

NATIONAL INTERAGENCY
INCIDENT MANAGEMENT SYSTEM

INCIDENT COMMAND SYSTEM
POSITION MANUAL

PLANNING SECTION CHIEF
ICS-221-1

SEPTEMBER 1, 1982

This document contains information relative to the Incident Command System (ICS) component of the National Interagency Incident Management System (NIIMS). This is the same Incident Command System developed by FIRESCOPE.

Additional information and documentation can be obtained from the following sources:

OES – FIRESCOPE – OCC
Document Control
2524 Mulberry Street
Riverside, CA 92501-2200
(909) 782-4174
Fax (909) 782-4239

CONTENTS

	Page
Checklist Use	1
Planning Section Chief's Checklist.....	1
Organization	1
Major Responsibilities and Procedures	2
Planning Process	8
General Responsibilities.....	8
Pre-Planning Steps	9
Conducting the Planning Meeting	9

CHECKLIST

CHECKLIST USE The checklist of activities presented below should be considered as a minimum requirement for this position. Users of this manual should feel free to augment this list as necessary. Note that some activities are one-time actions while others are ongoing or repetitive for the duration of an incident.

PLANNING SECTION CHIEF'S CHECKLIST

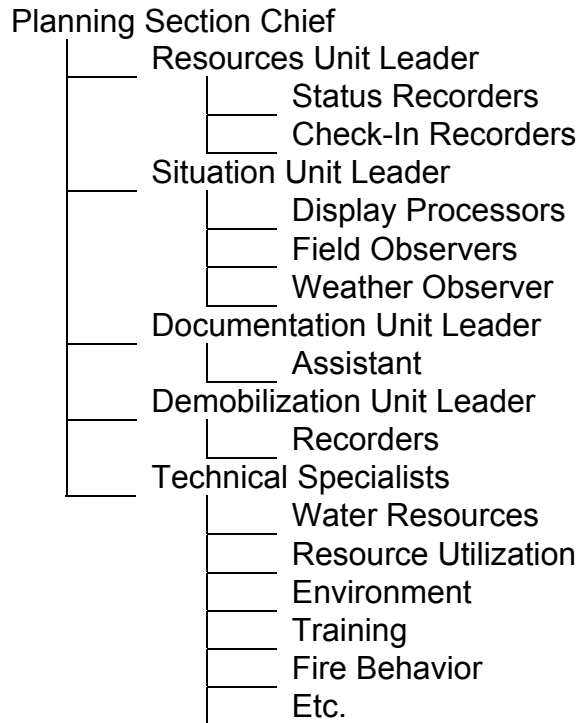
- Obtain briefing from Incident Commander.
- Activate Planning Section units.
- Reassign initial attack personnel to incident positions as appropriate.
- Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing Incident Action Plan.
- Notify Resources Unit of Planning Section units activated including names and locations of assigned personnel.
- Establish a weather data collection system when necessary.
- Supervise preparation of Incident Action Plan (see Planning Process Checklist).
- Assemble information on alternative strategies.
- Assemble and disassemble strike teams not assigned to operations.
- Identify need for use of specialized resource(s).
- Perform operational planning for Planning Section.
- Provide periodic predictions on incident potential.
- Compile and display incident status summary information.
- Advise general staff of any significant changes in incident status.
- Provide Incident Traffic Plan.
- Supervise Planning Section units.
- Prepare and distribute Incident Commander's orders.
- Instruct Planning Section units in distribution of incident information.
- Ensure that normal agency information collection and reporting requirements are being met.
- Prepare recommendations for release of resources (to be submitted to Incident Commander).

RESPONSIBILITIES AND PROCEDURES

ORGANIZATION The Planning Section Chief, a member of the Incident Commander's general staff, is responsible for the collection, evaluation, dissemination, and use of information regarding the development of the incident and status of resources. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident.

The Planning Section Chief reports directly to the Incident Commander. It may be desirable for the Planning Section Chief to have a deputy. The deputy's responsibilities will be as delegated by the section chief. Unit functions may be combined if workload permits.

PLANNING SECTION ORGANIZATION



MAJOR RESPONSIBILITIES AND PROCEDURES The major responsibilities of the Planning Section Chief are stated below. Following each responsibility are procedures for implementing the activity.

