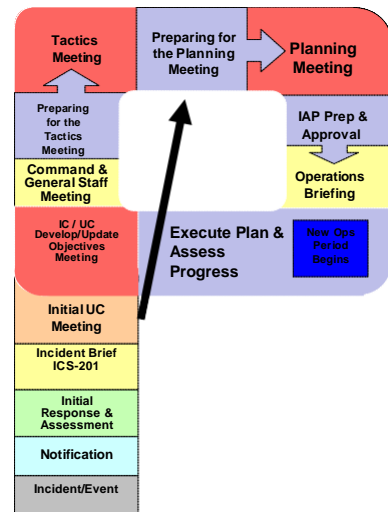


3.6.1     Final products from the tactics meeting are:

- Work map/chart
- Filled out Wall size ICS 215
- Operations Section Organization Chart
- List of contingencies
- Completed Operations Work Analysis Matrix, ICS 234-CG (optional)
- ICS 215A or other ORM Worksheets(see 4.18), completed by the Safety Officer

3.6.2    Prepare Technical Specialists for their roles during the Planning Meeting if applicable. Ensure any presentations are concise, to the point, and add value to the meeting.

3.6.3    Prepare any briefing notes needed to effectively communicate the Operational Plan to attendees.

3.6.4    Review the OSC Readiness for Planning Meeting Checklist (see 4.14)

3.6.7    The OSC will bring the completed ICS 213's (see 4.13) for the needed tactical resources for the next operational period. These will be routed to the LSC to fill.

Note: Maximize your preparation time in order to reassure meeting attendees that your Operational Plan is a good one.  Remember, effective meetings are mostly the result of effective preparation!

## 3.7  Planning Meeting

In this meeting the OSC provides an overview of the tactical plan to achieve the Unified Command's, priorities and objectives.   Insert THSP's into this presentation wherever necessary to clearly convey the plan.
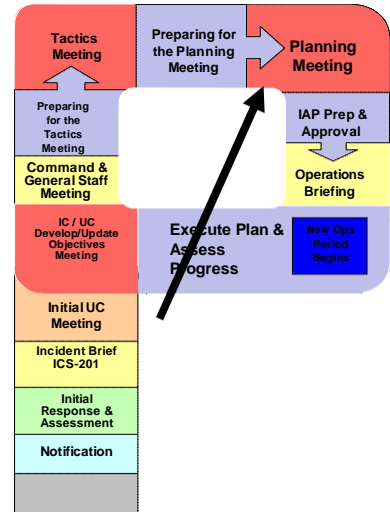
During this meeting, the OSC provides briefing on current operations followed with an overview on the proposed plan including strategy, tactics/work assignments, resource commitment, contingencies, Operations Section organizational structure and needed support facilities, i.e., Staging Areas.

3.7.1    Ensure all attendees have their handouts and/or other materials.

3.7.2    When introduced by the PSC, begin briefing of your operational plan.  Describe the primary functions to be performed (SAR, Law Enforcement, Salvage, Pollution Response, etc…).

3.7.3    Use the ICS 215 to discuss the strategies and tactics associated with each operational objective.

3.7.4    Next, using the map/chart and the ICS 215 explain the work to be done where, with what, and when.

3.7.5    Using the Operations Section Organization Chart poster, explain the organizational structure to be used to manage the work effort.  Especially emphasize the role of Deputy OSC's, and THSP's on scene.

3.7.6    Discuss reporting processes, such as critical information, progress, and completions.

3.7.7    Discuss any interagency issues, and ensure your briefing is not to "agency centric". Use common terms, and limit use of acronyms that are agency specific.

3.7.8    Be prepared for any Objective level adjustments the IC/UC may need to insert due to changes in the situation.

3.7.9    At the end of the meeting, the PSC issues deadlines to appropriate staff members to assure timely and effective IAP development.

Note:   It is sometimes easier to complete steps 3.7.2 through 3.7.5 simultaneously during the presentation of the proposed operational plan. Just start with an operational objective, discuss strategies and tactics (work assignment) from the ICS 215, then show the functional element on the map and organization chart. Then, if needed, discuss the associated resources on the ICS 215. It is simply the OSC's or Command's preference on how this is briefed. Usually during the first several operational periods, it may be necessary to go into greater detail, then as some elements of the plan become routine, they will not need to be addressed in such detail.   Finally, if there are numerous entities represented in Unified Command, it may be necessary to spend more time on detail to ensure everyone has a complete grasp of the operational plan.

## 3.8 IAP Preparation and Approval

The Incident Action Plan is prepared, submitted to the Unified Command and approved. The OSC should be available to provide clarification for the IAP development team if needed.  The OSC reviews the ICS 204's & ICS 204A's as the Incident Action Plan is prepared.  The OSC may assist the PSC in gaining approval from the IC/UC. Finally, the OSC ensures effective distribution to key Operations Section personnel.
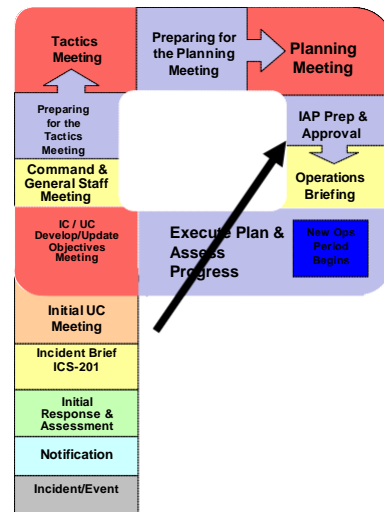
3.8.1    Obtain the ICS 204's & ICS 204A's from the Resources Unit Leader and Conducts a comprehensive review of the ICS 204s using the Review Checklist (see 4.11 and 4.12).

3.8.2    Assist PSC with support & plans. (Salvage, lightering, SAR)

3.8.3    Assist the PSC, if needed, in presenting the IAP to the IC/UC for approval and signature. Be prepared to provide clarification on any detail updated since the Planning Meeting.

3.8.4     Provide guidance to the Planning Section on how many copies of the IAP are needed for Operations Section personnel (recommended: everyone in a supervisory position).

3.8.5     Ensure there is an effective process for delivering IAP's to key Operations Section personnel.

3.8.6     Ensure personnel receive notification of the time and location of the Operations Briefing. Ensure THSP's (if appropriate) are prepared.

3.8.7     Maintain a copy of the IAP in the Operations Section to track pen and ink changes during the Operational Period.

## 3.9  Operations Briefing

This 30-minute or less briefing, the OSC presents the Incident Action Plan to the Operations Section Supervisors.   Remember the target audience is the operations personnel in attendance.
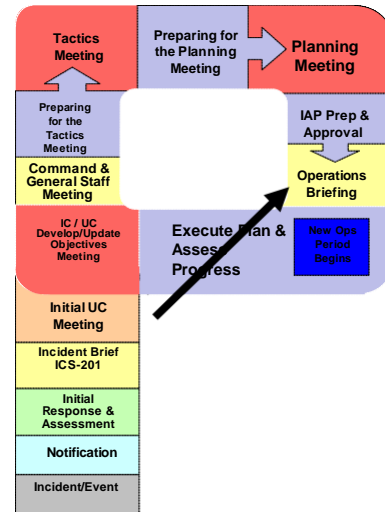


3.9.1     Ensure all Operations Section supervisory personnel are in attendance (i.e. DOSC's, all Branch Directors, Division/Group Supervisors, and Staging Area Managers).

3.9.2     Ensure they all have a copy of the IAP.

3.9.3     Using the OSC Readiness for the Operations Brief Checklist (see 4.15) and OSC Operations Briefing Outline (see 4.16), prepare for and conduct the Operations Briefing.

3.9.4     Follow up on operations section personnel questions.   Ensure they leave with no questions.

## 3.10      Execute Plan and Assess Progress

During this phase the OSC is monitoring operations closely to ensure the Incident Action Plan is

effectively/efficiently, and also making tactical changes based on the dynamics of the incident.
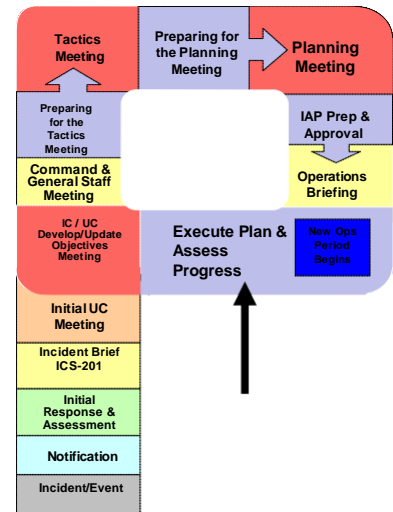
3.10.1   One of the ways the OSC can assess progress is to get out into the field.   If time permits, consider an overflight, boat ride or vehicle recon of the incident to assess progress. If able, tour the work areas as needed to gain solid perspective of the effectiveness of the Operational Plan.

3.10.2   Conduct an Internal Team Assessment. See section 4.20 and 4.21 for more information.

3.10.3   Ensure the Situation Unit and Resources Unit are capturing and displaying information of value to you as the OSC in addition to the other information they are managing.   Strive to have them assist or take ownership of any SITSTAT and RESTAT displays needed for effective monitoring of progress by the OSC.

3.10.4   Use this time to with other Command and General Staff as needed to ensure effective support of the current plan, and to look ahead an Operational Period or two.

3.10.5   Evaluate Technical Specialist needs or performance.

3.10.6   Debrief field personnel.  Ensure sufficient information is garnered to allow you to carry forward a clear operational perspective into the next Operational Planning cycle.

