

# The Incident Planning Process For Extended Operations

An All-Hazards Approach

## Participant Handbook



# The Incident Planning Process For Extended Operations

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# The Incident Planning Process For Extended Operations

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## COURSE OUTLINE

Topic	Activity
Introduction	Purpose, scope, objectives and rules
	Introduction video (2 minutes)
	<b>Activity 1:</b> Command and General Staff Expectations and Responsibilities
Incident Briefing	Incident briefing video (2 minutes)
	<b>Activity 2:</b> Receive an incident briefing (ICS-201)
Incident Objectives	<b>Activity 3:</b> The Incident Commander establishes incident objectives ( <i>SMART</i> )
	<b>Activity 4:</b> Planning Section Chief establishes and posts the meeting and briefing schedule
Strategy Meeting	Strategy meeting video (5 minutes)
	<b>Activity 5:</b> Conduct a strategy meeting
Tactics Meeting	Tactics meeting video (4 minutes)
	<b>Activity 6:</b> Conduct a tactics meeting
Preparation for Planning Meeting	Preparation for planning meeting video (2 minutes)
	<b>Activity 7:</b> Prepare for the planning meeting
Planning Meeting	Planning meeting video (8 minutes)
	<b>Activity 8:</b> Conduct a planning meeting
IAP Preparation and Approval	Incident Action Plan preparation and approval video (2 minutes)
	<b>Activity 9:</b> Completion, approval & duplication of IAP
Operational Period Briefing	Operational period briefing video
	<b>Activity 10:</b> Conduct an operational period briefing (10 minutes)
Conclusion	Conclusion video (2 minutes)
	Closing comments

# The Incident Planning Process For Extended Operations

## I. Purpose

The purpose of this course is to teach Incident Management Team (IMT) members the All-Hazards Incident Planning Process. The course is based upon the FEMA All-Hazards National Incident Management System (NIMS) and Incident Command System (ICS) training curriculum.

## II. Scope

This course will be presented in a “learn by doing” format where participants will be given an incident briefing (ICS-201) for an ongoing incident that is currently being managed by the on-duty staff. The participants will prepare to take over the management of the incident for the next operational period by creating a written Incident Action Plan (IAP) and conducting an Operational Period Briefing for supervisors on work assignments and other important components of the IAP. The incident scenario will require multiple operational periods to mitigate.

All participants are expected to be certified at the ICS-100 and ICS-200 levels at a minimum. ICS-300 is highly recommended. Participants will work together in an eight person IMT (Command and General Staff).

## III. Objectives

At the conclusion, participant will understand the All-Hazards Incident Planning Process and will be able to:

1. Develop incident objectives that are “SMART”
  - a. **S**pecific
  - b. **M**easurable
  - c. **A**ction oriented
  - d. **R**ealistic
  - e. **T**ime sensitive
2. Conduct incident planning meetings and briefings
3. Develop a written Incident Action Plan, with the following minimum components:
  - a. Cover
  - b. ICS-202 (Incident Objectives)
  - c. ICS-203 (Organization Assignment List)
  - d. ICS-204s (Assignment List)
  - e. ICS-205 (Incident Radio Communications Plan)
  - f. ICS-205A (Communications List)
  - g. ICS-206 (Medical Plan)
  - h. ICS-208 (Safety Message/Plan)
  - i. Traffic Plan
  - j. Incident Map(s)
  - k. Press Release
  - l. Weather Forecast

