
Unit 5: Strategy and Planning

STUDENT GUIDE

Objectives

By the end of this unit, students will be able to:

- Describe the purpose of the Strategy, Tactics, and Planning Meetings and the Operations Section Chief's roles and responsibilities in developing the Operational Planning Worksheet (ICS Form 215) and the Incident Action Plan
- Describe the purpose of a Strategy Meeting and the Operations Section Chief's role within the meeting
- Describe the purpose of a Tactics Meeting and the Operations Section Chief's role within the meeting
- Describe the purpose of a Planning Meeting and the Operations Section Chief's role within the meeting
- Describe the Operations Section Chief's responsibilities in creating the Operational Planning Worksheet (ICS Form 215)
- Describe the Operations Section Chief's responsibilities in developing and monitoring the Incident Action Plan

Methodology

This unit uses lecture, exercise, and discussion to facilitate and evaluate learning. At the completion of this unit, students will participate in Exercise 2.

The purpose of Exercise 2 is to provide students with an opportunity to practice the roles and responsibilities of an Operations Section Chief in a controlled tabletop environment. The focus will be on incident assessment, the Operations Section organization, and resource deployment skills. Students will review a scenario, develop their approach and solution, and finally present their approach/solution to the rest of the class.

Through this exercise, students will assess the complexity and severity of hazards in a major incident, identify trends in incident complexity and severity, distinguish between essential and nonessential information, prioritize response needs, identify the necessary response components, and determine the best distribution/sequencing of resources.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required based on the experience level of the group.

Topic	Time
Lesson	1 hour
Exercise 2	2 hours
Total Time	3 hours

**Key Points**

Scope Statement

Through this unit, students will learn the purpose, timing, and structure of the Strategy, Tactics, and Planning Meetings and the responsibilities of the Operations Section Chief in preparing for and participating in each. The Planning P will be used extensively to aid the students' understanding of when each meeting (and related tasks/events) takes place throughout the course of an operational period. Students will also learn the responsibilities of the Operations Section Chief as they concern the development, finalization, and monitoring of the Operational Planning Worksheet (ICS Form 215) and the Incident Action Plan.

Unit Terminal Objective

Describe the purpose of the Strategy, Tactics, and Planning Meetings and the Operations Section Chief's roles and responsibilities in developing the Operational Planning Worksheet (ICS Form 215) and the Incident Action Plan.



Key Points

Unit Terminal Objective

Describe the purpose of the Strategy, Tactics, and Planning Meetings and the Operations Section Chief's roles and responsibilities in developing the Operational Planning Worksheet (ICS Form 215) and the Incident Action Plan.

An effective Operations Section Chief must understand how to gather and utilize the information necessary for the development of the Incident Action Plan. This unit describes how the Operations Section Chief develops information and processes it through the Strategy, Tactics, and Planning Meetings for development of ICS Form 215 and the Incident Action Plan.

Unit Enabling Objectives

- Describe the purpose of a Strategy Meeting and the Operations Section Chief's role within the meeting
- Describe the purpose of a Tactics Meeting and the Operations Section Chief's role within the meeting
- Describe the purpose of a Planning Meeting and the Operations Section Chief's role within the meeting
- Describe the Operations Section Chief's responsibilities in creating the Operational Planning Worksheet (ICS Form 215)

- Describe the Operations Section Chief's responsibilities in developing and monitoring the Incident Action Plan

Strategy and Tactics

- **Strategy**
 - Overall approach for managing the incident
- **Tactics**
 - Actions taken by emergency responders to support the strategies



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Visual 5-3

Key Points

- Strategy is an overall approach for managing the incident; it falls in the middle of the continuum between objectives and tactics
- Tactics are actions taken by emergency responders to support the strategies

Topic Strategy Meeting

Strategy Meeting

- Discuss and agree upon Incident Objectives
- Broad Plan
 - Reflects priorities and constraints developed by the Incident Commander

The Initial Strategy Meeting should be held after initial information gathering and prior to the Planning Meeting.

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Visual 5-4

Key Points

- Discuss and agree upon the Incident Objectives
- The broad plan reflects the priorities and constraints developed by the Incident Commander

The Initial Strategy Meeting should be held after initial information gathering and prior to the Planning Meeting.