3.10.7   Begin working with the PSC to revise or develop new Objectives for the upcoming IC/UC Objectives Meeting.

**4.1  Appendices**

**4.2 Deployment Kit**

Personal Deployment Kit

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

## Operations Section Chief Deployment Kit

| # | Item |
|---|------|
| 5 | ICS 208-HM Site Safety and Health Plan |
| 10 | ICS 213 General Message |
| 10 | ICS 215 Operational Planning Worksheet |
| 10 | ICS 215A Work Safety Analysis |
| 10 | ICS 220 Air Operations Summary |
|  | Aerial Photographs for Incident Area |
|  | Charts and Maps for Incident Area |
| 100 | Clips, Butterfly |
|  | Contingency Plans (Federal, State, Local) |
| 12 | Dry Erase Markers, Asstd Colors |
| 12 | Highlighters, Asstd Colors |
| 5 | Incident Management Handbook |
| 1 | ICS DIVS Job Aids |
| 1 | ICS OSC Job Aids |
| 1 | Laptop Computer w/internet capability |
| 1 | Camera |
| 1 | Cell phone/ charger |
|  | Necessary Personal Protective Equipment (PPE) |
| 1 | Flashlight w/charger |
| 2 | Mechanical Pencils |
| 50 | Paper Clips |
| 3 | Permanent Markers, Asstd Colors |
| 5 | Self Stick Note Pads |
| 100 | Push Pins |
| 100 | Rubber Bands |
| 2 | USB Jump Drive, 1+ GB |
| 4 | Wet Erase Markers, Asstd Colors |
| 1 | Air card or other internet connection |
| 1 | Raincoat |
| 1 | Field back pack |
| 1 | Sunscreen |
| 1 | Insect Repellant |

Other Equipment:

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

☐ Electronics: (computers, printers, faxes, scanners,   and internet access)
☐ Trash cans and shredders
☐ Television and DVD player
☐ Coffee pot and supplies

## 4.3 Functional Interactions

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

| MEET With | WHEN | OSC OBTAINS | OSC PROVIDES |
|---|---|---|---|
| IC/UC | Initial incident brief | IC Expectations | Feedback on initial response activity / organization |
| | C&GS Meeting | Operational periods IC/UC Objectives | Feedback on objectives |
| | Planning Meeting | Motivational Remarks | Operational Plan for next op-period (ICS 215, Ops Org Chart, etc.) |
| | Ops Brief | Motivational Remarks | Operational Plan (IAP) |
| PSC | Preparing for Tactics Meeting | Input for strategies, tactics & alternatives | Strategies and Tactics (ICS 215) |
| | Tactics Meeting | Input for ICS 215 | Proposed Operational Plan & Resource Needs |
| | Planning Meeting | Meeting and THSP support | Recommended Primary and alternative strategies |

| PSC | | | Operational Plan for next operational period |
|---|---|---|---|
| | IAP Prep | Completed ICS 204's | Information needed to complete the ICS 204's |
| LSC | Tactics Meeting | Resource availability Transportation and communication update | Resource Needs Transportation and Communications needs |
| FSC | Tactics Meeting | Funding update | Resource Needs |
| SOFR | Tactics Meeting | Hazard/Risk Analysis (ICS 215A) | Proposed Operational Plan |
| | Planning Meeting | Hazard/Risk Analysis (ICS 215A) | Proposed Operational Plan |
| | IAP prep | Safety Messages | Feedback on safety messages |
| LOFR | Planning Meeting | Liaison Issues | Proposed Operational Plan |
| PIO | Planning Meeting | Public Information Issues | Proposed Operational Plan |
| Resources Unit Ldr | Continuously | Resource status | Resource changes, needs or surplus ICS 215 |

| Situation Unit Ldr | Continuously | Situational Information: Weather, projections, SITREPS, displays, and briefings | Situational changes in operational status |
|---|---|---|---|
| Division & Group Supervisors Task Force & Strike Team Ldrs | Continuously & Prior to Tactics Meeting | Current response actions, accomplishments, current and future needs, concerns | Support |
| | Ops Brief | | ICS 204 assignments |
| THSP | As they report in | Technical support | Assignment |

## 4.4 OSC ICS 201 Incident Brief Checklist

<u>Briefing Preparation:</u>

□ Brief from wall-sized chart if available

□ Make multiple copies of ICS 201 to brief from if able

<u>Brief on:</u>

□ Current Situation (page 1 & 2)
- o Chronology of events
- o Incident name thus far
- o Current Weather
- o Injuries and fatalities
- o Agencies and organizations responding
- o Overview of resources in use
- o Agency interest
- o Safety Issues
- o Security Issues, including intel
- o Any population affected
- o Facilities established such as staging areas
- o Media interest

□ Current Response Priorities, constraints and objectives

□ Current response actions (more specific – to the strategy and tactics level)
- o Notifications
- o Operations functional activities being performed:
  - • Search and rescue

- Law enforcement activities
- Evacuation
- Environmental Response activities
- Investigation

☐ Planned actions until IAP comes into effect:
  o Planned priorities
  o Planned operations activities to be performed

☐ On-Scene Organization (page 3)
  o Current and planned
  o Critical resource shortfalls
  o Assisting agency status and involvement

☐ Resources (page 4)
  o On-Scene
  o Ordered with ETA's if available
  o Critical needs and status information (crew mission time frames)

☐ Summary of Incident Potential (Page 2)
  o Estimated duration of initial response phase
  o Expected conditions for managed phase
  o Estimated resource needs for near term (next one or two operational periods)
  o Resources at risk
    - Critical infrastructure
    - Cultural
    - Environmental
  o Interagency Involvement

☐ Contingency Scenarios such as heavy weather or major changes in conditions

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

<u>Objectives</u> (Command) – Commands desired outcome
<u>Strategies</u> (Planning and Operations) – How you plan to accomplish the objectives
<u>Tactics</u> (Operations) – What you will use - Specific and detailed description of the tactical work assignment in order to implement strategies and achieve objectives.

## <u>Safety</u>
**Typical Objective(s):**
- Ensure the Safety of Citizens and Response Personnel
- Ensure the safety and security of responders as well as maximize the protection of public health and welfare
- Continue to place a high priority on safety, risk management & monitor for compliance for both responders and public

- Provide for the safety and welfare of the passengers and non-essential crew.

**Example Strategies:**

- Identify hazard(s) of spilled material
- Establish site control (hot zone, warm zone, cold zone, and security)
- Consider evacuations, as needed
- Establish vessel and/or aircraft restrictions
- Monitor air in impacted areas
- Develop site safety and health plan for response personnel
- Ensure safety briefings are conducted
- Conduct a risk hazard analysis and develop an appropriate Site Safety Plan for inclusion in the IAP.

**Typical Objective(s):**

- Ensure accountability and provide temporary shelter for displaced passengers and crew.
- Complete accountability of all passengers and crew.
- Locate and evacuate all passengers and crew.
- Establish medical triage with transport to hospital
- Complete triage of injured passengers and crew and transport to hospital.

**Example Strategies:**
- Conduct roll call of passengers and check against traveler manifest
- Conduct roll call of ship's company and check against crew list
- Search all ship's compartments for passengers, muster them at pre-designated debarkation point for evacuation
- Establish first phase triage on quarterdeck and second triage staging area ashore at…..
- Contact local clinics and hospitals as per SAR Quick Response Cards and enlist available doctors, nurses and EMS personnel for assignment at triage locations

## Fire/Salvage
**Typical Objective(s):**
- Extinguish and overhaul fire.
- Assess vessel damage/stability, develop and implement salvage plan.

**Example Strategies:**
- Deploy fire teams to (location/assignments). Teams to report progress (periodicity)
- Once fire is contained and considered "safe" for traffic, deploy naval engineer with ship's engineer and ship's plan to assess damage and stability, and develop salvage plan

- Employ (resources as necessary, i.e. tugs, barges, etc.) to conduct salvage in accordance with Salvage plan.

## Law Enforcement/Port Security/Investigations Typical Objective(s):

- Ensure scene integrity and evidence preservation.
- Determine cause of incident.
- Establish accountability and identity of all passengers.
- Establish/Continue enforcement of safety/security zone.
- Establish/conduct shoreline security to coincide with incident activities.
- Implement security communications plan.
- Ensure that physical security measures (security zones, RNAs, etc.) per established MARSEC Level are implemented.
- Verify attainment of established MARSEC Level OPSEC measures within the port.
- Respond to security incident.
- Maintain infrastructure and recovery of MTS.
- Establish/conduct shoreline security to coincide with incident activities.

**Example Strategies:**

- Conduct security patrols
- Adhere to scene integrity and evidence preservation protocols as established in (list protocols)
- Conduct incident investigation iaw (protocols/directives) to determine cause of incident.
- Identify and implement witness/passenger recovery location(s).
- Establish communications with the public, waterway users, commercial vessels, facilities, companies, and procedures for communicating MARSEC levels.
- Implement MARSEC Level attainment procedures.
- Enforce physical security measures.
- Implement OPSEC measures.
- Establish procedures for responding to suspicious activity within the port.
- Establish procedures for responding to breaches of security within the port.
- Establish and maintain evacuation routes.
- Determine area for triage of injured or sick persons.
- Establish site control.
- Determine security-related resource needs.

- Ensure operations are informed of security-related intelligence.
- Ensure security clearances are established, as necessary.
- Prioritize each transportation system within the port from most to least essential according to its importance to the continuity of operations of the port.
- Maintain continuity of operations of the port.
- Implement procedures for maintaining infrastructure integrity.
- Implement procedures for most efficient recovery of the MTS and reopening port and affected waterways.
- Establish linkages to other port plans that address recovery of the MTS.

## Waterways Management
**Typical Objective(s):**
- Facilitate resumption of commerce.
- Declare port or critical sections of port safe for commerce.

**Example Strategies:**
- Conduct port assessment and establish priorities for facilitating commerce.
- Develop/implement transit plan to include final destination/berth for vessel(s).
- Conduct safety assessment of port waterways and facilities
- Identify safe refuge/berth for impacted vessel(s).