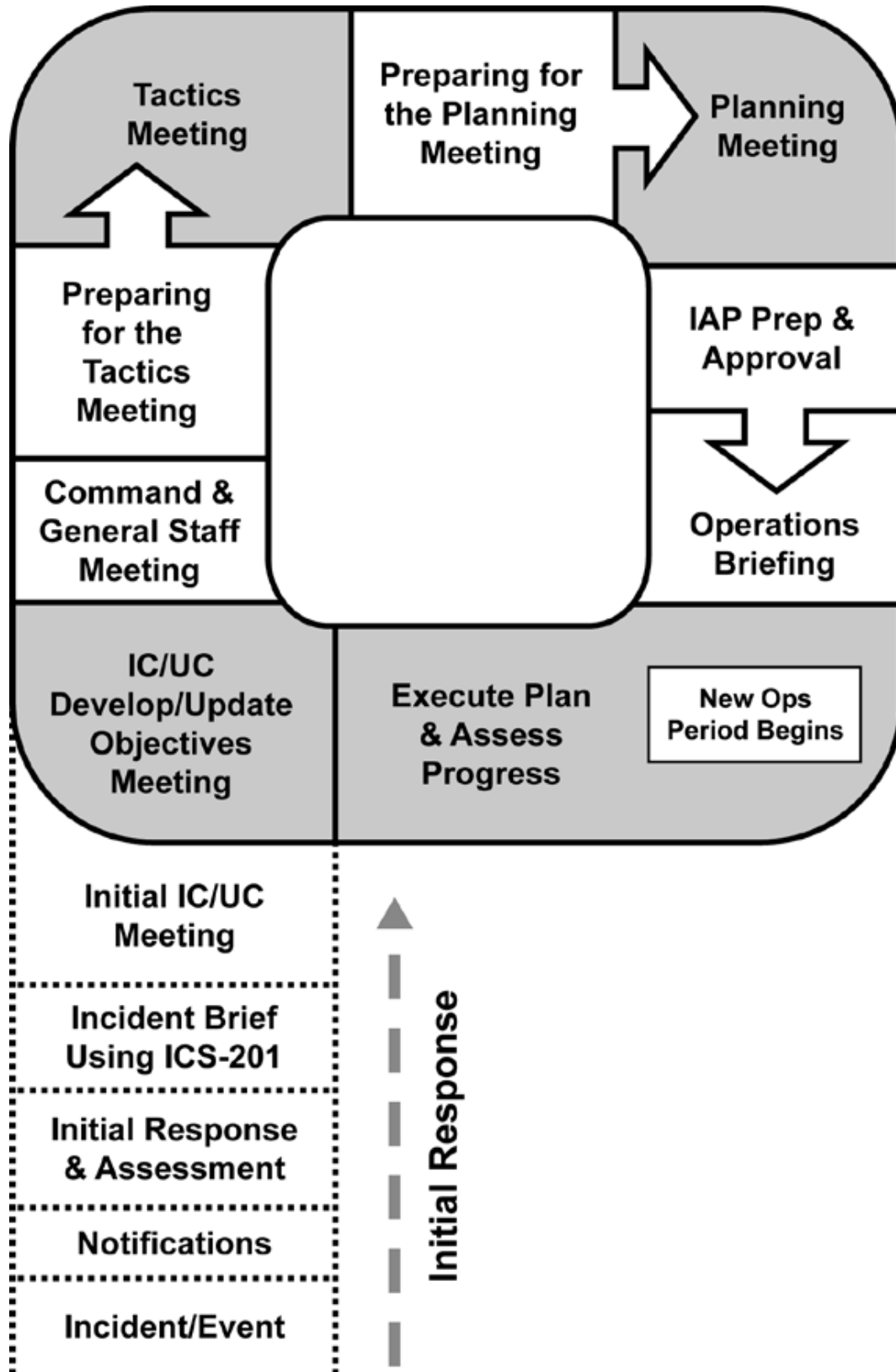
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### IV. Rules

1. Stay in your lane.
  - a. You are to perform the duties of the Command or General staff position that you have been assigned to. Do not interfere with the other team member's responsibilities.
2. The incident scenario being presented is plausible.
  - a. Fight the problem, not the scenario.
3. There are no hidden agendas or tricks.
4. This is not a test; it is a learning opportunity.
5. Respond as if this were a real incident.
  - a. No one is allowed to say, "If this was a real incident we would..."
6. Attend all meetings and briefings on time and fully prepared.
7. Work as a team, help each other.

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## The Planning P





## **Activity #1**

Beginning with the Incident Commander and using the information provided on pages 10 through 21, each Incident Management Team (IMT) member will share their expectations of the other Command and General Staff personnel.