Obtain Briefing from Incident Commander

- Receive briefing from Incident Commander and obtain:
 - (a) Incident Commander's Initial Briefing Report (ICS Form 201)
 - (b) Summary of resources dispatched to the incident
 - (c) Initial restrictions concerning work activities

Activate Planning Section Units

- Determine from Incident Commander's briefing what Planning Section personnel have been dispatched.
- Confirm dispatch of Planning Section personnel.
- Plan preliminary organization of Planning Section:
-

- (a) Identify units to be activated
- (b) Estimate personnel required
- Compare preliminary plan with personnel dispatched, as appropriate.
- Establish time intervals at which data are to be supplied by Planning Section units.
- Assign work locations and work tasks to Planning Section personnel.
- Request additional personnel as required.
- Notify Resources Unit of Planning Section units activated, including names and locations of assigned personnel.

Reassign Initial Attack Personnel to Incident Positions

- Identify the need for personnel familiar with incident area by personal review of situation.
- Identify personnel who are most familiar with the incident area.
- Arrange for reassignment of these personnel to incident positions.
- Ensure adequate Planning Section personnel are available to complete Operational Planning Worksheet (ICS Form 215) and Air Operations Summary Worksheet (ICS Form 220).

Supervise Preparation of Incident Action Plan

- Establish information requirements and reporting schedules for all ICS organizational elements to use in preparing Incident Action Plan and attachments.
- Present general incident control objectives including alternatives.
- Participate in discussion of specific control operations being considered and provide detailed information concerning:
 - (a) Resource availability (inventoried, allocated)
 - (a) Situation status
 - (a) Situation predictions
 - (a) Weather
 - (a) Communications capabilities
 - (a) Environmental impact and cost of resources use information
- Participate in selection of control operations for next operational period.
- Assemble appropriate material for inclusion in Incident Action Plan (e.g., logistics, communications, etc.).
- Ensure that all operations support and service needs are coordinated with Logistics Section prior to release of the plan.
- Document and distribute Incident Action Plan to Incident Commander, section chiefs, air operations, branch directors, unit leaders, division/group supervisor, incident command staff and strike team/task force leaders.
- Receive notification of Incident Action Plan changes from Operations Section Chief.
- Distribute Incident Action Plan changes to recipients of the plan.

- The Planning Section Chief may include in the meeting those Planning Section Technical Specialists deemed necessary.

Assemble Information on Alternative Strategies

- Review current situation status, resource status, weather, and prediction reports for current incident status.
- Develop alternative strategies using technical specialists and operations personnel as appropriate.
- Identify resources required to implement alternative control operations.
- Contact the involved agency dispatch center to identify resource availability for incident.
- Document alternatives for presentation to Incident Commander and staff.

Assemble Strike Teams/Task Forces not Assigned to Operations

- Prior to each planning meeting, identify individual resources (enroute or checked-in) *not assigned to Operations Section*.
- Periodically review operations activity to determine the need to assemble additional strike teams/task forces from individual resources.
- Determine strike teams/task forces to be assembled by:
 - (a) Type
 - (a) Location to assemble
 - (a) Strike team leader
- Request Resources Unit to select specific resources to assign to each strike team/task force and assign designator.
- Request Resources Unit to notify strike team/task force leaders and resources to assemble into assigned strike teams/task forces by:
 - (a) Preparing a list of assignments
 - (a) Submit assignment list to communications center for assignment/transmittal
- The specifications for each kind/type of strike team/task force must be followed and all units must have a common communications link. If needed, arrange for additional radios through communications unit.

Disassembling Strike Teams

- Strike teams are not disassembled unless there is a need for a specific resource or fewer resources than in a strike team and/or it would be inappropriate to use a full strike team. When strike teams are disassembled at the incident, the individual units must be identified and carried by the Resources Unit.
- A strike team (or task force) assembled at the incident will be disassembled for demobilization.
- Strike teams disassembled for purposes other than demobilization will be reassembled at the earliest possible time (at least prior to their departure from the incident).

- Review alternative control operations to determine the need for use of individual resources and/or task forces.
- Identify individual resources and strike teams not assigned to Operations Section including leaders (enroute or checked-in).
- Determine if there are an adequate number of individual resources to fill above needs.
- Determine strike teams to be disassembled.
- Request Resources Unit to prepare reassignment of strike team leader to manage task forces (as necessary).
- Request Resources Unit to prepare reassignment of resources as follows:
 - (a) Designated resources to a specific mission
 - (a) Other units to staging areas, base, or camp
- Request Resources Unit to notify strike team/task force leaders of disassembly and reassignment of resources.

Identify Need for Use of Specialized Resources

- As part of the planning function, identify the need for technical specialists.
- Request personnel with required special knowledge/experience to be assigned to Planning Section (or appropriate location). Some specialists may be only assigned temporarily or for a short duration.

