

2015

EMERGENCY SUPPORT FUNCTION



INFORMATION AND PLANNING

Apr 06

Emergency Support Function (ESF) 5 Information and Planning

Primary Agency: Santa Rosa County Division of Emergency Management

Support Agencies: Santa Rosa County Planning and Zoning
Santa Rosa County GIS Department
Santa Rosa County Public Information Officer
Santa Rosa County Grants Coordinator

I. Purpose

The purpose of ESF 5 is to: 1) collect, analyze, and disseminate tactical information on the nature, scope and potential impacts of an incident or major disaster; 2) use this intelligence to support the Command Group, Logistics, and Operations in their impact assessment and response missions; and 3) identify and anticipate future needs and resource requirements, and incorporate this analysis into Incident Action Plans.

The concise and accurate reporting and planning is continuous, beginning well before impact of approaching natural disasters and immediately upon those not forecasted. The response is progressive in nature beginning with the activation of the EOC at its lowest level. First actions will be taken at the local level with state and federal involvement as necessary to supplement local capabilities including to adoption a local declaration of emergency. Initial reports are the necessary basis for the Governor's decision to declare a state of emergency and to request a Presidential Emergency or Disaster Declaration. Additionally, these reports form the basis for determining specific types and extent of assistance needed in the affected area.