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## V. Expectations of Command and General Staff Members

### Incident Commander (IC)

#### A. Incident Commander's Expectations of all C&G Staff members

1. Attend all meetings and briefings on time and fully prepared.
2. Resolve all disputes and misunderstandings of the proposed plan **PRIOR** to the planning meeting. In other words, all IMT members shall be able to support the plan as proposed by Operations at the planning meeting.
3. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
4. Take every opportunity to promote the ICS process and teach others how to use it.
5. Be an exemplary model of behavior and performance. Take decisive and immediate action when others in your functional area are not performing to the expected standards.
6. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
7. Take care of yourself. Get adequate rest and nourishment.
8. Do not let the setbacks or failure get you down. You did not cause the incident. You are here to work with everyone else to bring order out of chaos, sometimes that takes awhile.
9. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

#### B. Incident Commander's Expectations of Safety Officer

1. Fully engage in the planning process, and provides feedback in an appropriate and timely manner.
2. Identify, manage, instruct and mitigate all of the hazards on the incident.
3. Keep the IC informed on trends/causes of the accidents and illnesses.
4. Promote an attitude of 100% compliance of safety rules, throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP.

#### C. Incident Commander's Expectations of Public Information Officer

1. Keep incident personnel up to date on major current affairs, both on and off the incident.
2. Coordinate with the Liaison Officer in relations with Stakeholders.
3. Identify and keep the IC informed of all of the emerging issues concerning the incident, in the political and public arenas.
4. Coordinate and represent the IC in the off-site PIO activities, such as the JIC or other agency information outlets.
5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the

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public or media.

6. Make the IC look like one of those slick-looking people on network news; intelligent, good looking and articulate.

### D. Incident Commander's Expectations of Liaison Officer

1. Make sure that the cooperating agency/stakeholder concerns and issues are addressed in a positive manner.
2. Track down, identify and coordinate with all of the involved agencies and non-governmental organizations.
3. Provide a positive impression of the incident to other agencies/stakeholders.
4. Effective leadership and coordination of the Agency Representatives.
5. Coordinate with the PIO in relations with the stakeholders.
6. Keep the other IMT members constantly aware of the issues of the cooperating/assisting agencies.

### E. Incident Commander's Expectations of Logistics Section Chief

1. Manage the ordering process to ensure that all incident needs are met.
2. Whenever possible, anticipate and maintain the supplies ahead of the need.
3. Coordinate with the supporting EOC to ensure an effective and cordial relation.
4. Work closely with Operations to ensure the complete logistical support and coordination with the tactical operations.
5. Do it all in a timely manner.

### F. Incident Commander's Expectations of Finance Section Chief

1. Advice and counsel all of the C&GS about the fiscal, contract and other administrative matters.
2. Be prepared to provide cost analysis, if requested by the IC or the responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all of the staff members and cooperating agency representatives.
5. Possess good knowledge, along with the ability to operate the Finance Section effectively.
6. Coordinate with all the responsible agencies to ensure that their administrative requirements have been met.

### G. Incident Commander's Expectations of Operations Section Chief

1. Recommend strategies to reach the objectives.
2. Keep the IC and the other C&G members informed on the planned tactics to ensure the timely input and support by the entire IMT.
3. Resource ordering within the boundaries of fiscal, environmental and other constraints.
4. Report unusual events, activities, as well as daily updates on the situation.

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5. Insist that all known safety procedures are followed in all tactical planning and executions.
6. Maintain effective communication with all of the cooperating agencies to make them feel like they are, “part of the solution, not part of the problem” and that their input is solicited, respected, and given due consideration.

### H. Incident Commander’s Expectations of Planning Section Chief

1. Effective leadership and organization of all of the incident meetings and briefing.
2. Ensures that the entire organization follows the established planning process, on time and accurate.
3. Maintains a thorough overview of all of the incident activities to ensure that the complete information will be provided for the planning process.

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## **Safety Officer (SOFR)**

- A. Safety Officer's Expectations of Incident Commander
  - 1. Emphasis on safety in all communications and actions.
  - 2. Support recommendations for changes in tactics for safety reasons.
  