Topic Operations Section Chief's Role in the Strategy Meeting

Operations Section Chief's Role in the Strategy Meeting

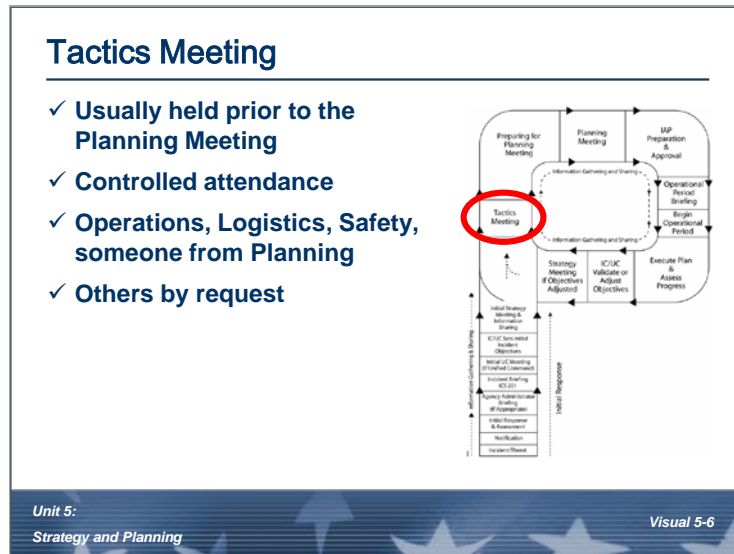
- Be well prepared
- Present summary of current situation
- Review:
 - ✓ Location of control lines
 - ✓ Size
 - ✓ Resources needed
 - ✓ "Hazard" (e.g., fire, spill) behavior
 - ✓ Anticipated problems
 - ✓ Safety issues
 - ✓ Expected duration

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Visual 5-5

Key Points

The Operations Section Chief's role in the Strategy Meeting is to provide the Incident Commander with information and to suggest tactics to implement the strategy. The Operations Section Chief may also be asked to present the IMT with a summary of what is going on right now (i.e., current situation information).



Key Points

The purpose of the Tactics Meeting is to give the Operations, Logistics, and Safety Sections an opportunity to agree on tactics before the Planning Meeting. The Resources Unit should also be involved to advise the Operations Section Chief on available personnel, resources, and so forth. The objective is to save time and save face: In other words, make sure that the Operations Section Chief doesn't put up an unrealistic plan in the Planning Meeting in front of the IMT and citizens. Normally, a Tactics Meeting will take place for each Planning Meeting.

The Tactics Meeting is an opportunity to work out internal issues. The Tactics Meeting should have “controlled attendance”—too many opinions (if everybody becomes the Operations Section Chief) will waste time and muddle coordination.

The Tactics Meeting shouldn't take place without the Safety Officer, or without obtaining his/her agreement ahead of time. This is because the Safety Officer is the only person in the entire ICS structure who can call off activities.

The Operations Section Chief's subordinates in the field (e.g., Division/Group Supervisor, Strike Team or Task Force Leaders) have the best knowledge about whether the tactics are successful. For this reason, it's a good idea to have a planned check-in (e.g., the Operations Section Chief arranges that if he/she doesn't call a Group Supervisor by 3 p.m., the Group Supervisor will check in at that time, prior to the Tactics Meeting).

Tactics Meetings can be held in different places and at different times every day to minimize the attendance of unwanted guests.

Once the Operations Section Chief has a plan in place that has gotten the green light from the Safety Section, the Logistics Section, and so forth in the Tactics Meeting, the Operations Section Chief has an obligation to go through with it and present the plan in the Planning Meeting.

Topic Planning Meeting

Planning Meeting

- A meeting to select specific strategies and tactics for incident control operations and service and support planning
- Held for each planned operational period



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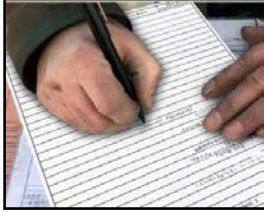
Visual 5-7

Key Points

- A meeting to select specific strategies and tactics for incident control operations and service and support planning
- Held for each planned operational period

Planning

- **Ordered sequence of events over a specific time period to meet the objectives of the incident**
- **Incident Action Plan**