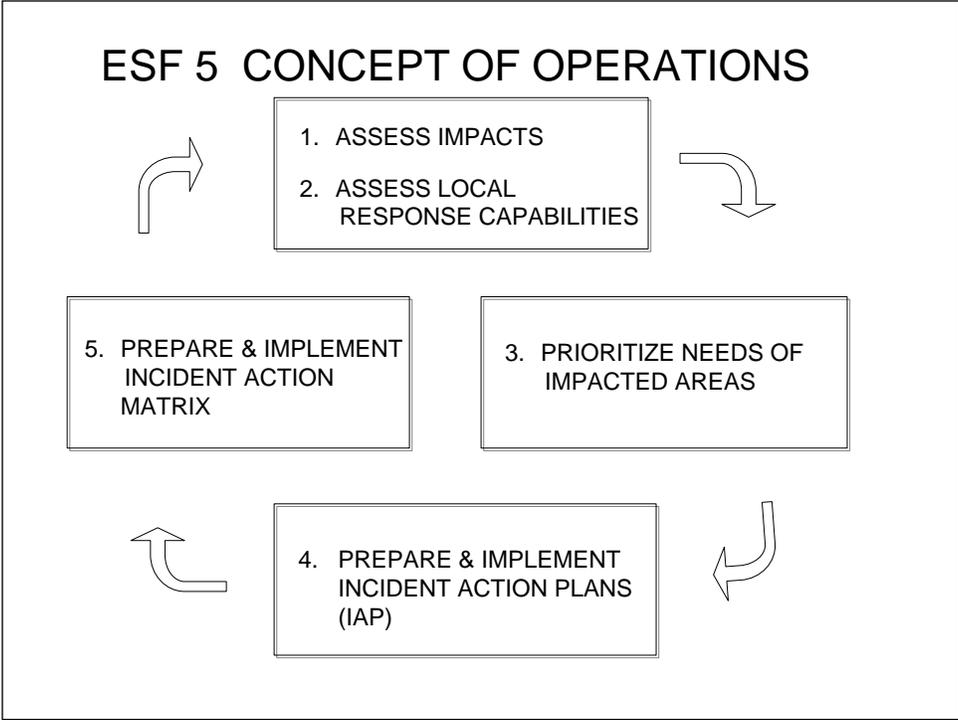
II. Concept of Operations

A. GENERAL

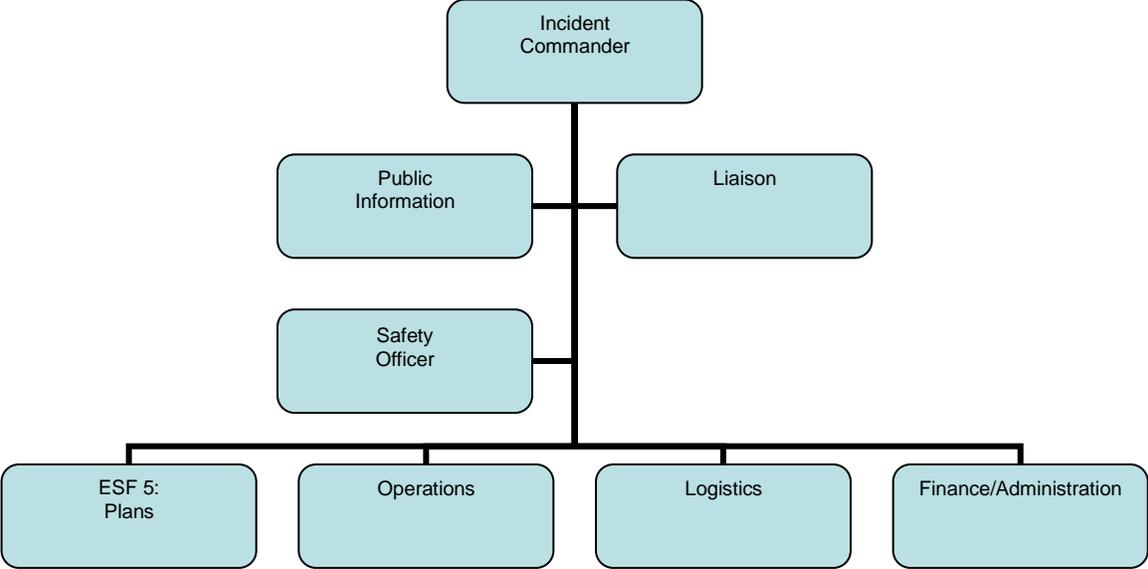
1. ESF 5 is organized consistent with State Emergency Operations Center and the requirements of the National Response Plan, the National Incident Management System, and the Incident Command System in order to provide incident assessment, planning, procurement, deployment, coordination and support operations to Santa Rosa County through the Santa Rosa County Emergency Response Team, Area Operations and State Emergency Response Teams to assure a timely and appropriate response to an emergency or situation.
2. Procedures protocols and plans for disaster response activities are developed to govern staff operations at the Santa Rosa Emergency Operations Center and in the field. These are in the form of Emergency Operations Plan (i.e. Base Plan) and corresponding Appendices, Incident Annexes, Support Annexes and Standard Operating Guidelines, which describe ESF 5 capabilities (based on the National Planning Scenarios, the Universal Task List and the Target Capabilities). Periodic training and exercises are also conducted to enhance effectiveness.
3. In a large event requiring local or state mutual aid assistance, ESF 5 will work with its support agency counterparts to seek and procure, plan, coordinate and direct the use of any required assets.

4. The development of a fully functional, effective, and sustainable ESF 5 capability for Santa Rosa County will be guided by the following principles:
 - a. All Emergency Support Functions will be fully integrated into all phases of ESF 5.
 - b. ESF 5 will address the potential impacts of natural, technological and man-made hazards, and be in full compliance with NIMS.
 - c. Planning for recovery will begin on Day 1 of the event through a core Recovery Planning Unit in ESF 5.
 - d. Emphasis will be given to pre-disaster planning for post-disaster utilization of disaster intelligence to support Incident Action Planning.
 - e. Greater use will be made of proven technologies to support ESF 5, including GIS, SLOSH, Hurrevac, and remote sensing.
 - f. ESF 5 generated information and analyses will be used in three phases of disaster operations: pre-landfall (predicted impacts of hurricanes); post-landfall immediate response; and sustained response/immediate recovery phase (see Appendix A).

5. Information and Planning will give priority to five fundamental, interrelated functions:
 - a. Use of technology and human intelligence to collect, analyze, and disseminate information on disaster impacts, including direct impacts (people, buildings, infrastructure) and indirect impacts (debris generated, hazmat releases)
 - b. Assess the capabilities of local government, the business community and volunteer agencies to effectively respond to the disaster.
 - c. Assess and prioritize the immediate needs of impacted communities and neighborhoods.
 - d. Incorporate the analyses into Incident Action Plans that establish operational objectives, and identify resource requirements to accomplish these objectives.
 - e. Utilize an Incident Action Matrix to establish priorities, assign tasks to agencies, and track progress in meeting objectives.



