Using the IAP to integrate Multi-Agency Plans

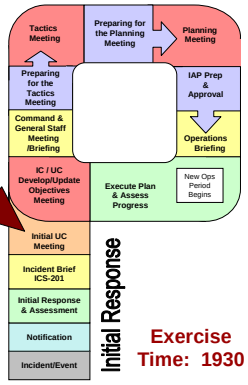
Presenters - USCG Sector NNE

- Wyman Briggs
- Rich Yazbek
- Arn Heggers

Operational Planning Process

- Initial UC Meeting

Determine UC representatives
Agree on organization structure
Identify command post & support facilities
Order appropriate staffing



Exercise Time: 1930

Initial Unified Command Meeting

- Meeting attendees
- Individual commander responsibilities, jurisdiction, and staffing
- Priorities and constraints

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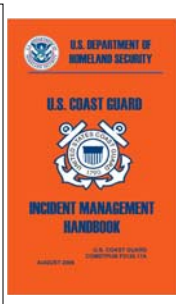

ICS-300 INTERMEDIATE ICS — U.S. COAST GUARD

Operational Period

- Set by IC/UC
- Typically a 12 or 24 hour period of time
- Incident Action Plan (IAP) developed for each operational period …
- … until then, organization uses ICS-201 as guiding document for operations

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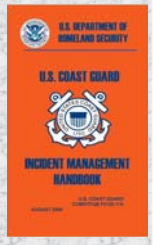

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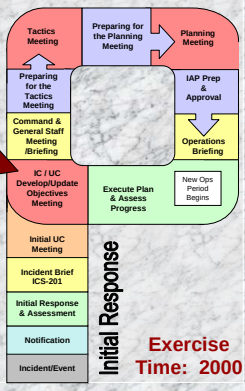
Operational Planning Process

- Objectives Meeting

Establish priorities
Develop response objectives
Identify response emphasis
Agree on operating policy, procedures and guidelines



Exercise Time: 2000

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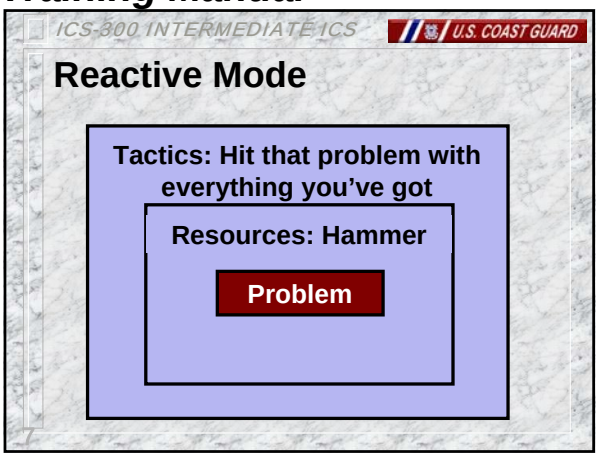

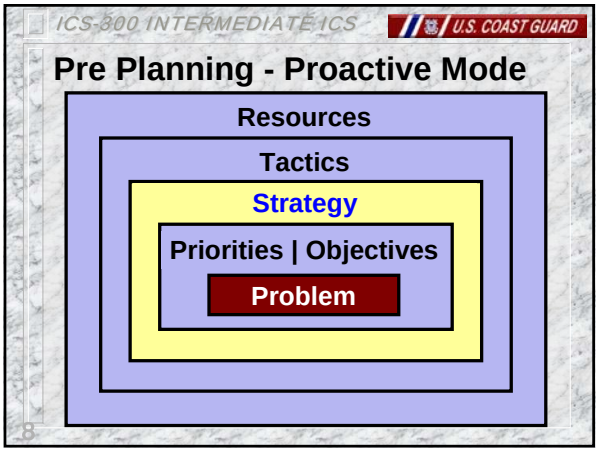

Priorities and Decisions

- **Priorities**
  - The order in which objectives are accomplished (see IMH chapter 4)
- **Decisions**
  - Key incident ground rules generally set by the IC/UC (see IMH chapter 4)

Incorporate Policies/Guidelines

- **Example**
  - Deep Water Horizon Oil Spill Response, Gulf of Mexico
- **Governing Laws and Regulations**
  - Section 1321, Clean Water Act, Oil and Hazardous Substance Liability
  - Title One, Oil Pollution Act of 1990, 33 U.S.C. 2701 *et seq*.
  - National Contingency Plan, 40 CFR 300 *et seq*.