- B. Safety Officer's Expectations of Public Information Officer
  - 1. Sensitivity to any accidents or other safety problems on the incident.
  - 2. Coordination of the information that is released to the public, both media and locals.
  
- C. Safety Officer's Expectations of Liaison Officer
  - 1. Specific information regarding problems with the assisting and coordinating agencies.
  - 2. Identification of potential safety problems regarding the above.
  
- D. Safety Officer's Expectations of Logistics Section Chief
  - 1. Supply personnel/equipment needs.
  - 2. Coordination with the Medical Unit.
  
- E. Safety Officer's Expectations of Finance Section Chief
  - 1. Timely processing of accident reports.
  - 2. Maintain a constant exchange of information concerning safety matters, such as excessive work hours or contract violations.
  - 3. Coordinate the accident/injury information from the Compensation/Claims Unit.
  
- F. Safety Officer's Expectations of Operations Section Chief
  - 1. Close working relationship in the development of tactics.
  - 2. Understanding of possible hazards.
  - 3. Flexibility to change tactics that cannot be mitigated.
  - 4. Information on unusual hazards occurring in the field.
  - 5. No surprises.
  
- G. Safety Officer's Expectations of Planning Section Chief
  - 1. Inclusion in the strategy and tactics meetings.
  - 2. Briefings on situation, critical/sensitive areas, resource types and status.
  - 3. Included in briefings.
  - 4. Updates the feedback on safety responses.
  - 5. Personnel/resources availability.

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## **Public Information Officer (PIO)**

### A. Public Information Officer's Expectations of IC

1. Timely approval of press releases.
2. Cooperation with media requests.
3. Cooperation with public information meetings.
4. Direction on his/her media expectations.

### B. Public Information Officer's Expectations of Safety Officer

1. Summarize the safety issues.
2. Daily report of any accidents/injuries.

### C. Public Information Officer's Expectations of Liaison Officer

1. Identify the key agencies, their roles and any issues.
2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.
3. Help with the communication strategy.

### D. Public Information Officer's Expectations of Logistics Section Chief

1. Review the Communication Plan.
2. Provide transportation.
3. Facilities and communication equipment for the information office, both at the ICP and other locales.

### E. Public Information Officer's Expectations of Finance Section Chief

1. Current incident costs.
2. Press-worthy items.

### F. Public Information Officer's Expectations of Operations Section Chief

1. Provides the information on resources, special activities and the status of incident.
2. Be open to grant the media access.
3. Press worthy items.

### G. Public Information Officer's Expectations of Planning Section Chief

1. Summarize the development of incident.
2. Information on resource status.
3. Help with the communication strategy.
4. Press worthy items.

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## **Liaison Officer (LOFR)**

### A. Liaison Officer's Expectations of Incident Commander

1. Advice and counsel on the issues presented by the assisting and cooperating agencies.
2. Overall mission and direction.
3. Willingness to engage with the stakeholders when necessary.

### B. Liaison Officer's Expectations of Safety Officer

1. Advise on hazards and issues particularly affecting the cooperating and assisting agencies and organizations.
2. Input on "safety readiness" of above.

### C. Liaison Officer's Expectations of Public Information Officer

1. Mention the cooperating and assisting agencies and organizations in all press releases.
2. Distribution of information and material so it can be given to the above.
3. Coordination/notification of the public meetings and press conferences.

### D. Liaison Officer's Expectations of Logistics Section Chief

1. Transportation, facilities and communication equipment inventory.
2. Status of the ordered resources.
3. Medical status of any personnel injured or ill from the cooperating and assisting agencies.

### E. Liaison Officer's Expectations of Finance Section Chief

1. Report excessive hours.
2. Report the injuries and/or accidents to non-agency personnel.
3. Information on the agencies specific pay-offs.

### F. Liaison Officer's Expectations of Operations Section Chief

1. Ensure the safety and welfare of all personnel.
2. Share information and rationale on the use of other agency personnel.
3. Establish the availability of special resources that may be available from cooperators for the Operations utilization.