## Oil/HAZMAT Spill
**Typical Objective(s):**
- Control the Source of the Spill
- Determine oil/HAZMAT fate and effect (trajectories), identify sensitive areas, develop strategies for protection and conduct pre-impact shore debris removal.
- Contain and recover spilled oil/HAZMAT.
- Contain and Recover Spilled Material
- Ensure actions are underway to control the source and minimize the volume released.
- Conduct appropriate shoreline cleanup efforts

- Remove Oil from Impacted Areas

**Example Strategies:**
- Complete emergency shutdown
- Conduct firefighting
- Initiate temporary repairs
- Transfer and/or lighter product
- Conduct salvage operations, as necessary
- Contain/control the source of the spill
- Deploy oil containment boom at the spill source
- Deploy containment boom at appropriate collection areas
- Conduct open-water skimming with vessels
- Evaluate time-sensitive response technologies (e.g., dispersants, in-situ burning)
- Develop disposal plan
- Clean oiled structures (piers, docks, etc.)
- Clean oiled vessels

## Environmental
**Typical Objective(s):**
- Maximize the protection of environmentally sensitive areas including wildlife and historic properties.
- Maximize Protection of Environmentally-Sensitive Areas

- Identify and protect sensitive areas
- Recover and rehabilitate injured wildlife.
- Ensure effective containment, cleanup, recovery, and disposal of spilled product.
- Investigate the potential for and if feasible, utilize alternative technologies to support response efforts.

**Example Strategies:**
- Establish oiled wildlife reporting hotline
- Conduct injured wildlife search and rescue operations
- Setup primary care unit for injured wildlife
- Operate wildlife rehabilitation center
- Initiate citizen volunteer effort for oiled bird rehabilitation
- Implement pre-designated response strategies
- Identify resources at risk in spill vicinity
- Track oil movement and develop spill trajectories
- Conduct visual assessments (e.g., overflights)
- Develop/implement appropriate protection tactics

**4.6 Tactics Meeting Preparation Checklist**
For a tactics meeting to be successful, it is essential that the OSC follow five basic steps when developing the tactical plan for the next operational period.

☐ Review Commands' incident objectives and priorities and identify which objectives belong to Operations.

☐ The OSC needs to analyze the overall situation and determine the complexity of the task at hand.   This includes providing an accurate and up-to-date picture of the evolving situation and resource allocation.   Consult with THSP's as required.

☐ The OSC needs to determine and document the overall strategy and tactics.    This process will be used to implement the objectives and identify contingencies. The OSC may use a chart to help visualize possible strategies and tactics. The OSC should be familiar with agency contingency plans and response agreements to provide pre-approved actions. Additionally, technical specialists should be invited to offer expert input, and alternative strategies.

☐ Once the overall strategy and tactics are complete, identify functional groups to achieve the tactical work assignments (i.e. booming, product recovery, assessment, law enforcement, SAR, etc). This step must be taken prior to dividing the incident into manageable work units.

☐ The OSC must now subdivide the incident into manageable work units (divisions, groups, branches, etc, based on identified functions.) This information must be clearly displayed on a working map and a draft Operations Section Organization Chart as well as on the ICS 215. Always keep in mind, span of control (3-7) with 5 being optimal.

☐ Consult with the PSC to ensure provisions within Contingency Plans and contingencies are addressed.

☐ Ensure the work units you identify are manageable and support the Incident Objectives. If the initial task of subdividing the incident is not done well, the consequences will be apparent for a very long time. Some things you may want to consider when dividing the incident are:
   o Incident priorities
   o Limitations and constraints

- o Safety issues
- o Size of the affected area
- o Complexity of the incident and number of task
- o Amount of work to be accomplished
- o Span of control issues
- o Specific resource capabilities
- o Training, experience, and availability of supervisory personnel
- o Open water vs. shoreline activities
- o Topography, etc.
- o Logistics requirements
- o Kind of functions to be accomplished
- o Contingencies
- o Ability to communicate with resources
- □ Review to ensure the OSC products Operations Section Organization chart, map/chart, and Draft ICS 215 align with each other and address all of the command's operational objectives.

If these steps were done well, the incident is well on its way to being organized and effectively managed.

**4.7 ICS 215 Operational Planning Worksheet Development**

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

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

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

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

- Block 5    Identify the work assignment to be performed by the sub- element listed in Block 4. Each Division/Group or other activity has to have very clear instructions on what their assignment is. This is a critical point as this information has a tremendous effect on the development and implementation of the Incident Action Plan.    It is also essential for the OSC to clearly understand the work assignment before identifying resource requirements.        This information will later be displayed in much greater detail on the corresponding ICS 204 in the Incident Action Plan and will be used to brief oncoming resources on their assignment. The Operations Section Chief should also have listed some contingency strategies and tactics that may occur during the planned Operational Period.    One way to transfer this information to the ICS 215 is by assigning additional (or contingency) resources to a Staging Area. These contingency work assignments are briefly described on the ICS 215 (Block 5) next to the appropriate Staging Area, and ultimately in much greater detail on the contingency ICS 204's in the IAP.
- Block 6    Identify the appropriate resources required to complete the work assignments.

This is where knowledge and experience come into play.  What types and how many resources will it take to carry-out the identified task, during the specified Operational Period.  The OSC needs to be aware of different types, production rates, and the strengths and limitations of all of the resources that are available to them.  First select the kinds of resource (capability) and then identify the number required (the REQ block only) to complete the assigned tasks.  Do not be concerned at this time as to the number and kinds of resources that may be available for assignment.  The Resources Unit Leader (RESL) will provide this information after all the resources requirements have been identified.  Do not develop work requirements solely based on resources currently on-scene.

- Block 7    Identify supervisory and technical specialist needs: Division/Group Supervisors, Branch Directors, Staging Area Managers, Assistant Safety Officer, Environmental Specialist, etc.  A good job in this area will help facilitate the early ordering of supervisory personnel needed to manage the planned operation.
- Block 8    Identify specialized equipment and supplies: foam applicators, pumps, dumpsters,

infrared sensors, special chemicals, radios, dispersants, sorbent pads, PPE gear, etc.

- Block 9    Identify the specific location the resources are to report for their briefing and/or work assignment.   (ICP, staging area, base).
- Block 10   Note the time that resources are required to be at their reporting location.
- Blocks 11-13  The RESL will summarize the number of resources required by the OSC (REQ), number of resources on hand (HAVE), and the number and type of resources to be ordered (NEED) to meet the Operations Section Chief's tactical plan.
- Block 14   Operations Section Chief signs ICS 215-CG.

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

The OSC should validate the map/chart prepared for the Tactics Meeting to ensure alignment with the ICS 215.
Display on an easel an operations section organization structure (chart) that is needed to manage the planned operation.   It should align with the ICS 215. This will provide the OSC

with a good visual perspective of supervisory staff and should help to immediately identify any staffing shortfalls, or lines of authority/supervision issues.

Logistics will confirm the availability of resources needed to meet the timeframes identified on the ICS 215. The Logistics Section Chief will likely want to leave the Tactics Meeting with a completed copy of the proposed ICS 215. After the ICS 215 is complete, the OSC will complete ICS 213's (see 4.13) to request the needed resources and will give it to Logistics.   This is usually done after the Tactics Meeting.

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

## 4.8 Example ICS 215 Operational Planning Worksheet

**OPERATIONAL PLANNING WORKSHEET**

1. INCIDENT NAME: M. YALE
2. DATE & TIME PREPARED: 15 MAY 1200
3. OPERATIONAL PERIOD (DATE & TIME): 15 MAY 1800 to 16 MAY 0600

| 4. DIVISION/GROUP/OTHER LOCATION | 5. WORK ASSIGNMENTS | 6. RESOURCES | Ambulance (ALS) | Work Boats (20 to 25 ft) | Vacuum Truck | Air Monitoring Team | Chlorine Response Team | Hazmat Response Team | Boom 18" w/anchor kits | Decon Unit (3 Pers) | Clean-up Crew (10 Pers) | Desmi-250 skimmer | Fast Tank (1,000 gals) | Dumpster (lined) | 7. OVERHEAD | 8. SPECIAL EQUIPMENT & SUPPLIES | 9. REPORTING LOCATION | 10. REQUESTED ARRIVAL TIME |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Hazmat Group | Continue air monitoring operations throughout the incident area. Take initial steps in preparing to secure the source. When conditions allow initiate actions to secure the source of the chlorine release. | REQ | | 1 | | 3 | 1 | 1 | | | | | | | DIVS ASO | Comms & PPE; Air Monitoring equipment | Marine St. Staging | 1700 |
| | | HAVE | | | | | | | | | | | | | | | | |
| | | NEED | | | | | | | | | | | | | | | | |
| Marine Staging | Maintain all assigned resources in a constant state of readiness (5 minute response time). | REQ | 1 | 1 | 1 | | | | 1K | 1 | 1 | 1 | 1 | 1 | STAM | 10 bales of Sorbant pads | Marine St. Staging | 1700 |
| | | HAVE | | | | | | | | | | | | | | | | |
| | | NEED | | | | | | | | | | | | | | | | |

*All vessel to report to Louisville Boat Harbor by 1700.*

11. TOTAL RESOURCES REQUIRED
12. TOTAL RESOURCES ON HAND
13. TOTAL RESOURCES NEEDED

14. PREPARED BY (NAME & POSITION): A. Worth, RESL

ICS 215 USCG 12-02

# 4.9 Operations Work Functions Checklist

| Functions | Management Units |
| --- | --- |
| Assessment | Division/Group |
| Pre-impact beach cleanup | Division/Group |
| Safety-Security | Division/Group |
| Beach cleanup | Division/Group |
| Resource protection | Division/Group |
| Product recovery | Division/Group |
| Booming | Division/Group |
|     Deflection | |
|     Containment | |
| Skimming | Group |
| Salvage | Group |
| Damage assessment | Division/Group |
| Search and Rescue | Group |
| Mass evacuation | Group |
| Apprehension | Group |
| Safety/Security | Division/Group |
| Investigation | Group |
| Firefighting/overhaul | Division/Group |
| Triage | Group |
| Medical treatment | Group |
| Decontamination | Group |
| Wildlife recover/rehabilitation | Group |
| Law Enforcement | Division/Group |
| Evacuation | Division/Group |
| Hazardous Materials | Group |

## 4.10 Branch Tactical Planning

Sometimes the complexity and circumstances surrounding a major incident or event necessitate consideration of the management technique called Branch Tactical Planning. This technique essentially allows the specific tactical work plan, and resource allocations to be developed at the Branch Director level of the organization.