Figure– ESF 5 Concept of Operations



Figure– Incident Command System Structure: ESF 5 – Plans

B. ORGANIZATION

1. COUNTY

- a. During an activation of the County Emergency Operations Center, support agency staff is integrated with the Emergency Management Division staff to provide support that will allow for an appropriate, coordinated and timely response.
- b. The Emergency Management Division develops and maintains the overall ESF 5 Emergency Operations Plan and accompanying Appendices, annexes and Standard Operating Guidelines that govern response actions related to emergencies. However support agencies may develop and maintain their own similar documents for internal use, which must be compatible with and in support of the overall Emergency Operations Plan. All such documents will be in compliance with the National Response Plan, The National Incident Management System, the Incident Command System and the County Comprehensive Emergency Management Plan.
- c. Consistent with NIMS, ESF 5 will establish and integrate four interrelated planning functions: 1) Intelligence; 2) Planning; 3) Documentation; and 4) Technical Services (GIS).
- d. The Plans section is responsible for collecting, analyzing and disseminating disaster intelligence, or information and analyses that describe the nature and scope of hazards and their impacts.
- e. ESF 5 is staffed by county employees and is also responsible for the computer documentation and assistance to other Emergency Support Functions.
- f. Disaster intelligence incorporates essential elements of information, which include:
 - Area of damage
 - Damage and loss of functionality to essential facilities (police, fire, medical, EOC)
 - Damage and loss of functionality of shelters
 - Damage to roads, bridges, utilities and other key infrastructure
 - Disaster impacts on vulnerable populations, including special needs groups.
 - Status of designated staging areas (Points of Distribution, County Staging Areas, and Logistical Staging Areas).
- g. The Plans section is also responsible for incorporating information and analysis on the current and forecasted situation into Incident Action Plans, which set forth tactical objectives for subsequent operational periods.
- h. The Plans section maintains accurate and complete incident files, including a record of the major steps that ESF 5 has taken in preparing and executing the Incident Action Plans.

Key Terms Used in ESF 5:

Disaster Intelligence: Information and analysis that describe the nature and scope of hazards and their impacts (social, physical, economic, health, environmental). Key to rapid needs assessment and operational planning.

Impact Assessment: Immediate post-disaster assessment of damage and functionality to essential facilities and critical infrastructure, undertaken to assess local response capabilities.

Damage Assessment: Post disaster process for assessing the damage to buildings and infrastructure to identify requirements for disaster assistance.

- i. GIS brings together technical specialists whose skills are critical to the use of proven information management systems and technologies to support the ESF 5 mission. Among the tools and technologies that will be used in the ESF 5 for Santa Rosa County:
 - Geographic Information Systems (GIS)
 - HURREVAC
 - Remote sensing
 - SLOSH (surge model)
- j. GIS will perform three interrelated functions: 1) to fully integrate GIS into ESF 5; 2) to become proficient in the identification and application of the analyses that contribute to the ESF 5 mission, including HURREVAC, and SLOSH; and 3) to provide the analyses to the planning unit in a format that can be readily used to prepare Incident Action Plans and other reports.
- k. Citizen Information Center (CIC) Distribution will receive and disseminate information from the CIC to the appropriate ESF, document this action, and provide the same information to the Plans Section Chief to facilitate the production of Incident Action Plans.

2. AREA

The Florida Division of Emergency Management serves as the lead agency for Information and Planning coordination and support and will designate a liaison to the EOC from the Regional Office and/or the Regional Domestic Security Task Force (RDSTF). The liaisons have been trained to carry out Emergency Support Function 5 responsibilities and will function as coordinators, assessors, and operational personnel in support of EOC or field activities.

3. STATE

- a. During an activation of the State Emergency Operations Center, the Division of Emergency Management is the designated lead agency for State Information and Planning and will provide a liaison to facilitate requests for information and planning resources to local Emergency Operations Centers.
- b. During an emergency or disaster event, the primary and support agencies of ESF 5 at the State Emergency Operations Center will report to the Planning

Chief who reports to the Operations Section Chief under the overall direction of the State Coordination Officer. The Division of Emergency Management develops and maintains the overall ESF 5 Emergency Operations Plan and accompanying Appendices, Annexes and Standard Operating Guidelines that govern response actions related to emergencies. However support agencies may develop and maintain their own similar documents for internal use, which must be compatible with and in support of the overall Emergency Operations Plan. All such documents will be in compliance with the National Response Plan, the National Incident Management System, the Incident Command System and the County Comprehensive Emergency Management Plan.

C. ALERTS/NOTIFICATIONS

1. The Emergency Management Division will notify the County Warning Point when information comes to their attention indicating that an emergency or disaster situation is developing. The report will include all relevant information that is known at the time.
2. The County Warning Point, will notify the “on call” Emergency Duty Officer and/or Emergency Coordinating Officer (ECO) for ESF 5 when the County or an area of the County has been threatened or impacted by an emergency or disaster event as provided in the County Warning Point procedure.
3. Upon instructions to activate ESF 5, the Emergency Management Division will implement procedures to notify and mobilize all personnel, facilities, and physical resources likely to be needed, based on the emergency circumstance.