### G. Liaison Officer's Expectations of Planning Section Chief

1. IAP accurately reflects all the cooperating and assisting agencies and organizations.
2. Coordination with the status of the above resources, e.g., planned demobilization.

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## **Planning Section Chief (PSC)**

### A. Planning Section Chief's Expectations of IC

1. Incident objectives.
2. Planning meeting schedules/operational periods.
3. Deadlines for IAP.
4. Review/approval of IAP.

### B. Planning Section Chief's Expectations of Safety Officer

1. Participation in strategy/tactics meetings and preparation of ICS-215A.
2. Continual update on safety issues.
3. Participation in IAP (Safety message and ICS-204's).
4. Participation in operational briefings.

### C. Planning Section Chief's Expectations of Public Information Officer

1. Times of press briefings.
2. Coordination with information on the 209.
3. Review information in press releases for accuracy.

### D. Planning Section Chief's Expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy.
2. Information regarding any of the above issues.

### E. Planning Section Chief's Expectations of Logistics Section Chief

1. Confirmation of status of all resource orders.
2. Feedback on resource availability.
3. Timely submission of the Communication, Medical, Facility and Transportation Plans.
4. Adequate facilities and equipment for all Planning Units and preparation of the IAP.

### F. Planning Section Chief's Expectations of Finance Section Chief

1. Fiscal input to the Incident Action Plan.
2. Daily cost estimates.
3. Financial/cost benefit analysis information.

### G. Planning Section Chief's Expectations of Operations Section Chief

1. Strategy and tactics.
2. Timely notification of the resources needed.
3. Necessary information for maps, etc.
4. Information needed to complete the ICS-204's.
5. Debriefing from field at end of shift.
6. On time and prepared for meetings.



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## **Logistics Section Chief (LSC)**

### A. Logistics Section Chief's Expectations of Incident Commander

1. Priorities for ordering personnel, supplies and equipment.
2. Support for logistics activities.
3. Keep in the loop for the planned direction of incident.

### B. Logistics Section Chief's Expectations of Safety Officer

1. Coordination/cooperation with the Medical Unit.
2. Notification of hazards in the facilities, transportation, etc.
3. Input in the Medical Plan and medivac procedures.
4. Coordination/cooperation with Security in accident investigation.

### C. Logistics Section Chief's Expectations of Public Information Officer

1. Timely ordering of communication and facility needs.

### D. Logistics Section Chief's Expectations of Liaison Officer

1. Communication of the special needs of the assisting/cooperating agency personnel.
2. Information as to the ability of the above to assist in logistics.

### E. Logistics Section Chief's Expectations of Finance Section Chief

1. Provide written orders for resources or supplies.
2. Provide close coordination between the Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
3. Provide information of time and/or procurement problems.
4. Provide cost saving information.

### F. Logistics Section Chief's Expectations of Operations Section Chief

1. Timely requests for all needs.
2. Timely notification of demobilization, pre-advisement of resources that may come available for use by Logistics (e.g., heavy equipment).
3. Coordination and information sharing up front.
4. Understanding for unrealistic time requests.

### G. Logistics Section Chief's Expectations of Planning Section Chief

1. Timely ordering of the resources.
2. Close coordination on the check-in and the deployment of the resources.
3. Information sharing as to the planned direction of the incident.
4. Accurate information as to the number of resources on the incident.

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## **Operations Section Chief (OSC)**

### A. Operations Section Chief's Expectations of Incident Commander

1. Objectives.
2. Any constraints on the strategy/tactics, i.e., environmental, political, and financial.

### B. Operations Section Chief's Expectations of Safety Officer

1. Close working relationship in the development of tactics.
2. Notification of any hazards or safety problems.
3. Provide the mitigations and ramifications for tactics.
4. Close scrutiny of operations in the field.
5. Order enough resources to ensure safety in the field.

### C. Operations Section Chief's Expectations of Public Information Officer

1. Provide the correct information to the public.
2. Request permission to bring the media out to the incident (away from ICP).
3. Ensure that the media is properly prepared (e.g., protective clothing, briefings) to go out to incident.