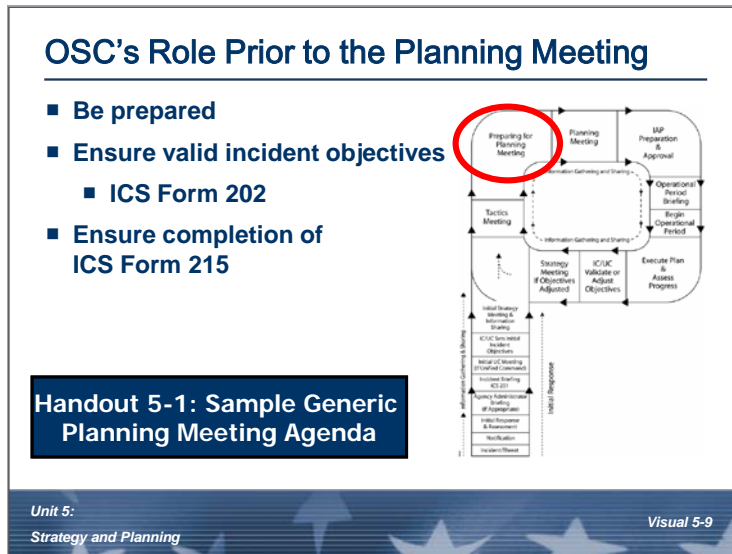
Unit 5:
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Visual 5-8

Key Points

- An ordered sequence of events over a specific time period to meet the objectives of the incident
- Incident Action Plan

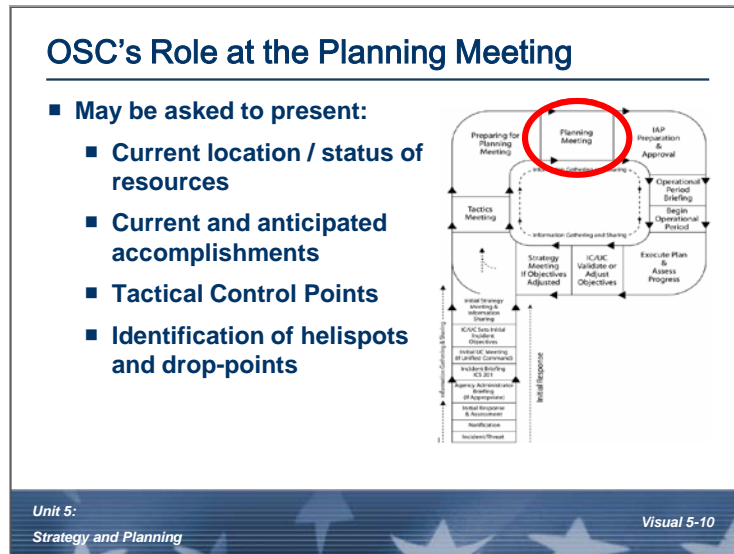
Topic OCS's Role Prior to the Planning Meeting



Key Points

The Operations Section Chief's role prior to the Planning Meeting is to complete ICS Form 215. It's best to complete ICS Form 215 1 hour before the meeting to ensure that the Resources Unit can read the handwriting, hang it up on the wall at the Planning Meeting location, and so forth. If the Safety Section has concerns, the Operations Section Chief must work with the Safety Section to mitigate the concerns before presenting ICS Form 215 to the full group. These concerns should be identified during the Tactics Meeting.

Topic OSC's Role at the Planning Meeting



Key Points

The Operations Section Chief may be asked to present:

- Current location/status of resources
- Current and anticipated accomplishments
- Tactical Control Points
- Identification of helispots and drop-points

Topic OSC's Role at the Planning Meeting (cont.)

OSC's Role at the Planning Meeting (cont.)

- **May be asked to present:**
 - **Safety concerns**
 - **Resource needs**
 - **Special risks and values**
 - **Need for Technical Specialists**

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Key Points

The Operations Section Chief may be asked to present:

- Safety concerns
- Resource needs
- Special risks and values
- Need for Technical Specialists

Operational Planning Worksheet

OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name:		2. Operational Period:		Date From:		Date To:	
C & C Train Derailment		Date From: 10/2		Time From: 1200		Date To: 10/3	
				Time To: 0600			
3. Branch	4. Division, Group, or Unit	5. Incident Management Subdivisions	6. Resources	7. Personnel	8. Equipment	9. Assignments	10. Resources/Equipment Available
Engine	Engine 201	Engine 201	Engine 201	Engine 201	Engine 201	Engine 201	Engine 201
Ladder	Ladder 201	Ladder 201	Ladder 201	Ladder 201	Ladder 201	Ladder 201	Ladder 201
Light	Light 201	Light 201	Light 201	Light 201	Light 201	Light 201	Light 201
Utility	Utility 201	Utility 201	Utility 201	Utility 201	Utility 201	Utility 201	Utility 201
Medical	Medical 201	Medical 201	Medical 201	Medical 201	Medical 201	Medical 201	Medical 201
Fire	Fire 201	Fire 201	Fire 201	Fire 201	Fire 201	Fire 201	Fire 201
Command	Command 201	Command 201	Command 201	Command 201	Command 201	Command 201	Command 201
Support	Support 201	Support 201	Support 201	Support 201	Support 201	Support 201	Support 201
Other	Other 201	Other 201	Other 201	Other 201	Other 201	Other 201	Other 201
11. Total Resources Requested			12. Total Resources Available			13. Total Resources Need To Order	
11. Total Resources Requested			12. Total Resources Available			13. Total Resources Need To Order	