D. ACTIONS

Actions carried out by ESF 5 are grouped into phases of emergency management: prevention, preparedness, protection, response, recovery and mitigation. Each phase requires specific skills and knowledge to accomplish and requires significant cooperation and collaboration between all supporting agencies and the intended recipients of service. ESF 5 encompasses a full range of activities from training to the provision of field services.

1. PREPAREDNESS ACTIONS

Priority will be given to developing an enhanced ESF 5 capability in Santa Rosa County as part of an ongoing effort to ensure operational readiness for major or catastrophic disasters. This section highlights four key preparedness initiatives.

a. Intelligence Collection and Analysis

The ability to acquire, analyze and disseminate information and intelligence on disasters and their impacts is fundamental to effective use of intelligence to establish operational and logistical objectives and priorities. Intelligence can be collected, analyzed and used in support of three overlapping phases of disaster operations: pre-landfall (hurricanes); impact assessment and immediate response; and sustained response and initial recovery. Appendix A – ESF 5: Pre- and Post-Disaster Assessments – identifies three types of ESF 5 analysis:

- *Pre-disaster* analyses (predicted impacts), which uses SLOSH and other predictive tools to estimate disaster impacts.

- Immediate, post-disaster *impact assessments*, which focus on: 1) disaster impacts on people, buildings and infrastructure – with emphasis on assessments of functionality of essential services (based upon information from Citizen information Center (CIC) and agencies in the field); and 2) local response capabilities and immediate needs.
- Post disaster *damage assessments*, which assess buildings, infrastructure, debris and

Intelligence on predicted and observed disaster impacts will be used by ESF 5 to assess Santa Rosa County ESF capabilities (response and recovery). This information has two applications:

- To evaluate ESF resource and capabilities and shortfalls (e.g., availability of trained personnel, equipment, supplies) to determine the level of State and Federal assistance that is needed, organized by ESF; and
- To rapidly communicate estimated ESF shortfalls to the Santa Rosa County Command Group and Florida DEM.

b. Incident Action Planning

Disaster intelligence will provide critical input to the Incident Action Plan (IAP), which provides:

- Current information that accurately describes the incident situation and resource status;
- Predictions of the probable course of events;
- Alternative strategies to attain critical incident objectives; and
- An accurate, realistic IAP for the next operational period.

In a hurricane operation, the National Hurricane Center issues Hurricane Advisories every six hours, and this information can be used to estimate the area of impact, and potential impacts on people, buildings and infrastructure. The IAP planning cycle should be synchronized to coincide with the six hour NHC Advisory cycle, although it may be more advantageous to synchronize on alternating NHC Advisory cycles:

- 0 Hour - NHC Advisory issued
- 0 + 2 (hour) - Conduct IAP meetings
- Review analysis from models (i.e., HURREVAC)
- Establish tactical objectives
- Initiate plan development
- 0 + 4 (hour) - Develop and implement public information strategy
- Position time-sensitive resources
- Review IAP priorities
- 0 + 6 (hour) - Begin IAP execution in coordination with Florida DEM
- Prepare for next NHC Advisory (6 hours later)

Under NIMS, incident objectives and strategies must conform to the legal obligations and management objectives of all affected agencies.

c. Training

Training is a critical Preparedness component of ESF 5. The objective is to develop and sustain a capability in Santa Rosa County to routinely implement each phase and function of ESF 5. Accordingly, training will address the following:

- ESF 5 – Plans – overview of key components of ESF 5; role, requirements and integration of ESF 5 under NIMS.
- Intelligence and Analysis - procedures for identifying, collecting, prioritizing and utilizing intelligence.
- Use of Predictive Models – coordination with Florida DEM in use of HAZUS-MH and SLOSH for rapid needs assessment; templates; SOPs; identification of needed local expertise (GIS)
- Preparation and Utilization of Incident Action Plans
- Incident Action Matrix: A Tool for Establishing Priorities, Assigning Tasks to Agencies, and Tracking Progress

d. Exercises

Consistent with NIMS, Santa Rosa County will incorporate ESF 5 plans and procedures into exercises that will be conducted at the local and State level. On an annual basis, at least two exercises will be used to evaluate ESF 5 readiness:

- Use of a Division of Emergency Management tabletop exercise to test the readiness of ESF 5 – and specifically the ability to collect, analyze, and disseminate disaster intelligence, and to use this analysis in the preparation of Incident Action Plans.
- Incorporation of County ESF 5 procedures into the annual State of Florida hurricane exercise

Additionally, ESF 5 will maintain and update needed computer data and programs, maps, critical facility information, evacuation studies, demographics and critical county data (e.g. shelter capacity, evacuation routes, etc).