In order for this technique to be most effective there must be a strong link of information and support between the Branch and the ICP. The Branch must continually communicate information on Branch activities, progress, constraints, effectiveness, and support needs. The support needs in particular must be communicated as soon as they are identified at the Branch level in order for the appropriate staff elements within the ICP and at Branch facilities to address them. The staff within the ICP must be sensitive to the circumstances within the Branch and ensure that timely, accurate and effective support is provided.

The OSC and PSC will determine if Branch Tactical Planning is appropriate for the situation. Some examples of circumstances that may lead them to use this technique include:

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

When Branch Tactical Planning is used, the Planning Section provides key support to make this technique work effectively and efficiently.
☐ Interpretation of Command's Direction
☐ Strategy information
☐ Information from standing contingency plans
☐ Resource and situation status information
☐ Modeling and predication information (including weather)
☐ Personnel and materials (maps, diagrams, forms, etc.) to support the planning effort
☐ THSP's as needed

**Branch Tactical Planning Development Checklist**
<u>Planning Section</u>
- □ Resource tracking of Branch assets (e.g., Check-In, Demobilization)
- □ Incident situation update requirements (e.g. FOBS, situation reporting to the ICP)
- □ GIS mapping capabilities
- □ Modeling (ALHOA, CAMEO, NARAC)
- □ Meteorological forecast
- □ Technical Specialist
- □ Resource ordering of Branch assets (who will do it)
- □ Branch level incident documentation1
- □ Reporting requirements between the Branch and Planning (e.g., how often, method used)
- □ Support plan development (e.g., incident evacuation plans, decontamination plans)
- □ Contingency plans (e.g., an incident within an incident)
- □ Planning support material (e.g., forms, T-cards)

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

## Operations Section Chief

□ Communicates Command's direction (e.g., decisions, priorities)
□ Collection of operational effectiveness reports from the Branch
□ Provides assistance and support in developing strategies
□ Delineation of authority between OSC and OPBD

## Air Operations Support

□ Reporting thresholds (e.g., critical information)
□ Coordination with other Command and General Staff as needed to maximize effectiveness and efficiency of Branch operations

## Safety Officer

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

**4.11 ICS 204 Review Checklist**

The ICS 204 Assignment List is the core of the Incident Action Plan (IAP). It is critical for the OSC to ensure each of these ICS 204 forms clearly conveys all of the detail necessary for the work assignment to be completed effectively and efficiently. It is highly recommended that any additional and/or supporting information needed to assist in communicating the work assignment be attached to the ICS 204. (i.e. sampling plans, specific instructions for a particular process, maps/charts/drawings, etc.). The ICS 204A Assignment List Attachment (see 4.12) can also be used as an attachment to the ICS 204 itself to provide more detail to the personnel who are executing the work assignment.

The Planning Section will prepare the forms. However, it is the OSC who must ensure it adequately conveys the work assignment as he/she will have the best grasp of the detail needed for each Operations Section sub-element. THSP's may also be helpful in completing these forms. Particularly, when highly specialized work activities are occurring such as hazardous materials response, diving operations, salvage operations, etc.

The OSC should appoint a Deputy OSC who will be given the responsibility of supervising the on-going operations during these periods of time when the primary OSC is involved in the tasks of planning for the next operational period.

Some general things you may want to consider when reviewing the ICS 204s are:
□ Is the information detailed enough for the field supervisors to clearly understand what work they are required to perform?
□ Is the work area clearly delineated?
□ Are specialized tasks conveyed with sufficient depth to assure understanding?  Does it convey specific work methodology if needed?
□ Are assigned personnel properly trained and/or equipped for the task(s)?
□ Are the attachments to the form helpful and will they reproduce clear enough for use?
□ If the forms cover multiple work shifts, is it clear who works when and where?
□ Are any support processes (refueling, food, consumable gear replacement, etc.) clear to field supervisors?
□ Does the verbiage make sense and is it readable?
□ Are THSP's roles on scene clearly conveyed?
ICS 204 Blocks 1 to 9 information to consider:

☐ Block 1 – The Incident Name should be consistent with that established by the IC/UC during the Objectives Meeting.

☐ Block 2 - Ensure the Operational Period is correct.

☐ Block 3 - The appropriate branch is listed here, if applicable.

☐ Block 4 - The properly named Operations Section sub-element is listed here (i.e. Staging Area, Division A, B, etc., or Functional Group).

☐ Block 5 - Here the key personnel are named including rank or title.  Their agency affiliation is listed, and the primary contact number (while assigned to the response) is listed.

☐ Block 6 - <u>Strike Team/Task Force/Resource Identifier</u> is where the resources assigned to the sub-element are listed.        Only resources that have corresponding "T-cards" tracked by the Resource Unit Leader should be listed here.
Do not list consumables, or other minor items of gear (i.e. cameras, handheld GPS units, etc.) in this block.
<u>Leader</u> is where the leader of the resource will be listed.  If there are multiple work shifts, list the leaders for each shift.
<u>Contact Info. #</u>  is for listing the primary contact

number for the leaders of the resources. Ensure they are accurate, and will work throughout the work area.

# of Persons list the total number of people assigned to the resource (including the leader). This information is vital to the Logistics Section for supporting the response effort (i.e. how many box lunches, how much personal protective gear, etc.).

Reporting Info/Notes/Remarks list any additional information specifically applicable to that resource (i.e. on scene endurance, specialized support requirements, specific reporting requirements, etc.).

Check Box Place an "X" in this box if there are any attachments that specifically apply to that particular resource including any ICS 204A-Assignment List Attachment (see 4.12). The attachments are where you might list consumable supplies (PPE, spare batteries, etc.) or specialized gear (digital cameras, handheld GPS units, etc.).

☐ Block 7 - In this block the fully refined work assignment is conveyed based on what was originally developed in the "preparing for the Tactics Meeting" segment of time. This is the final level of refinement starting with an Objective from Command, to what now should

be a highly refined work assignment.   Often, the block is not sufficient in size to accommodate all of the necessary information. If this is the case, simply write "See attached" in the block and attach whatever information is needed to completely convey the work assignment to the back of the ICS 204 or attach the ICS 204A form (see 4.12).
Whether it is simply text, or other information (i.e. maps/charts/diagrams, detailed instructions, photos, etc.) do not hesitate to attach whatever is needed .

☐ Block 8 -   This block allows for special instructions that support the work assignment (i.e. special notification processes, media guidance, safety information, specialized support information for the entire sub-element, heavy weather procedures, etc.).   If necessary, additional information may be attached to the back of the form or attach the ICS 204A Assignment List Attachment form.

☐ Block 9 – <u>Name/Function </u>is where the specific person such as Safety Officer, or the functional network such as Command or Tactical is listed. <u>Radio: Freq/System/Channel </u>is where a specific radio frequency, system (i.e. VHF, UHF, etc.), and channel for contacting the person/function is listed.   <u>Phone </u>a hard line

phone number is listed for contacting the same person/function.

Cell/Pager allows for a phone number for contacting the person/function when they are not reachable using the hard line.

Finally, there is an emergency communications section that outlines the radio or phone information for contacting medical support, evacuation of an injured person, or any other emergency contact information needed by the sub-element.

Ensure the Communications Unit leader, Safety Officer, and (if assigned) the Medical Unit Leader have contributed to this block.

# 4.12 Example ICS 204 Work Assignment

| 1. Incident Name<br>**M. YALE** | | 2. Operational Period (Date/Time)<br>From: **15 MAY 1800** To: **16 MAY 0600** | | Assignment List<br>ICS 204-CG |
|---|---|---|---|---|
| 3. Branch | | 4. Division/Group/Staging<br>**Hazmat Group** | | |

**5. Operations Personnel**

| | Name | Affiliation | Contact # (s) |
|---|---|---|---|
| Deputy Operations Section Chief: | K. Roberts | LFD | |
| Branch Director: | | | |
| ~~Division~~/Group Supervisor/~~STAM:~~ | R. Campbell | LFD | |

**6. Resources Assigned**     "X" indicates 204a attachment with additional instructions

| Strike Team/Task Force/Resource Identifier | Leader | Contact Info. # | # of Persons | Reporting Info/Notes/Remarks | |
|---|---|---|---|---|---|
| LFD Air Monitoring Team 1 | N. deJesse | 555-4560 | 2 | Marine Street Staging - 1700 | |
| EPA Air Monitoring Team | R. Hubberd | 555-6570 | 2 | | |
| LFD Air Monitoring Team 2 | K. Flattery | 555-3450 | 2 | | |
| SRS Chlorine Crew | R. Homes | 555-3214 | 5 | | |
| LFD Hazmat Response Team | G. Williams | 555-8890 | 5 | | |
| LFD Boat 211 | P. Crouse | 555-4188 | 2 | Louisville Boat Harbor -1700 | |
| ASO S. Danielczyk | | 555-6578 | 1 | Marine Street Staging - 1700 | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

**7. Work Assignments**

Continue air monitoring operations throughout the incident area. Take initial steps in preparing to secure the source. When conditions allow, initiate actions to secure the source of the chlorine release, but notify the Deputy Operations Section Chief prior to commencing any mitigating activities. Provide the Deputy Operations Section Chief with an update on current operations and results of air monitoring by 2230. Immediately report any changing conditions with regard to the chlorine concentrations that are above acceptable levels.

**8. Special Instructions**

Safety: Take special precautions during night operations as conditions become much more hazardous and the chance for accidents increase. Use caution and avoid contamination by the chlorine and or the oil. All resources to sign the Site Safety Plan prior to going on shift. Decontamination Unit is in Marine Street Staging.