Perform Operational Planning for Planning Section

- Review Incident Action Plan with Planning Section staff.
- Plan organization of Planning Section by:
 - (a) Identify units to be activated
 - (a) Estimate number of personnel required
- Request needed additional personnel from Resources Unit.
- If personnel are not available from Resources Unit, request them directly from Logistics Section Chief.
- Give specific work tasks to Planning Section staff, including work locations.

Provide Periodic Predictions on Incident Potential

- Obtain latest incidents prediction information.
- Obtain and review latest Incident Action Plan.
- Obtain current situation status summary from Situation Unit.
- Identify values at risk.
- Identify possible hazards.
- Estimate work accomplishment for prediction period.
- Prepare and document predictions on course of incident.
- Present predictions at planning meeting and display in command post area.
- Repeat procedures at intervals specified by the Incident Commander or upon occurrence of significant events.

- If prediction indicates a significant change in the course of the incident, immediately notify the Incident Commander and the Operations Section Chief.

Compile and Display Incident Status Information

Incident status summary information is to be displayed at a common location in the command post area and may include multiple overlays.

- Receive information from:
 - (a) Situation Unit
 - (a) Resources Unit (including organization chart)
 - (a) Incident prediction (including current weather)
 - (a) Infrared imagery or visual aerial observation (requested through Air Operations)
- Review information for completeness.
- Specify location and method of display.
- Ensure that all reports are displayed.
- Repeat procedures at intervals specified by the Incident Commander or upon occurrence of significant events.

Advise General Staff of Any Significant Changes in Incident Status

- Significant changes in incident status shall be reported to the general staff immediately.
- Receive request for incident status information from general staff.
- Obtain incident status information from appropriate sources.
- Assemble and summarize requested information in appropriate form.
- Supply information to general staff.

Prepare and Provide Incident Traffic Plan

- The traffic plan will include the following information, as appropriate:
 - (a) Specified routes to reporting locations for resources dispatched to the incident.
 - (a) Specified routes inside general incident area (e.g., how to get to and between incident facilities and line locations).
 - (a) Traffic flow inside ICS facilities (e.g., base, camps).
- Prepare traffic plan:
 - (a) Review control operations to determine locations of planned operations activities and locations of incident facilities.
 - (a) Review information obtained from Situation Unit and/or agency dispatch center(s) to determine existing roadways and their characteristics.
 - (a) Establish traffic routing considering:
 - Vehicle characteristics (e.g., size, weight, turning radius, 4-wheel drive)
 - Volume of traffic

Types of roadways and characteristics

(b) Coordinate traffic flow plans with appropriate agency representatives.

- Document traffic plan and attach to Incident Action Plan.
- Ensure Ground Support Unit receives a copy of the traffic plan.

Supervise Planning Section Units

- Maintain communications with Planning Section personnel.
- Coordinate activities of Planning Section units.
- Ensure general safety and welfare of Planning Section personnel.

Prepare and Distribute Incident Commander's Orders

- Identify orders being issued in the name of the Incident Commander.
- Document all formal operational orders given by the Incident Commander.
- Identify organizational elements responsible for executing orders.
- Distribute orders in accordance with above identification.

Instruct Planning Section Units on Distribution of Incident Information

- Contact section chiefs and command staff to determine major information categories they want to receive automatically from Planning Section.
- Consolidate information and prepare a list for each unit.

Prepare Recommendations for Release of Resources

- Identify number of our-of-service resources and/or individuals (type, quantity, location) by reviewing current resource status information.
- Review latest situation status and incident prediction information.
- Estimate current and future requirements for resources.
- Identify and list any potentially surplus resources.
- Review surplus resource list with Operations Section and Logistics Section chiefs.
- Modify surplus resource list as necessary.
- Upon approval of Operations Section Chief and Logistics Section Chief, present list of surplus resources recommended for release to Incident Commander.
- Document approved demobilization plan.
- Prepare assignment list specifying resources to be released and submit to Logistics Section Chief for notification of involved resources.
- Distribute demobilization plan to general staff, incident command staff, and agency dispatch centers.

Submit Documentation to Documentation Unit

- At the end of each operational period, submit all documentation (including Planning Section Unit Log (ICS Form 214) to Documentation Unit.

INCIDENT ACTION PLANNING

PLANNING PROCESS In the Incident Command System, considerable emphasis is placed on developing effective incident action plans. A planning process has been developed as a part of the ICS to assist planners in the development of a plan in an orderly and systematic manner. The steps outlined in this chapter will allow for the development of an Incident Action Plan in a minimum amount of time. Incidents vary in their kind, complexity, size, and requirements for detailed and written plans. The planning process described in this chapter is based on the development of incident actions plans to support major wildland fire incidents, but are applicable to any type emergency. Not all incidents require detailed written plans. Recognizing this, *the following planning process provides a series of basic planning steps that are generally appropriate for use in any incident situation.* The determination of the need for written incident action plans and attachments is based on the requirements of the incident, and the judgment of the Incident Commander.