2. Response Actions

The effectiveness of a response operation will be a function in large part by the ability of ESF 5 to generate accurate, timely and usable disaster intelligence *prior to, during* and *after* an event occurring. Specific operational objectives and standards are outlined below, to guide the continued development of ESF 5 in Santa Rosa County.

a. -72 hours to -36 hours before event impact

- Set up the status boards, obtain data/studies and electronic files, and staff ESF 5.
- Initiate contact with the media through ESF 14.
- Establish contact with State ESF 5.

b. -36 hours to event impact

- Staff the GIS group, monitor analysis from SLOSH, HURREVAC, and other tools to brief the County Board and other local officials on the potential impacts of hurricanes.
- Staff Citizen information Center, and CIC distribution group.
- Use estimates from HAZUS-MH (obtained from outside sources) on nature and scope of the hazard, including area of potential hazard impacts, population at risk, estimates of damage and loss of functionality to essential facilities, and other essential elements of information.
- Use disaster intelligence in preparation of Incident Action Plans that set forth operational objectives for each operational period.
- Review pre-determined requests for pre-positioning of critical resources (personnel, equipment, supplies).
- Use disaster intelligence to refine and implement protective actions for Santa Rosa County.
- Collect, analyze and apply disaster intelligence in formation and deployment of local damage assessment teams.

c. Event impact to +24 hours after

- Use disaster intelligence in the deployment of local damage assessment teams.
- Use disaster intelligence and impact assessments in requests for activation of Rapid Response Teams (RRT) should situation warrant, to include Preliminary Damage Assessment (PDA) personnel from state and or FEMA.
- Develop and utilize the Incident Action Matrix to track and manage resources (personnel, teams, facilities, supplies, major items of equipment).

3. Recovery Actions

Planning for recovery should begin with initial analyses of the potential impacts of the disaster (for hurricanes, in the pre-landfall phase). Planning for recovery will continue with initial analyses of actual impacts of a disaster, including disaster impacts on the population, buildings and infrastructure – to identify major recovery issues, needs, priorities and short-term strategies. Recovery planning under ESF 5 will address the following:

- Building inspection requirements and priorities
- Emergency and temporary housing issues
- Business impacts (direct and indirect)
- Debris management
- Route clearance
- Utilities restoration

4. Mitigation Actions

Pre- and post-disaster analyses of disaster impacts on buildings, infrastructure and the general population can be used to support mitigation decision-making. Examples include:

- Analysis of the performance of essential facilities (hospitals, shelters, police, and fire) in scenario disasters can be used in mitigation measures to strengthen these facilities.
- Analysis of community economic impacts – including the total percentage of building stock damaged in disaster and replacement values – can be used in setting mitigation and recovery goals and priorities.
- The Local Mitigation Strategy Steering Committee can use ESF 5 analysis in adjusting mitigation goals, objectives and priorities.

E. DIRECTION AND CONTROL

1. ESF 5 complies with the National Response Framework, the National Incident Management System and uses the Incident Command System (composed of Planning, Operations, Logistics and Finance/Administration Sections with their standardized Units, Teams, positions, forms and terminology) to manage its emergency/disaster responsibilities. Key to this system is the Division of Emergency Management, which functions as the official disaster prevention, protection, response, preparedness, recovery, and mitigation organization within Santa Rosa County. The Division of Emergency Management also serves as the focal point for ESF 5 activities. It is responsible for ensuring that all appropriate program departments, support agencies, other Emergency Support Functions and other private voluntary agencies have knowledge about the system and ESF 5 expectations, as well as coordinate and cooperate efficiently during an event.
2. The ESF 5 system operates in two arenas; 1) The County Emergency Operations Center; 2) field locations.
3. Under the Incident Command System structure, the Planning, Logistics, Finance/Administration, and Operations Section Coordinators and staff at the County Emergency Operations Center assist the commander in carrying out the overall mission. Sections, Units, Teams, staffing levels, etc. are modular and scalable, depending on the type, size, scope and complexity of the emergency or disaster event.
4. A staffing directory and the ESF 5 Emergency Operations Plan, its accompanying Appendices, Annexes and Standard Operating guidelines are maintained by the with status of the call lists updated at least monthly and all other documents at least annually.
5. In accordance with a mission assignment from ESF 5, and further mission tasking by a Local primary agency, each support organization assisting ESF 5 assignment will retain administrative control over its own resources and personnel but will be under the operation control of ESF 5. Delegation of mission operational control may be delegated to a Management Support Unit, Multi-Agency Coordination Team or a local entity.