### D. Operations Section Chief's Expectations of Liaison Officer

1. Information on special circumstances of the other agency employees.
2. Coordination with the other agencies needs or problems and the identification of the resources available through the cooperators.
3. Point of contact for the above.

### E. Operations Section Chief's Expectations of Logistics Section Chief

1. Provide adequate transportation.
2. Provide adequate, quality food.
3. Provide facilities for eating, sleeping, and the OSC's work.
4. Provide the needed equipment and supplies to perform the work.
5. Arrange for medical care and emergency transport, along with the medical plan.
6. Flexibility in changing the requests.

### F. Operations Section Chief's Expectations of Finance Section Chief

1. Provide efficient processing of time and pay documents, so there is no interference with the IAP or demobilization process.
2. Report excessive work hours.
3. Provide adequate commissary as necessary.
4. Keep Operations informed of any fiscal constraints that may influence tactics.

### G. Operations Section Chief's Expectations of Planning Section Chief

1. Close working relationship in preparation of the IAP.
2. Provide the resources requested.

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3. Input in strategy meeting.
4. Compose a complete, accurate IAP, including maps and all of the plans (with the adequate numbers of copies).
5. Concise, accurate briefings.
6. Completed ICS-215's for the Planning Meeting.

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## **Finance Section Chief (FSC)**

### A. Finance Section Chief's Expectations of Incident Commander

1. General advice and counsel.
2. Financial and political constraints.
3. Feedback on performance and evaluation.
4. Approval of excess duty time.

### B. Finance Section Chief's Expectations of Safety Officer

1. Advisor.
2. Provide information on accidents or injuries.
3. Coordinate with the Compensation/Claims Unit Leader.
4. Assure that all accident or injury reports are submitted to Finance in a timely manner.

### C. Finance Section Chief's Expectations of Information Officer

1. Prepare the initial information summary as soon as possible after arrival.
2. Ensure that the incident personnel are kept up to date on news and incident information.
3. Coordination in the event of injury or death on the incident.

### D. Finance Section Chief's Expectations of Liaison Officer

1. Provide a contact for the assisting/cooperating agency representatives.
2. Provide a single contact for the private organizations.
3. Coordinate meetings to facilitate information exchange.

### E. Finance Section Chief's Expectations of Logistics Section Chief

1. Hired equipment time records up to date.
2. Provide facilities for Finance Section.
3. Coordination between Supply Unit and Procurement Unit.
4. Coordination between Ground Support Unit and Procurement Unit.
5. Coordination between Medical Unit and Compensation/Claims Unit Leader.
6. Property accountability.

### F. Finance Section Chief's Expectations of Operations Section Chief

1. Verification of time worked by crews and equipment used on incident.
2. Conformance to required work/rest cycles.
3. Information on property damage or equipment loss or damage, in order to start a potential claims file.
4. Information on the equipment used on the incident, especially for the initial operational periods.

### G. Finance Section Chief's Expectations of Planning Section Chief

1. Up to date information on the resources assigned to the incident.
2. Daily/shift copies of the Incident Action Plan.

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3. Current information on the incident, particularly including any planned releases.
4. Estimated containment and control times.
5. Close coordination with demobilization.

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## MEETING & BRIEFING SCHEDULE

Meeting (Length)	Time
Strategy Meeting (30 Minutes)	
Tactics Meeting (30 Minutes)	
Planning Meeting (30 Minutes)	
IAP Components Due To Planning Section Chief	
Operational Period Briefing (30-45 Minutes)	
Command and General Staff Meeting (30 Minutes)	

The Planning Section Chief (PSC) receives the Incident Commander's (IC) approval for the meeting schedule and then posts the schedule in a conspicuous location(s), where all Incident Management Team (IMT) personnel can see it. The PSC is responsible for enforcing the meeting schedule.