14. Prepared By:
Name: J. Jones
Position/Title: OSC
Signature: *J. Jones*
Date/Time: 10/2/08

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Key Points

The Operational Planning Worksheet must be prepared ahead of time to allow the Planning Section to identify and request needed resources. As the Operations Section Chief, you have the ability to change the written plan during the Operational Briefing as incident conditions require.

It is important to write the work assignments clearly. If you hand this form to a Resources Unit Leader, he/she will copy it verbatim into the work assignment box on ICS Form 204 for the next operational period.

ICS Form 215 is a plan for the next operational period—it's not a hard-and-fast description of future events. In theory, problems should have been raised and addressed during the Tactics Meeting, so this worksheet should describe a realistic scenario. In fact, because resource issues are the most pressing planning need in Tactics Meetings, the Resources Unit often represents the Planning Section during these meetings. If the Resources Unit says that personnel/supplies are unavailable, the Operations Section Chief has two options: (1) reallocate resources from another operation of lower priority; or (2) revise the Operational Plan to accommodate the lack of resources.

This worksheet should be displayed in the Planning Meeting for everyone to see. Once the meeting is over, the Resources Unit will take it off the wall and back to the T-card rack. It's a good idea for the Operations Section Chief to accompany the Resources Unit Leader back to the rack, where the Resources Unit Leader will cross-reference the matrix against cards that represent resources. If the Operations Section Chief doesn't go and personnel/equipment is limited, the Resources Unit Leaders will use their

judgment to assign resources selectively. If the Operations Section Chief is there, he/she can make these judgments instead and better align resources with tactical objectives.

Topic OSC's Responsibilities for Development of ICS Form 215

OSC's Responsibilities to Develop ICS Form 215

- Division boundaries
- Staging area locations
- Resource needs
- Reporting location
- Work assignments



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Visual 5-13

Key Points

- Division boundaries
- Staging area locations
- Resource needs
- Reporting location
- Work assignments

Topic OSC's Responsibilities for Development of ICS Form 215 (cont.)

OSC's Responsibilities to Develop ICS Form 215

- **Special instructions**
- **Clear, concise, and achievable assignments**
- **Minimize resource location changes from previous IAP**



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Visual 5-14

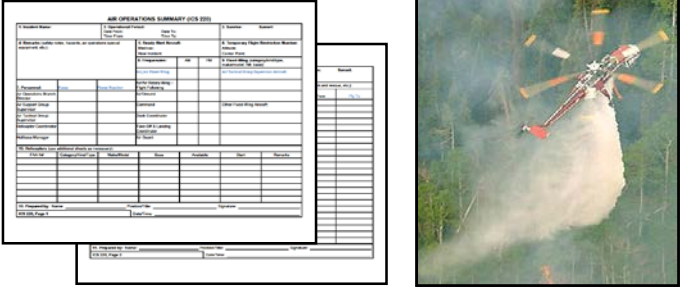
Key Points

- Special instructions
- Clear, concise, and achievable assignments
- Keep resource location changes from the previous IAP to a minimum

Topic Operations Section Chief's Responsibilities to Complete the IAP

OSC's Responsibilities to Complete the IAP

Complete ICS Form 220: Air Operations Summary Worksheet.