**9. Communications (radio and/or phone contact numbers needed for this assignment)**

| Name/Function | Radio: Freq./System/Channel | Phone | Cell/Pager | |
|---|---|---|---|---|
| Tactical | LFD VHF Ch 21A | | | |
| Deputy Operations Section Chief | LFD VHF Ch 20 | 555-8989 | | |
| | | | | |

Emergency Communications

Medical _____     Evacuation _____     Other _____

| 10. Prepared by<br>A. Worth | Date/Time<br>15 May 1500 | 11. Reviewed by (PSC)<br>J. Gafkjen | Date/Time<br>15 May 1530 | 12. Reviewed by (OSC)<br>K. Roberts | Date/Time<br>15 May 1545 |
|---|---|---|---|---|---|

ASSIGNMENT LIST                                        ICS 204-CG (Rev 04/04)

# ICS 204 Instructions

**Purpose.** The Assignment List(s) informs Division and Group supervisors of incident assignments. Once the Unified Command and General Staff agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

**Preparation.** The Assignment List is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202-CG), Operational Planning Worksheet (ICS 215-CG), and the Operations Section Chief. The Assignment List must be approved by the Planning Section Chief and Operations Section Chief. When approved, it is included as part of the Incident Action Plan (IAP). Specific instructions for specific resources may be entered on an ICS 204a-CG for dissemination to the field.  A separate sheet is used for each Division or Group. The identification letter of the Division is entered in the form title.  Also enter the number (roman numeral) assigned to the Branch.

**Special Note.** The Assignment List, ICS 204-CG submits assignments at the level of Divisions and Groups. The Assignment List Attachment, ICS 204a-CG shows more specific assignment information, if needed. The need for an ICS 204a-CG is determined by the Planning and Operations Section Chiefs during the Operational Planning Worksheet (ICS 215-CG) development.

**Distribution.** The Assignment List is duplicated and attached to the Incident Objectives and given to all recipients of the Incident Action Plan. In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| 1. | Incident Name | Enter the name assigned to the incident. |
| 2. | Operational Period | Enter the time interval for which the form applies. |
| 3. | Branch | Enter the Branch designator. |
| 4. | Division/Group/Staging | Enter the Division/Group/Staging designator. |
| 5. | Operations Personnel | Enter the name of the Operations Chief, applicable Branch Director, and Division Supervisor. |
| 6. | Resources Assigned | Each line in this field may have a separate Assignment List Attachment (ICS 204a-CG). Enter the following information about the resources assigned to Division or Group for this period: |
|  | Identifier | List identifier |
|  | Leader | Leader name |
|  | Contact Information | Primary means of contacting this person (e.g., radio, phone, pager, etc.). Be sure to include area code when listing a phone number. |
|  | # Of Persons | Total number of personnel for the strike team, task force, or single resource assigned. |
|  | Reporting Info/Notes/ Remarks | Special notes or directions, specific to this strike team, task force, or single resource. Enter an "X" check if an Assignment List Attachment (ICS 204a-CG) will be prepared and attached. The Planning and Operations Section Chiefs determine the need for an ICS 204a-CG during the Operational Planning Worksheet (ICS 215-CG) development. |
| 7. | Work Assignment | Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group. |
| 8. | Special Instructions | Enter a statement noting any safety problems, specific precautions to be exercised, or other important information. |
| 9. | Communications | Enter specific communications information (including emergency numbers) for this division /group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205-CG). Note: Phone numbers should include area code. |
| 10. | Prepared By | Enter the name of the person completing the form, normally the Resources Unit Leader. |
|  | Date/Time | Enter date (month, day, year) and time prepared (24-hour clock). |
| 11. | Reviewed by (PSC) |  |
|  | Date/Time | Enter date (month, day, year) and time prepared (24-hour clock). |
| 12. | Reviewed by (OSC) | Enter the name of the operations person reviewing the form, normally the Operations Section Chief. |
|  | Date/Time | Enter date (month, day, year) and time prepared (24-hour clock). |

# 4.12 ICS 204(a)- Assignment List Attachment

| 1. Incident Name | 2. Operational Period (Date/Time) | **ASSIGNMENT LIST ATTACHMENT** |
| | From:                    To: | **ICS 204a-CG** |

| 3. Branch | 4. Division/Group |
|---|---|

| 5. Strike Team/Task Force/Resource (Identifier) | 6. Leader | 7. Assignment Location |
|---|---|---|

**8. Work Assignment Special Instructions, Special Equipment/Supplies Needed for Assignment, Special Environmental Considerations, Special Site Specific Safety Considerations**

Approved Site Safety Plan Located at:

**9. Other Attachments (as needed)**
☐ Map/Chart          ☐ Weather Forecast/Tides/Currents     ☐ _____
☐ _____     ☐ _____     ☐ _____

| 10. Prepared by:          Date/Time | 11. Reviewed by (PSC):          Date/Time | 12. Reviewed by (OSC):          Date/Time |
|---|---|---|

## **4.13** Example ICS 213, STAR Resource Request Message

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

## 4.14 OSC Readiness for Planning Meeting Checklist

☐ Meeting talking points are prepared.

☐ Ensure linear connection between the assigned operational objectives, the ICS 215, the force lay-down on maps/charts, and the Operations Section organization chart.

☐ Address alternative strategies.

☐ Have Command's priorities, constraints, and decisions been addressed/ considered?

☐ Ensure that the wall displays are laid out in a manner that supports the OSC's presentation of the proposed plan.

☐ Ensure that the materials being presented are complete.

☐ Ensure that the OSC has a current picture of the on-scene operational issues.

☐ Ensure that there is understanding on what the OSC and others (Intel, SITL) will brief on.

☐ Ensure that the wall chart(s) used to support the briefing are current.

☐ Ensure resources assigned to staging areas address contingencies.

☐ Be prepared to present strategic options (contingencies) as needed.

☐ Meet with the PSC on last minute issues and discuss how the meeting will be conducted.

☐ Anticipate questions and be prepared to address.

## 4.15 OSC Readiness for Operations Brief Checklist

☐ Determine who will conduct the Operational Briefing DOSC (on-coming/off-going) or OSC (on-coming/off-going) or at least agree on who will cover what part of the material.

☐ Develop talking points to cover on-going operations (situational awareness, progress made, expectations, and any other overall issues).

☐ Identify what will be covered in the general portion of the Operational Briefing as opposed to the DIVS specific portions.

☐ Ensure an adequate number and distribution of IAP's to the Operations attendees.

☐ Identify any last minute (pencil/ink) changes that are required of the IAP.

☐ Ensure that the briefer is familiar with the use/placement of visual aids.

☐ Evaluate the need for a public address system.

☐ Ensure that the DIVS's get the front row standing area during the briefing.

**4.16 OSC Outline for the Operations Brief**

<u>General Briefing Issues</u> – Overarching
expectations and information
□ Chain of command
□ Health Safety Issues
□ Resources: Ordering Process, Status changes
   and Resupply issues
□ Critical Information Reporting Requirements
   and Managing sensitive information
□ Real time work progress reporting
□ Available Support/Use of aircraft
□ Accidents/injuries
□ Environmental issues
□ ICS 214 Unit Log documentation
□ End of shift debriefing process
   o Work  accomplished
   o Performance  issues
   o Proper resource mix

<u>Specific Issues</u> – Tailor briefing to specific
division or group activity using ICS 204's/incident
chart
□ Work assignment
□ Assigned resources
□ Special instructions
□ Safety considerations
□ Radio communications

## 4.17 Example ICS 214 Unit Log

| 1. Incident Name HIATUSPORT INCIDENT | 2. Operational Period (Date/Time) From: 0600 XX XXX 08 To: 1800 XX XXX 08 | UNIT LOG ICS 214-CG |
|---|---|---|

| 3. Unit Name/Designators SECTOR HIATUSPORT | 4. Unit Leader (Name and ICS Position) MSTC BIZZELL |
|---|---|

**5. Personnel Assigned**

| NAME | ICS POSITION | HOME BASE |
|---|---|---|
| JEFF SMITH | CREW - DIV B | WASILLA, AK |
| RANDY BITNER | " | CHICAGO, IL |
| COURTNEY COX | " | LALB, CA |
| BLAKE JONES | " | " |
| ARNOLD REED | " | " |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**6. Activity Log (Continue on Reverse)**

| TIME | MAJOR EVENTS |
|---|---|
| 0600 | ATTENDED OPERATIONS BRIEFING @ ICP |
| 0645 | MET CREW AT DIV B. CONDUCTED SAFETY BRIEF AND DESCRIBED DIV B WORK ASSIGNMENT. ALL CREW SIGNED ICS-208 |
| 0920 | ONE ATV BROKE DOWN. CONTACTED STAM AND ARRANGED FOR REPLACEMENT ATV. |
| 1335 | CREW BLAKE JONES INJURED RIGHT ARM (POSSIBLY BROKEN) WHEN LOG (5" DIA) FELL WHILE HE WAS ATTEMPTING TO MOVE ANOTHER LOG DURING PRE-IMPACT BEACH CLEANUP OPS. NO WITNESSES. CONTACTED SOFR AND OSC, AND GSUL PER MED PLAN. MR. JONES TAKEN TO HOSPITAL. |
| 1480 | PRE-IMPACT BEACH CLEAN-UP OPS COMPLETED PER ICS-204. SECURE FOR DAY. |

| 7. Prepared by: MSTC Bizzell | Date/Time 1515 XX XXX 08 |
|---|---|

## 4.18 Example ICS 215A Incident Action Plan Safety Analysis

**INCIDENT ACTION PLAN SAFETY ANALYSIS**

| 1. Incident Name | 2. Operating Period |
|---|---|
| MIRLO | DDMMYY 0600-0600 |