F. RESPONSIBILITIES

1. PRIMARY AGENCY – EMERGENCY MANAGEMENT DIVISION

- a. Direct and manage the ESF 5 function, including the three groups: Information distribution, Plans, and GIS.
- b. Collect and process information received from PDA and predictive models, analyze this information, and share with the Planning section.
- c. Identify and train County staff to support the (3) ESF 5 sections, as outlined in the Plan.
- d. Ensure that requests for RRT are forwarded to the SEOC in accordance with SOP's.
- e. Coordinate the development and implementation of the Preparedness activities, as outlined in the Plan.
- f. Coordinate with ESF 5 in the Florida Division of Emergency Management (DEM) in accessing and utilizing analysis from HAZUS-MH, SLOSH, HURREVAC and other tools to support the Intelligence section.
- g. Coordinate with ESF 7, Resource Management, to ensure that all available resources are logged and requests for resources are filled.
- h. Create IAPS and SITREPS as dictated by activation level.
- i. Ensure that copies of all news releases and situation reports are transmitted to the SEOC (if present, this will be the responsibility of a SERT Liaison).

2. SUPPORT AGENCIES

(Note: Each Support Agency should review its own roles and responsibilities and revise in conjunction with the Emergency Management Division)

- a. The Planning and Zoning Department will provide personnel to fill ESF 5 functional areas within the EOC during activation.
- b. The PIO will make public service announcements based upon information received and evaluated by ESF 5.
- c. The GIS Department will provide technical assistance to ESF 5 and provide personnel and expertise to the GIS unit during EOC activation.
- d. The Santa Rosa County Grants Coordinator will, when required or requested, look at data on damages and begin to formulate ideas for future mitigation programs based on current LMS work list.

G. FINANCIAL MANAGEMENT

1. ESF 5 is responsible for managing financial matters related to resources that are procured and used during an event. During a response, each agency/department is responsible for recording and tracking its own expenditures and seeking reimbursement from the appropriate resource after the event. If a federally declared disaster exists, then a reimbursement formula is established by the Federal Emergency Management Agency that may be as much as 100 percent, but usually does not exceed 75 percent.
2. Expenditures by support entities will be documented by those entities and submitted directly to the Finance/Administration Section or a designated Finance Service officer as soon as possible.

H. REFERENCES AND AUTHORITIES

- State Emergency Support Function 5 Annex
- Florida Statutes 1993, Emergency Management, chap. 252 (252.31- 52.61)
- Florida SS 911 (1993)
- The Federal Response Plan for P.L. 93-288 (1992)
- Regional Domestic Security Task Forces, Section 943.0312, F.S.
- Florida Field Operations Guide (FFOG)
- DHS Homeland Security Act (2002)
- HSPD-5, Management of Domestic Incidents
- HSPD-8, National Preparedness Goal
- DHS National Incident Management System (2004)
- DHS National Response Plan (2004)

STATEMENT OF CONCURRENCE

EMERGENCY SUPPORT FUNCTION #5 - INFORMATION AND PLANNING

The signature appearing below indicates the individual has the authority to commit resources of the agency represented and agrees to the functions and tasks prescribed for this ESF. Furthermore, concurrence also indicates adequate coordination with the Support Agencies listed during the four phases of emergency management (Preparedness, Response, Recovery and Mitigation). Should a Support Agency not accept their respective roles in this ESF, please notify the Division of Emergency Management by annotating the list below before completing and returning it to DEM for inclusion in the SRC ESF Plan.

PRIMARY AGENCY: Santa Rosa County Division of Emergency Management

(Signature) (Printed Name) (Date)

SUPPORTING AGENCIES: By signing below, you are agreeing to meet the requirements as stated in this ESF 5 plan. This agreement is in effect until terminated by the primary or support agency. This ESF will be sent out annually for any needed updates.