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## MEETINGS & BRIEFINGS IN THE PLANNING PROCESS

Meeting/Briefing Order and Name	Recommended Attendance	Intended Audience	Meeting Objectives	Comments
<b>1.Strategy Meeting</b>	IC, Command & General Staff	Command & General Staff	Develop the incident objectives.	Convenes when incident objectives change or to present the objectives to the IMT.  Share info with the IMT: Location of facilities, cost restrictions, time limits and schedules. Each IMT member shares their critical info.
<b>2.Tactics Meeting</b>  1-3 hours prior to the Planning Meeting.	OSC, PSC, LSC, SOFR, RESL	OSC, PSC, LSC, SOFR, RESL	Develop draft ICS-215 and ICS-215A for the next operational period.	Conduct in private, to develop an achievable tactical plan. Be sure it addresses the incident objectives.
<b>3.Planning Meeting</b>  1-2 hours prior to, turn in IAP components to the PSC.	IC, Command & General Staff and selected Unit Leaders	Command & General Staff. Political appointees.	Approval of the plan. Present draft ICS-215 and ICS-215A.	Requires support from the Command & General Staff and the approval of the IC.
<b>After the Planning Meeting, the written IAP is prepared and duplicated</b>				
<b>4.Operational Period Briefing</b>	Command & General Staff	Operational resource supervisors & leaders (Division/Group Supervisors, Task Force Leaders, Strike Team Leaders, etc.).	Brief supervisors on work assignments and other important components of the IAP.	Distribute copies of the IAP to supervisors. Brief on assignments, work location, resources, etc.
<b>5.Command &amp; General Staff Meeting</b>	Command & General Staff Only	Command & General Staff Only	Monitoring of the IMT performance and make the necessary adjustments. Team maintenance time. Information sharing.	Can be held at any time. Usually informal, over lunch or similar.

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## PLANNING MEETING AGENDA

Topic	Presented By
1. Introduction & Welcome (Please silence radios, pagers & telephones)	Planning Section Chief
2. Current Situation	Operations Section Chief
3. Incident Objectives – are they still valid?	Planning Section Chief
4. Weather Report	Planning Section Chief
5. ICS-215 – Operational Planning Worksheet	Operations Section Chief
6. ICS-215A – Incident Safety Analysis	Safety Officer
7. Incident facilities and reporting locations on map	Logistics Section Chief
8. Develop resource and personnel ordering process	Logistics Section Chief
9. Consider Communications, Medical & Traffic Plans	Logistics Section Chief
10. Incident finance issues	Finance Section Chief
11. Outline issues related to assisting and cooperating agencies	Liaison Officer
12. Consider information issues internal and external to the incident	Public Information Officer
13. Finalize and approve the IAP (Ask each Command and General Staff personnel if they support the plan)	Planning Section Chief
14. Request the components to the IAP to be submitted by a specific time to the Planning Section (1-2 hours)	Planning Section Chief
15. Conclusion (Turn radios, pagers & telephones back on)	Planning Section Chief

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## OPERATIONAL PERIOD BRIEFING AGENDA

Topic	Presented By
1. Introduction & Welcome (Please silence radios, pagers & telephones)	Planning Section Chief
2. Current Situation	Operations Section Chief
3. Incident Objectives	Planning Section Chief
4. Weather Report	Planning Section Chief
5. ICS-204 Assignment List	Operations Section Chief
6. Review of hazard mitigations and Safety Message	Safety Officer
7. Logistics, supplies, facilities, ground support and Traffic Plan.	Logistics Section Chief
8. ICS-205 Communications Plan	Logistics Section Chief or Communications Unit Leader
9. ICS-206 Medical Plan	Logistics Section Chief or Medical Unit Leader
10. Incident finance issues - Claims process, report of injuries, etc.	Finance Section Chief
11. Agency representative's issues	Liaison Officer
12. Media and incident information	Public Information Officer
13. Additional comments	Incident Commander
14. Locations of Division/Group Meetings	Planning Section Chief
15. Invitations for anyone who does not have an assignment to meet with the Planning Section Chief after the briefing.	Planning Section Chief
16. Conclusion – turn radios, pagers & telephones back on and have a safe operational period.	Planning Section Chief

- DO NOT ASK FOR QUESTIONS
- Brief Command and General Staff on what they are supposed to cover during the briefing and have them KEEP IT BRIEF. You only have 30 to 45 to conduct this briefing.