**9. Prepared by (Name and Position):** M. Smith, SOFR

| 3. Division / Group / Other Location | 4. Work Assignments | 5. Gain |
|---|---|---|
| Oil Rec Group | Boom vessel, recover spilled product, conduct pre-impact and shoreline clean up | Human Health X / Security X / Environment X / Economy X |
| Safety Zone Group | Enforce Safety Zone around vessel | Human Health X / Security X / Environment X / Economy X |
| Thumb Pt Staging | Maintain Resources for immediate use | Human Health X / Environment X |

**6. HAZARDS**

| Work Assignment | Chem Exposure | Irritant | Drowning | Tripping | Heat Stress | Poor Lifting | Sun Burn | Fatigue | Noise | Fire/Explosion |
|---|---|---|---|---|---|---|---|---|---|---|
| Oil Rec Group | X | X | X | X | X | X | X | X | X | X |
| Safety Zone Group | | | X | X | X | X | X | X | X | |
| Thumb Pt Staging | | | | X | X | X | X | X | | |

**7. CONTROLS** (Check)

| Work Assignment | Training | Air Monitoring | Chem PPE | UW PPE | Drink Fluids | Sunblock/Sunglasses | Work/Rest Period | Distance | Hearing Protection |
|---|---|---|---|---|---|---|---|---|---|
| Oil Rec Group | X | X | X | X | X | X | X | | X |
| Safety Zone Group | X | X | | X | X | X | X | X | X |
| Thumb Pt Staging | X | | | | X | X | X | | |

**8. ORM**

| Work Assignment | Severity | Probability | Exposure | GAR |
|---|---|---|---|---|
| Oil Rec Group | 3 | 4 | 2 | 24 |
| Safety Zone Group | 2 | 2 | 3 | 12 |
| Thumb Pt Staging | 2 | 2 | 2 | 8 |

**Operational Risk Management Key**

| Scale | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Severity | Slight | Minimal | Significant | Major | Catastrophic |
| Probability | Remote | Unlikely | 50/50 | >50 | Very Likely |
| Exposure | Below Avg | Avg | Above Avg | Great | N/A |

**Gar Scale**

| # | Risk | Color | Action |
|---|---|---|---|
| 1-19 | Slight | Green | Possibly Acceptable |
| 20-39 | Possible | Amber | Attention Needed |
| 40-59 | Substantial | Red | Correction Required |
| 60-79 | High | Red | Immediate Correction |
| 80-100 | Very High | Red | Discontinue/Stop |

ICS-215A-CG (rev 6/06)

## 4.19 Evaluation Criteria for Operations Section

### In the field activities

□ Work is proceeding in accordance with the IAP
□ The OSC or DOSC has good grasp of what is happening in the operational area
□ Good progress is being made towards operational objectives
□ Good communications up and down the chain of command
□ Emergency procedures have been established.
□ Personnel are receiving good briefings before beginning their work in the operational area.
□ Expectations are clearly understood.
□ Operations Section personnel are working as a team
□ Sufficient trained personnel to execute tactical work assignments
□ Safety hazards are being appropriately addressed in coordination with the SOFR
□ High risk/hazardous operations are being carefully planned for and executed by qualified personnel
□ Span of control is within acceptable limits
□ Operations Section field personnel have sufficient equipment to execute assignments (i.e. phones, radios, digital cameras, GPS units, computers, wireless cards, etc.).
□ Operational facilities (Staging Areas) are adequate and effective

☐ Operations section personnel are able to determine if the escalation or de-escalation potential of the incident

☐ Operations personnel have adequate access to necessary operational areas

☐ There is adequate technical support for the operations

☐ Assisting agencies are integrated into the organization effectively

☐ Field observers are helping to provide effective situational status information from the operational area

☐ Aviation assets are being managed safely and effectively

☐ The public is out of harm's way and not impeding operations

☐ Operations personnel are aware of private, public or agency sensitivities, and are respecting them

☐ Debriefing expectations are understood by operations personnel

☐ Observe operational tempo of the Section personnel. If they seem overwhelmed, consider the following:
  o Span of Control adjustments
  o Need for Deputies and other support people
  o Need for new sub-element i.e. Division, Group or Branch

☐ Observe information flow patterns. Ensure information is flowing continuously between field elements and the ICP. One key measure is the accuracy of the Situation Status boards and Resource status display and whether they are

effective for you as OSC.  Also examine support systems that provide food & fuel.  For information flow problems, consider the following:
- o Recommend more field observers to collect information
- o Recommend more or better communications equipment to assure effective linkage between the ICP and field work locations
- o Consider working with the Planning Section to develop an Information Management Plan
- o Recommend more information collection staff within the ICP.

□ The response environment must be a respectful one. Inappropriate behavior and human relations violations cannot be tolerated.
- o Observe field personnel and Operations Section staff, gauge workplace climate and recommend preventative measures where necessary.
- o Consult with IC/UC on necessary steps to take in the event of violations.

□ Ensure responder health and well-being is a priority. Monitor field personnel to gauge mental health and overall well-being.  Consider the following actions to address mental well-being.
- o Ensure fatigued members are relieved. Often times this also means key supervisory personnel.
- o Ensure transit times between lodging and work areas are appropriate, and do not endanger personnel with long drives to and from work areas.

- o Ensure field personnel are being properly supported (meals, transportation, safety gear, etc.) Work with LSC to resolve.
- o Consider adding a Crisis Incident Stress Manager as a Technical Specialists for the incident, and incorporate into the de-briefing process of workers coming off shift.
- o Recommend the IC/UC implement responder reward and recognition programs (coins, prizes, etc.).
- o Ensure VIPs and dignitaries take time to meet field responders and ICP personnel.
- □ Compliment – Praise their actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.

## ICP Activities

☐ Command's Operational Priorities and Objectives are clear

☐ Command has communicated clear expectations of the Operations Section

☐ Command is comfortable with operations activities

☐ The OSC and Command have agreed on what is considered critical information, and how it should be reported up to the IC/UC

☐ The PSC is able to coordinate the Operational Planning Process

☐ Status displays by SITL and RESL are accurate, up-to-date, and meeting the needs of the OSC, Command and other staff

☐ The Incident Action Plan has sufficient, and accurate content to support the operation
  o The ICS 204's have task specific, detailed work descriptions and/or have detailed attachments (maps, diagrams, work plans, hazard info, etc.)
  o The ICS 205 covers all aspects of the operation, and includes use of voice and data communication
  o The ICS 206 has been verified by direct contact with the hospitals and ambulance service providers

☐ Effective coordination between the OSC and other staff

☐ The meeting schedule allows for ample OSC coordination of inputs to meetings/briefings

☐ Contingencies or "what if" possibilities are being effectively planned for

☐ PSC is forecasting, planning, and preparing for the escalation or de-escalation of the incident

- ☐ The resource requesting process is smooth, and producing timely results
- ☐ Operations Section equipment is being properly maintained, repaired, and/or re-supplied
- ☐ The Logistics Section is managing an effective gear/equipment issue process
- ☐ THSP's (where needed) are effectively employed
- ☐ Support plans are developed and thoroughly understood by users
- ☐ Original documents are ending up in the DOCL archives (ICS 214's, etc)
- ☐ Time sheets and other accountability information are being sent to Finance
- ☐ There is a demobilization process/plan in place
- ☐ The OSC is identifying excess resources and supporting the demobilization process
- ☐ The Planning Section is developing and effectively conveying predictions, models, forecasts to the OSC and other staff to help achieve success
- ☐ Meetings and briefings are properly set-up and well executed
- ☐ The best qualified personnel available are assigned to fill positions
- ☐ Documents produced by the Operations Section are of high quality

## 4.20 Personnel Evaluation Criteria

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

## 4.21 ICS 225 Incident Personnel Performance Rating

| INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG | INSTRUCTIONS: The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information. |
|---|---|

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

| 1. Name: Rank Last, First | | 2. Incident Name: Enter Incident Name | | | |
|---|---|---|---|---|---|
| 3. Home Unit and Phone Number: Enter Unit or Home Office here | | 4. Location of Incident: City, State | | | |
| 5. Position Assigned: ICS Position | 6. Date of Assignment: From: dd/mm/yyyy    To: dd/mm/yyyy | 7. Date Incident Started: dd/mm/yyyy | 8. Incident Type: Type I, II, III | 9. Incident Kind: (Oil/Hazmat Spill/SAR/Fire/Etc) | |

10. Evaluation

| Rating Factors | N/A | 1 - Unacceptable | 2 | 3 – Met Standards | 4 | 5 – Exceeded Expectations |
|---|---|---|---|---|---|---|
| A. Knowledge of the job/ Professional Competence & Using ICS: | ☐ | Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. ☐ | ☐ | Competent and credible authority on specialty or operational issues. ☐ | ☐ | Superior expertise; advice and actions showed great breadth and depth of knowledge. ☐ |
| B. Planning/Preparedness & ability to obtain performance/results: | ☐ | Got caught by the unexpected; appeared to be controlled by events; routine tasks accomplished with difficulty. ☐ | ☐ | Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates. ☐ | ☐ | Exceptional preparation. Always looked beyond immediate events or problems. Maintained optimal balance among quality, quantity, and timeliness of work. ☐ |
| C. Adaptability/Attitude: | ☐ | Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. ☐ | ☐ | Receptive to change, new information, and technology. ☐ | ☐ | Rapidly assessed and confidently adjusted to changing conditions, political realities, new information and technology. ☐ |
| D. Communication Skills: | ☐ | Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. ☐ | ☐ | Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. ☐ | ☐ | Clearly articulated and promoted ideas. Adept at presenting complex or sensitive issues. ☐ |
| E. Directing Others: | ☐ | Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐ | ☐ | Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. ☐ | ☐ | An inspirational leader who motivated others to achieve results not normally attainable. Modified leadership styles to best meet situations. Won people over rather than imposing will. ☐ |
| F. Ability to work on/ Consideration for team: | ☐ | Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. ☐ | ☐ | Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs. ☐ | ☐ | Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Ensured appropriate and timely recognition of others. ☐ |
| G. Judgment/Decisions under stress: | ☐ | Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. ☐ | ☐ | Skillfully used teams to increase unit effectiveness, quality, and service. ☐ | ☐ | Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information. ☐ |
| H. Initiative | ☐ | Postponed needed action. Implemented or supported improvements only when directed. ☐ | ☐ | Championed improvement through new ideas, methods, and practices; self-starter. ☐ | ☐ | Aggressively sought out additional responsibility. A self-learner. Optimized use of new ideas. ☐ |
| I. Adherence to safety: | ☐ | Failed to adequately identify and protect personnel from safety hazards. ☐ | ☐ | Ensured that safe operating procedures were followed. ☐ | ☐ | Demonstrated a significant commitment towards safety of personnel. ☐ |

11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).

| 12. Rated Person (signature) This rating has been discussed with me. Rank Last, First | | | 13 Date: mm/dd/yyyy |
|---|---|---|---|
| 14. Rated By (signature/print name): Rank Last, First | 15. Supervisor Home Unit (address/phone): Rank Last, First | 16. Supervisor Position: ICS Position | 17. Date: mm/dd/yyyy |

# ICS 225 Incident Personnel Performance Rating Instructions

**Purpose.** The Incident Personnel Performance Rating gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

**Preparation.** The Incident Personnel Performance Rating is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form.  It will be delivered to the planning section before the rater leaves the incident.  Rating will be reviewed with the subordinate who will sign at the bottom.