Santa Rosa County Planning and Zoning

(Signature) (Printed Name) (Date)

Santa Rosa County GIS Department

(Signature) (Printed Name) (Date)

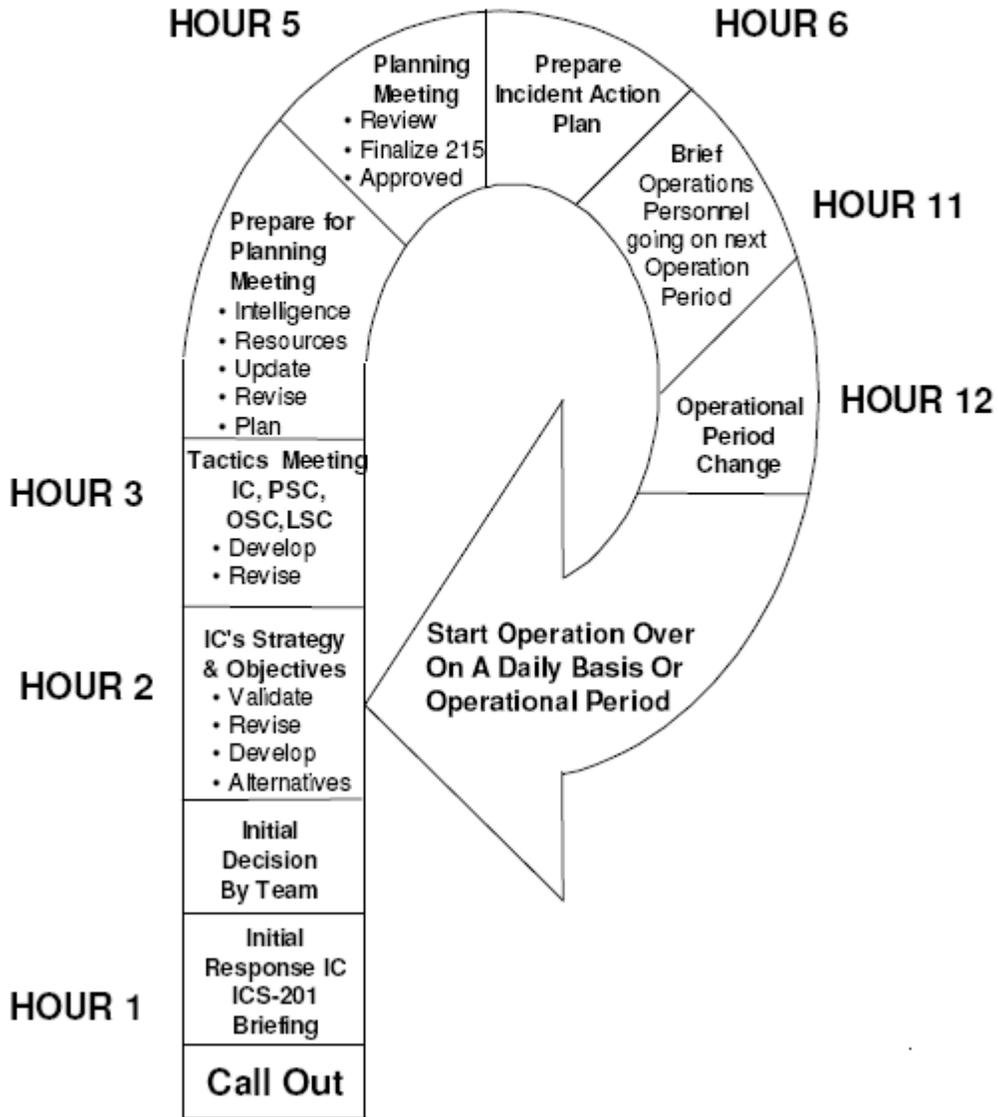
Santa Rosa County Public Information Officer

(Signature) (Printed Name) (Date)

Santa Rosa County Grants Coordinator

(Signature) (Printed Name) (Date)

EMERGENCY OPERATIONS CENTER DAILY FLOW OF EVENTS



**Developing Goals,
Objectives,
Strategies**

ACTION

Use the matrix below to assist in developing objectives and priorities

Priorities are situation dependent and influenced by many factors

Safety of life is always the highest priority

Concerns may or may not be present

Concerns should be considered in every incident

Concerns	Issues	Criteria to Meet
People	General safety exposure Personal protective equipment Slips, trips, falls, drowning	Overall objectives must be: Attainable Measurable Flexible
Property	Fire Contamination Flooding Source Control	
Environment	Sensitive areas Special interests Resources at risk	Operational objectives must be: Specific Measurable Assignable Reasonable Time specific
Economic	Industry Tourism Stakeholders	
Public	Safety Reaction/ Perception	
Political	Stakeholders	

**Developing Goals,
Objectives,
Strategies
(Cont'd)**

The checklist for developing goals, strategies, and objectives is continued below