Objectives/Strategies/Tactics

- **Objective**
  - Desired outcome (ICS-201, 202, 234)
  - IC/UC
- **Strategy**
  - How you achieve the desired outcome (ICS-234)
  - OSC/PSC
- **Tactic**
  - With what, where, when, who, and how (ICS-234, 215, 204)
  - OSC

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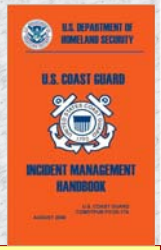
Objectives

- IC/UC's create & are their input to the process
- Become the basis for all incident activities
- "Desired outcome…"
- Strategies & tactics belong to "staff"
- SMART
- Operational vs Management …



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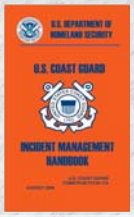
Operational Planning Process

Preparing for the Tactics Meeting



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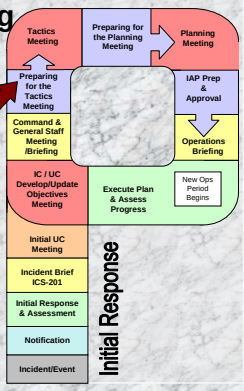

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Strategies

- How you achieve the desired outcome (achieve IC/UCs objectives)
- Created by PSC, OSC
- Consider alternative strategies based on priorities considerations, and constraints
- Consider "What if" possibilities
- Listed on ICS-234

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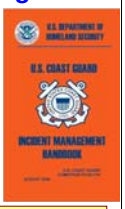
Tactics

- Created by OSC with Planning Section input
- The detailed work assign-ments to carry out the chosen strategies
  - Who
  - What
  - Where
  - When
- Actions to be completed
- Listed on ICS-234, 215 & 204



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Work Analysis Matrix: ICS-234
(Operational)

Operation's Objectives Desired Outcome	Operational Strategies How	Tactics/Work Assignments Who, What, Where, When
Continue to enforce on-water safety zone within one quarter mile of the vessels, on a 24/7 basis.	Use escort patrols to keep transiting vessels from stopping in the area of the safety zone.	Assign Coast Guard work boats to coordinate with, and escort vessels through the area of the safety zone.
		Assign Coast Guard work boats to serve as backup and relief vessel for the work boats.

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Work Analysis Matrix (Management)

Management Objectives Desired Outcome	Strategies How	Tactics/Work Assignments Who, What, Where, When
Establish a JIC with other members of the UC	Determine suitable location	LSC identify space requirements to support approximately 50 staff and media with news vans
		LSC identify facilities that meet id'd space rqmnts
	Identify appropriate membership	PIO work with UC and LOFR to id and contact members for JIC

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Incident Resource Needs

- Operational Planning Worksheet – ICS-215

OPERATIONAL PLANNING WORKSHEET		6. KINDS OF RESOURCES	Work Boats	Helicopter	Ambulance	Investigation Tm	
1.INCIDENT NAME T/S Lagos Express & P/V Seasprite Collision							
4. DIVISION/ GROUP/ OTHER LOCATION	5. WORK ASSIGNMENTS						
Safety Group	Continue enforcing safety zone 24/7. Assess potential for providing escort service to re-establish vessel traffic.	REQ	4				
		HAVE					
		NEED					
		REQ					
		HAVE					
		NEED					

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Planning Process

- **Planning Involves**
  - **Evaluating the situation**
  - **Developing Incident Objectives**
  - **Selecting a Strategy**
  - **Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner.**

Six essential Steps

Within ICS, the incident planning process covers six essential steps. These steps take place on every incident regardless of size or complexity

1. Understand agency policy and direction.
2. Assess incident situation.
3. Establish incident objectives.
4. Select appropriate strategy or strategies to achieve objectives.
5. Perform tactical direction (applying tactics appropriate to the strategy, assigning the right resources, and monitoring their performance).
6. Provide necessary follow-up (changing strategy or tactics.

Developing Incident Objectives

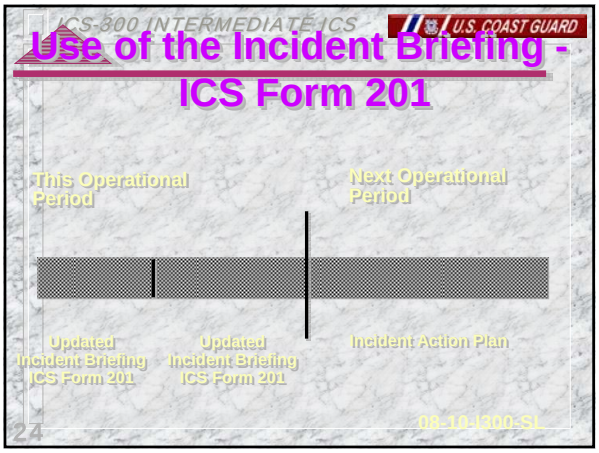
- The initial step in the incident action planning process is to develop the incident objectives.
- The IC must develop incident objectives within a short timeframe after assuming command.
- After the incident objectives are clear, strategies and tasks to achieve the objectives can begin to be developed.
- Some objectives will change over the course of an incident.
- Some objectives will be achieved and new objectives will be developed. Strategies will also change.
- The Incident Objectives are documented and displayed in ICS Form 202.

Management by Objectives

- **Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.**

Reliance on an Incident Action Plan

- **Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.**



Summary

- **Set Priorities**
  - Federal/State/Local Coordinating Meetings
- **Develop Objectives**
  - Planning P
- **Develop Plans**
  - Planning P
- **Implement Plans**
  - Operational Period

Planning Process

- Working as a team, develop a 10-15 minute presentation based on the scenario that answers the following questions:
  - Who is responsible for the planning process?
  - What types of policies, guidelines, or agreements must be considered in managing this event?
  - What are the initial objectives for the event's first operational period?
  - Select the strategies and resources to implement the objectives
  - Once the first operational period begins, what are the major steps/meetings conducted?
  - What ICS forms will be completed? What are the