**Distribution.** The Incident Personnel Performance Rating is duplicated a copy is given to the subordinate and supervisor.  All completed original forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| 1. | Name | Enter the name of the person being evaluated. |
| 2. | Incident Name | Enter the name assigned to the incident. |
| 3. | Home Unit | Enter the address and phone number of the home unit of the person being evaluated. |
| 4. | Location of Incident | Enter the address/location of the incident. |
| 5. | Position Assigned | Enter the position assigned for the purpose of this evaluation. |
| 6. | Date of Assignment | Enter the date of assignment. |
| 7. | Date Incident Started | Enter the date the incident started. |
| 8. | Type of Incident | Enter the Type (size) of the incident: Type 1, 2, 3, 4 or 5. |
| 9. | Kind of Incident | Enter the kind of incident: Oil/Hazmat Spill, SAR, Fire, etc. |
| 10. | Evaluation | Enter X under the appropriate rating for each category listed using the definitions given. |
|  | Not Applicable | not observed. |
|  | 1 - Unacceptable | Deficient.  Does not meet minimum requirements of the individual element.  DEFICIENCIES/IMPROVEMENTS NEEDED MUST BE IDENTIFIED IN REMARKS. |
|  | 2 - Needs to improve | Meets some or most of the requirements of the individual element.   IDENTIFY IMPROVEMENT NEEDED IN REMARKS. |
|  | 3 - Met Standards | Satisfactory.  Employee meets all requirements of the individual element. |
|  | 4 - Fully successful | Employee meets all requirements and exceeds one or several of the requirements of the individual element. |
|  | 5 - Exceeded Expectations | Superior.  Employee consistently exceeds the performance requirements. |
| 11. | Remarks | Provide remarks/comments for ratings given. **Comments required for *unsatisfactory* and *needs to improve* ratings.** |
| 12. | Rated Person Signature | Rated Person's signature. |
| 13. | Date | Enter date (month, day, year) rated person signed performance rating. |
| 14. | Rated By | Signature and printed name of supervisor/person giving the performance rating. |
| 15. | Supervisor Home Unit | Enter address/phone of supervisor. |
| 16. | Supervisor Position | Enter the position the supervisor held. |
| 17. | Date | Enter date (month, day, year) supervisor signed the performance rating. |

# 4.22 Conversions and Equivalents

### AREA- (s=statute, n=nautical)

| Multiply | by | to derive |
|---|---|---|
| meters$^2$ | 10.76 | feet$^2$ |
| feet$^2$ | 0.0929 | meters$^2$ |
| kilometers$^2$ | 0.386 | s. miles$^2$ |
| s. miles$^2$ | 2.59 | kilometers$^2$ |
| s. miles$^2$ | 0.7548 | n. miles$^2$ |
| n. miles$^2$ | 1.325 | s. miles$^2$ |
| kilometers$^2$ | 0.2916 | n. miles$^2$ |
| n. miles$^2$ | 3.430 | kilometers$^2$ |

### TEMPERATURE-

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

### VOLUME

| multiply | by | to derive |
|---|---|---|
| barrels | 42 | gallons |
| barrels | 5.615 | feet$^3$ |
| barrels | 158.9 | liters |
| barrels | 0.1589 | meters$^3$ |
| feet$^5$ | 7.481 | gallons |
| gallons | 3.785 | liters |

### WEIGHT-

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

### DENSITY ESTIMATIONS-

| | Barrels/Long Ton | | Notes: |
|---|---|---|---|
| | Range | Average | |
| Crude Oils | 6.7-8.1 | 7.4 | • 1 Long Ton equals 2,200 lbs. |
| Aviation Gasolines | 8.3-9.2 | 8.8 | • As a general approximation, use 7 bbl. |
| Motor Gasolines | 8.2-9.1 | 8.7 | (300 U.S. gallons) per metric ton of oil. |
| Kerosenes | 7.7-8.3 | 8.0 | • 6.4 barrels/long ton is neutrally buoyant |
| Gas Oils | 7.2-7.9 | 7.6 | in fresh water. Open ocean neutral |
| Diesel Oils | 7.0-7.9 | 7.5 | buoyancy values are generally in the |
| Lubricating Oils | 6.8-7.6 | 7.2 | 6.21-6.25 barrels/long ton range. |
| Fuel Oils | 6.6-7.0 | 6.8 | |
| Asphaltic Bitumens | 5.9-6.5 | 6.2 | |

Specific Gravity of 1 or an API of 10 equals the density of fresh water. Specific
Gravity < 1 or an API > 10 indicates product is lighter than fresh water. API
Gravity =(141.5/Specific Gravity) -131.5

| Weight of Fresh Water: pounds/gallon | 8.3 | Note: Exact weight depends on temperature and salinity. |
|---|---|---|
| Weight of Sea Water: pounds/gallon | 8.5 | |

### OIL THICKNESS ESTIMATIONS-

| Standard Term | Approx. Film Thickness | | Approx. Quantity of Oil in Film | |
|---|---|---|---|---|
| | Inches | Mm | | |
| Barely Visible | 0.0000015 | 0.00004 | 25 gals/mile$^2$ | 44 liters/km$^2$ |
| Silvery | 0.000003 | 0.00008 | 50 gals/mile | 88 liters/km$^2$ |
| Slight Color | 0.000006 | 0.00015 | 100 gals/mile$^2$ | 176 liters/km$^2$ |
| Bright Color | 0.000012 | 0.0003 | 200 gals/mile$^2$ | 351 liters/km$^2$ |
| Dull | 0.00004 | 0.001 | 666 gals/mile$^2$ | 1,168 liters/km$^2$ |
| Dark | 0.00008 | 0.002 | 1,332 gals/mile$^2$ | 2,237 liters/km$^2$ |

Thickness of light oils: 0.0010 inches to 0.00010 inches.
Thickness of heavy oils: 0.10 inches to 0.010 inches.

### COMMONLY-USED EQUATIONS-

| Circle:<br>Area = 3.14 X radius$^2$<br>Circumference = 3.14 x diameter | Cylinder/Pipe/Tank<br>Volume = 3.14 x radius$^2$ x length |
|---|---|
| Sphere/Tank<br>Area = 4 x 3.14 x radius$^2$<br>Volume = 1.33 x 3.14 x radius$^3$ | Rectangle/Square<br>Area = length x width |
| | Cube/Block/Tank<br>Volume = length x width x height |

## 4.26 ICS234-CG (Work Analysis Matrix Development Coast Guard form)

**The Work Analysis Matrix (ICS 234-CG) is one of the most effective tools available to an OSC for turning Command direction (objectives) into an operational plan.    When using this form to brief the IC/UC on the operational plan during the upcoming Planning Meeting, Command will be much more confident in your efforts if you are able to outline the potential contingencies and how you plan to address them. The form has three columns, one for Operational Objectives, one for Strategies, and one for Tactics/Work Assignments.**

**Enter an Operational Objective from the list provided by the IC/UC.**

☐ List all appropriate strategies, including contingency strategies for the objective you entered in the step above.

☐ List all tactical work assignments necessary to support the selected strategy and achieve the operational objective.

☐ Repeat the above three steps until all of the operational objectives have been completely outlined on the form.

Objectives:    Objectives are developed by the IC/UC during the Objectives Meeting. They convey what Command wants to get done during

a given period of time. They should be SMART (Specific, Measureable, Attainable, Realistic, Time Sensitive). **Not all objectives are the responsibility of the OSC to implement or complete.    Some are non- operational objectives, and are often referred to as management objectives. These management objectives are carried out by other members of the Command and General staff and are not listed.

Strategies: Formal documentation of strategies is a must in today's response to "all risk" incidents. Selection of strategies by the OSC must be properly documented, and the ICS 234-CG is the only ICS form that provides a place for them. The potential for litigation associated with any major response necessitates that this kind of information be properly documented and preserved.

☐ Strategies are "the direction selected to accomplish incident objectives, essentially how to accomplish the objective".

□ The PSC along with Technical Specialists (THSP) can greatly assist the OSC in the preparation of effective strategies.                    Additionally, strategy information can also be found in various contingency plans. The PSC should bring this sort of information to the attention of the OSC during this step in the Operational Planning Process so that it can be factored into the selection of appropriate strategies.

Typically there is more than one way to achieve an objective.           Depending on a particular OSC's experience and the circumstances of the situation, different OSC's might not identify or select the same strategy. However, in the end the objective may still be met, just using a different "how" or method.   It is important to document several strategies on the form, including contingency or "what if" strategies.     Ask yourself "what if": bad weather occurs, the vessel starts to sink, certain resources are not available, etc.