STEP	ACTION	✓
2.	Provide guidance to Command and General Staff on goals, objectives, and strategies	<input type="checkbox"/>
4.	Develop the general objectives of the IAP	<input type="checkbox"/>
5.	Approve and authorize implementation of the IAP for each operational period	<input type="checkbox"/>
6.	<p>Approve the internal and external information dissemination strategy developed by the Information Officer</p> <p><i>Examples: web pages, emails to media/other agencies/superiors/stakeholders</i></p> <p>NOTE: The IC should emphasize the role that the IO plays in keeping members of the response organization as well as the press and stakeholders informed.</p>	<input type="checkbox"/>

**Supervise
Organization**

Below is a brief checklist to assist in achieving overall effectiveness and efficiency of the organization

STEP	ACTION	✓
1.	Maintain effective span of control NOTE: Span of Control Rule states use between 3 and 7, optimally 5, direct subordinates NOTE: Consider the use of deputies and assistants	<input type="checkbox"/>
2.	Assess subordinates performance; provide feedback/mentor subordinates Ensure information is flowing to all response elements Be alert for log jams Verify timeliness of actions and quality of products Determine if resources are sufficient Ensure that feedback mechanism to IC is working properly	<input type="checkbox"/>
3.	Take action to correct problems identified during assessment (Step 2)	<input type="checkbox"/>
4.	Attend required coordination meetings Planning Pre-Ops brief Agency/Stakeholder/Non Government Organizations Os/Trustees (Initially and then when there are significant issues to be addressed; insist on a lead trustee.)	<input type="checkbox"/>

Information Exchange Matrix

Inputs/Outputs

Below is an input/output matrix to assist the Incident commander in exchanging information with other ICS positions.

MEET With:	WHEN:	IC OBTAINS:	IC PROVIDES:
Initial IC	Upon arrival	ICS 201 brief	Next Assignment
Other Unified Commander Representatives	Check-in brief Continuously Command Staff meeting	Commitment for: equipment, funding Consensus on decisions	ICS 201 brief Leadership
Stakeholders		Commitments for support Special concerns	Briefing on current situation Cleanup strategy
Trustees		Identification of lead trustee Pledge of cooperation with cleanup strategy	Briefing on current situation Cleanup strategy Not-to-interface resource commitment
Operations Section Chief	Check-in brief Planning meeting OPS Brief	Recommended strategies and tactics to meet the objectives Briefs on: <ul style="list-style-type: none"> • Primary strategies • Division/ Group boundaries • Tactics/ Limitations • Resources needed • ICS 215 • OPS Facilities 	ICS 201 information IC expectations Immediate response objectives Response objectives Motivational remarks

Inputs/Outputs

Input/output matrix continues below.

MEET With:	WHEN:	IC OBTAINS:	IC PROVIDES:
Planning Section Chief	Check-in brief Once each ops cycle Planning meeting As needed Status change OPS brief	Briefs on: Overall situation Alternate strategies Recommendation for ICS 201/IAP transition Proposed resource demob list Update on incident	ICS 201 information IC expectations Response objectives for ICS 201 or IAP development ICS 201/IAP approval Approval New objectives if necessary Motivational remarks
Logistics Section Chief	Check-in brief Planning meeting OPS brief	Briefs on: Communication, traffic, safety, medical, facilities, resources	ICS 201 information IC expectations Response objectives Motivational remarks
Finance/ Administration Section Chief	Check-in brief Planning meeting OPS brief	Financial report	ICS 201 information IC expectations Response objectives Motivational remarks

Inputs/Outputs

The input/output matrix is continued below.

MEET With:	WHEN:	IC OBTAINS:	IC PROVIDES:
Liaison Officer	Check-in brief	Cooperating agency/ stakeholder concerns/issues	ICS 201 information IC expectations
	Planning meeting		Response objectives
	OPS brief		Motivational remarks
Information Officer	Check-in brief	Media considerations regarding work plan	ICS 201 information IC expectations
	Planning meeting		Response objectives
	As needed	Speaker preparation	Motivational remarks
	OPS brief		
Safety Officer	Check-in brief	Safety concerns regarding work plan	ICS 201 information IC expectations
	Planning meeting		Response objectives
	Command Staff meeting	Status of site safety plan	IC expectations and concerns
	OPS brief		Motivational remarks
Documentation Unit Leader	Planning meeting	Feedback on state of documentation	Response objectives
	Command Staff meeting		Policy on role and responsibilities of the DUL
Resources Unit Leader	Planning meeting	Brief on resources available	Response objectives
	OPS brief		Motivational remarks