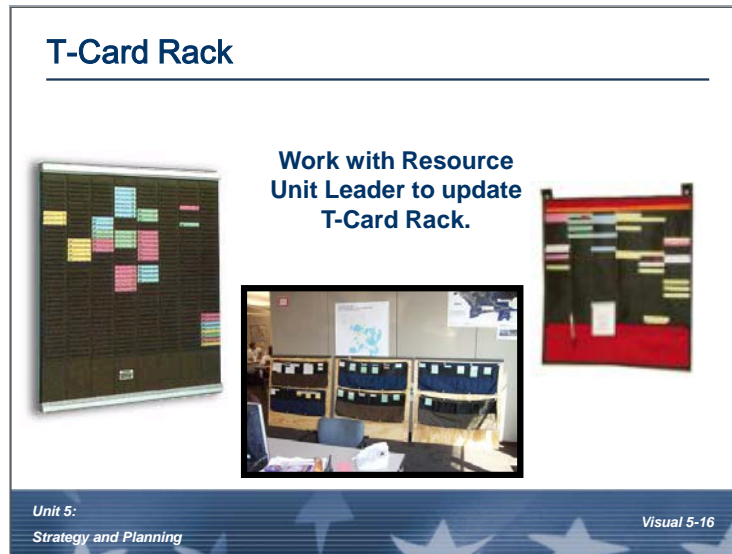


The image contains two main visual elements. On the left is a screenshot of the ICS Form 220, titled 'AIR OPERATIONS SUMMARY (ICS 220)'. The form is divided into several sections: 'A. Incident Information', 'B. Resources', 'C. Operations', and 'D. Summary'. Section A includes fields for Incident Name, Location, Date, and Time. Section B lists various resources and their status. Section C is a large table for recording operations, with columns for 'Resource', 'Status', 'Location', 'Time', and 'Remarks'. Section D provides a summary of the incident. On the right is a photograph of a helicopter in flight, viewed from above, dropping a large, billowing white substance into a forest. The helicopter's rotors are visible, and the white substance is falling in a large, cloud-like shape.

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Visual 5-15

Key Points



Key Points

After the Planning Meeting, the Operations Section Chief should work with the Resources Unit Leader to organize the T-card rack.

A T-card rack is a set of cards that represents the structure of the incident response. Different color cards represent different types of personnel, supplies, vehicles, apparatuses, and so forth. The cards are grouped on a metal or cloth rack in the Incident Command Post. The card groupings mirror how the Branches/functions are organized during the present operational period.

The T-card system is advantageous for several reasons: (1) it provides a physical, understandable model to map resource allocation; (2) it is easy to update; (3) because it is a physical, low-tech device, it would not be subject to the potential problems that may be experienced if resources were tracked via a laptop or other electronic device; and (4) it is portable.


There are 10 different color T-cards used to denote the kind of resource. The FOG lists the kinds of resources and the corresponding card color.

If possible, show the class an actual T-card rack and demonstrate its use.

Kind of Resource	Card Color
Engines	Rose
Hand Crews	Green
Dozers	Yellow
Aircraft	Orange
Helicopter	Blue
Misc. Equip./Task Force	Tan
Personnel	White
Location Labels	Gray
Property Record	White/Red
Transfer Tag	White Tag

LCES

LCES, hazardous conditions, and safety concerns are analyzed and mitigation measures are identified on ICS Form 215A.



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Visual 5-17

Key Points

During or after the development of ICS Form 215, the Safety Officer will develop safety mitigations. The most basic are LCES—**Lookouts, Communications, Escape Routes, and Safety Zones**. Once LCES are identified, they're put on ICS Form 215A. Eventually, they become special instructions on ICS Form 204.

LCES Analysis

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name		2. Incident Number	
3. Subject/Incident Reported		4. Operational Period	
Date	Time	Start From	End To
5. Incident Area		6. Mitigation	
7. Prepared By (Safety Officer) Name		8. Signature	
9. Prepared By (Operations Section Chief) Name		9. Signature	
ICS Date		ICS Time	


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Key Points

Topic Operations Section Chief Monitors the IAP

Operations Section Chief Monitors the IAP

- Accuracy
- Efficiency
- Effectiveness



**Handout 5-3: Sample IAP
(Central City Unrest)**

**Handout 5-4: Sample
IAP (NIU Football)**

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Visual 5-19

Key Points

The Operations Section Chief monitors the IAP for:

- Accuracy
- Efficiency
- Effectiveness

The Operations Section Chief should double-check the IAP prior to the Operational Briefing to ensure that it matches what was discussed at the Tactics Meetings and the Planning Meeting. It is acceptable to pencil in changes because the Operations portion of the briefing is the Operations Section Chief's responsibility and the situation may have changed since the plan was created. If you do make changes, make sure that everyone is made aware of them during the Operations Meeting.



Key Points

Follow directions from the instructor on how to complete this exercise.

Objectives Review

1. *What is the purpose of a:*
 - a) *Strategy Meeting*
 - b) *Tactics Meeting*
 - c) *Planning Meeting**...and what role does the Operations Section Chief play in each?*
2. *What are the Operations Section Chief's responsibilities in creating ICS Form 215?*
3. *What are the Operations Section Chief's responsibilities in developing and monitoring the IAP?*

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Visual 5-21

Key Points