Tactics/Work Assignments: Tactics are the next level of refinement in the operational plan that outlines the specific work assignment that supports a particular strategy. On this form it should outline clearly the specific task(s) to be accomplished, where, when, and with what.

Essentially, it is the work contract between the OSC and the DOSC, Branch Directors, Division/Group Supervisors, and Staging Area Managers who will be actually doing the work in order to accomplish the tasks.    It is important to be clear and specific at this point.    This information will form the basis of the "work assignment" block on the ICS 215, and on the ICS 204's in the IAP.

| Operation's Objectives (desired outcome) | Operational Strategies (how) | Tactics/Work Assignment (who, what, when, where) |
|---|---|---|
| A. Continue Search and Rescue operations on-water and along the shoreline of Duke Island | A-1 During daylight hours, use aerial platforms to search the entire area<br><br>*A-2 Use vessels to conduct on water search for the missing crew members<br><br>A-3 Use ground teams to search along shoreline of Duke Island | A-1 Use Helicopter to search for missing crew members using a defined search grid<br><br>*A-2 Use small boats to search potential on water locations depending on tide changes and currents<br><br>A-3 Using three person teams, conduct a shore side search of Duke Island and any other feasible shorelines<br><br>Instruct all personnel assigned to operations to be on the lookout for the missing crew members |

A.    Identify each objective with a letter for tracking purposes

*    Indicates selected strategy

| WORK ANALYSIS MATRIX ICS 234-CG | | |
|---|---|---|
| 1. Incident Name | 2. Operational Period From:                To: | |
| 3. Operation's Objectives DESIRED OUTCOME | 4. Strategies HOW | 5. Tactics/Work Assignments WHO, WHAT, WHERE, WHEN |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| 6. Prepared by: (Operations Section Chief) | | 7. Date/Time: |

WORK ANALYSIS MATRIX                Page __ of __                ICS 234-CG (Rev 11/12)

# 4.27 Air Operations Summary (ICS 220)

| 1. Incident Name: | 2. Operational Period:<br>Date From:          Date To:<br>Time From:          Time To: | 3. Sunrise:          Sunset: |
|---|---|---|

| 4. Remarks (safety notes, hazards, air operations special equipment, etc.): | 5. Ready Alert Aircraft:<br>Medivac:<br>New Incident: | 6. Temporary Flight Restriction Number:<br>Altitude:<br>Center Point: |
|---|---|---|

| | 8. Frequencies: | AM | FM | 9. Fixed-Wing (category/kind/type, make/model, N#, base): |
|---|---|---|---|---|
| | Air/Air Fixed-Wing | | | Air Tactical Group Supervisor Aircraft: |

| 7. Personnel: | Name: | Phone Number: | Air/Air Rotary-Wing – Flight Following | | | |
|---|---|---|---|---|---|---|
| Air Operations Branch Director | | | Air/Ground | | | |
| Air Support Group Supervisor | | | Command | | | Other Fixed-Wing Aircraft: |
| Air Tactical Group Supervisor | | | Deck Coordinator | | | |
| Helicopter Coordinator | | | Take-Off & Landing Coordinator | | | |
| Helibase Manager | | | Air Guard | | | |

**10. Helicopters** (use additional sheets as necessary):

| FAA N# | Category/Kind/Type | Make/Model | Base | Available | Start | Remarks |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

**11. Prepared by:** Name: _____    Position/Title: __    Signature: _____

| ICS 220, Page 1 | Date/Time: _____ |
|---|---|

| 1. Incident Name: | 2. Operational Period:<br>Date From:          Date To:<br>Time From:          Time To: | | 3. Sunrise:          Sunset: |
|---|---|---|---|

**12. Task/Mission/Assignment** (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)**:**

| Category/Kind/Type and Function | Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft | Mission Start | Fly From | Fly To |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

**11. Prepared by:** Name: _____          Position/Title: __          Signature: _____

**ICS 220, Page 2**                              Date/Time: ___

# ICS 220
# Air Operations Summary

**Purpose.** The Air Operations Summary (ICS 220) provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

**Preparation.** The ICS 220 is completed by the Operations Section Chief or the Air Operations Branch Director during each Planning Meeting. General air resources assignment information is obtained from the Operational Planning Worksheet (ICS 215), which also is completed during each Planning Meeting. Specific designators of the air resources assigned to the incident are provided by the Air and Fixed-Wing Support Groups. If aviation assets would be utilized for rescue or are referenced on the Medical Plan (ICS 206), coordinate with the Medical Unit Leader and indicate on the ICS 206.

**Distribution.** After the ICS 220 is completed by Air Operations personnel, the form is given to the Air Support Group Supervisor and Fixed-Wing Coordinator personnel. These personnel complete the form by indicating the designators of the helicopters and fixed-wing aircraft assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit.

**Notes:**

- If additional pages are needed for any form page, use a blank ICS 220 and repaginate as needed.

| Block Number | Block Title | Instructions |
|---|---|---|
| 1 | **Incident Name** | Enter the name assigned to the incident. |
| 2 | **Operational Period**<br>• Date and Time From<br>• Date and Time To | Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies. |
| 3 | **Sunrise/Sunset** | Enter the sunrise and sunset times. |
| 4 | **Remarks** (safety notes, hazards, air operations special equipment, etc.) | Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel. |
| 5 | **Ready Alert Aircraft**<br>• Medivac<br>• New Incident | Identify ready alert aircraft that will be used as Medivac for incident assigned personnel and indicate on the Medical Plan (ICS 206). Identify aircraft to be used for new incidents within the area or new incident(s) within an incident. |
| 6 | **Temporary Flight Restriction Number**<br>• Altitude<br>• Center Point | Enter Temporary Flight Restriction Number, altitude (from the center point), and center point (latitude and longitude). This number is provided by the Federal Aviation Administration (FAA) or is the order request number for the Temporary Flight Restriction. |
| 7 | **Personnel**<br>• Name<br>• Phone Number | Enter the name and phone number of the individuals in Air Operations. |
| | Air Operations Branch Director | |
| | Air Support Group Supervisor | |
| | Air Tactical Group Supervisor | |
| | Helicopter Coordinator | |
| | Helibase Manager | |

| Block Number | Block Title | Instructions |
|---|---|---|
| 8 | **Frequencies**<br>• AM<br>• FM | Enter primary air/air, air/ground (if applicable), command, deck coordinator, take-off and landing coordinator, and other radio frequencies to be used during the incident. |
| | Air/Air Fixed-Wing | |
| | Air/Air Rotary-Wing – Flight Following | Flight following is typically done by Air Operations. |
| | Air/Ground | |
| | Command | |
| | Deck Coordinator | |
| | Take-Off & Landing Coordinator | |
| | Air Guard | |
| 9 | **Fixed-Wing** (category/kind/type, make/model, N#, base) | Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident. |
| | Air Tactical Group Supervisor Aircraft | |
| | Other Fixed-Wing Aircraft | |
| 10 | **Helicopters** | Enter the following information about the helicopter resources allocated to the incident. |
| | FAA N# | Enter the FAA N#. |
| | Category/Kind/Type | Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance. |
| | Make/Model | Enter the make and model of the helicopter. |
| | Base | Enter the base where the helicopter is located. |
| | Available | Enter the time the aircraft is available. |
| | Start | Enter the time the aircraft becomes operational. |
| | Remarks | |
| 11 | **Prepared by**<br>• Name<br>• Position/Title<br>• Signature<br>• Date/Time | Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock). |
| 12 | **Task/Mission/Assignment** (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.) | Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, Medivac, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used. Mission assignments may be listed by priority. |
| | Category/Kind/Type and Function | |
| | Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft | |
| | Mission Start | |
| | Fly From | Enter the incident location or air base the aircraft is flying from. |
| | Fly To | Enter the incident location or air base the aircraft is flying to. |

# Operations Section Chief Activities
## in the ICS Planning Process

Brief on current operations
Divide incident into manageable units
Develop work map
Develop strategy/tactics to deploy
Complete ICS-215 (if not already done)
Identify resource needs
Identify contingencies
Develop operations org chart
Continue on-scene operations

Complete 8½" x 11" ICS-215
Continue to update work progress
Continue on-scene operations

Brief on planned strategy/tactics [ICS-215 & work map/chart]
Brief Operations organization
Note resource needs & reporting locations
Identify any contingencies as needed
Continue on-scene operations

Continue on-scene operations
Develop draft strategies & tactics for each assigned objective, including alternative and/or contingency strategies using a ICS-234 Work Analysis Matrix (optional)
Outline work assignments and required resources using ICS-215
Develop/outline OPS Section organization for next operational period

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

Receive IC/UC direction on Priorities, limitations & constraints, Objectives & Key decisions
Provide feedback to IC/UC on focus/direction - Clarify issues & concerns
Identify any limitations & restrictions
Reach agreement on IC/UC focus and direction
Discuss interagency issues
Continue on-scene operations

This meeting is intended for IC/UC
Continue on-scene operations

This meeting is intended for IC/UC
Continue on-scene operations

Using ICS 201, brief on current ops
Discuss planned operations & direction
Clarify issues & concerns

Assess situation
Develop ICS-201 with:
• initial tactics & priorities, sketch map, initial actions, resource summary, current organization
Continue to update response on ICS-201

Provide operations briefing to Ops Section Personnel
Clarify issues & concerns
Ensure support to operations in place
Deploy next operational period resources

Monitor on-going operations & make tactical adjustments
Measure/ensure progress against stated objectives
Debrief resources coming off shift
Prepare to brief UC/Planning on accomplishments, issues & concerns

## Diagram

- Tactics Meeting
- Preparing for the Planning Meeting
- Planning Meeting
- Preparing for the Tactics Meeting
- IAP Prep & Approval
- Command & General Staff Meeting / Briefing
- Operations Briefing
- IC / UC Develop/ Update Objectives Meeting
- Execute Plan & Assess Progress
- New Ops Period Begins
- Initial UC Meeting
- Incident Brief ICS-201
- Initial Response & Assessment
- Notification
- Incident/Event

**Initial Response**