GENERAL RESPONSIBILITIES The general responsibilities associated with the planning meeting and the development of the Incident Action Plan are described below. The Planning Section Chief should review these with the general staff prior to the planning meeting.

Planning Chief

- Conduct the planning meeting and coordinate preparation of the Incident Action Plan.

Incident Commander

- Provide overall control objectives and strategy.
- Establish the procedure for off-incident resource order.
- Approve request for off-incident resource order.
- Approve completed Incident Action Plan by signature.

Finance Chief

- Provide cost implications of control objectives as required.
- Evaluate facilities being used to determine if any special arrangements are needed.
- Ensure that the action plan is within the finance limits established by the Incident Commander.

Operations Chief

- Determine division work assignments and resource requirements.

Logistics Chief

- Ensure that incident facilities are adequate

- Ensure that the resource ordering procedure is made known to appropriate agency dispatch center(s).
- Develop transportation system to support operations needs.
- Ensure that section can logistically support the action plan.
- Place order for resources.

PRE-PLANNING STEPS Planning Section Chief (If possible, obtain completed Incident Briefing Form (ICS Form 201) prior to the initial planning meeting).

- Evaluate current situation and decide if the current planning is adequate for remainder of operational period (i.e., until next plan takes effect).
- Advise Incident Commander and Operations Section Chief of any suggested revisions to current plan as necessary.
- Establish planning cycle for the incident with Incident Commander.
- Determine planning meeting attendees with the Incident Commander.
- For wildland incidents, attendees should include:
 - (a) Incident Commander
 - (b) Command staff members
 - (c) General staff members
 - (d) Resource Unit Leader
 - (e) Situation Unit Leader
 - (f) Air Operations Branch Director
 - (g) Communications Unit Leader
 - (h) Technical/Specialists (as required)
 - (i) Agency Representatives (as required)
 - (j) Recorders
- Establish location and time for planning meeting.
- Ensure that planning boards and forms are available.
- Notify necessary support staff (recorders, etc.) of meeting and assignments.
- Ensure that a current situation and resource briefing will be available for meeting.
- Obtain estimate of regional resources availability from agency dispatch for use in planning for next operational period.
- Obtain necessary agency policy, legal or fiscal constraints for use in planning meeting.

CONDUCTING THE PLANNING MEETING The planning meeting is normally conducted by the Planning Section Chief. The checklist that follows is intended to provide a basic sequence of steps to aid the Planning Section Chief in developing the Incident Action Plan. The planning checklist is intended to be used with the ICS planning Matrix board, and/or ICS Form 215 – Operational Planning Worksheet (The worksheet is laid out in the same manner as the planning Matrix board.). A completed ICS Form 215 Operational Planning Worksheet is in the ICS Forms Manual – ICS 230-2. Every incident must have an action plan. However, **NOT ALL INCIDENTS REQUIRE WRITTEN PLANS.** The need for written plans and attachments is based on the requirements of the incident and the decision of the Incident Commander.

<u>CHECKLIST ITEM</u>	<u>PRIMARY RESPONSIBILITY</u>
1. Briefing on situation and resource status	PSC
2. Set control objectives	IC
3. Plot control lines and division boundaries	OPS
4. Specify tactics for each Division/Group	OPS
5. Specify resources needed by Division/Group	OPS, PSC
6. Specify facilities and reporting locations – Plot on map	OPS, PSC, LSC
7. Place resource and overhead personnel order	LSC
8. Consider communications, medical and traffic plan requirements	PSC, LSC
9. Finalize, approve and implement Incident Action Plan	PSC, IC, OPS

Each of the checklist items is discussed below.

Brief on Situation and Resource Status The Planning Section Chief and/or Resources and Situation Unit Leaders should provide an up-to-date briefing on the situation as it currently exists. Information for this briefing may come from any or all of the following sources:

- Initial Attack Incident Commander
- Incident Briefing Form (ICS Form 201)
- Field observations
- Operations reports
- Fire behavior modeling
- Regional resources and situation reports

Set Control Objectives This step is done by the Incident Commander. The control objectives are not limited to any single operational period, but will consider the total incident situation. The Incident Commander will establish the general strategy to be used, and state any major policy, legal or fiscal constraints in accomplishing the objectives and appropriate contingency considerations.

Plot Control Lines and Division Boundaries on Map This step is normally accomplished by the Operations Section Chief (for the next operational period) in conjunction with the Planning Section Chief who will determine control line locations, establish division/branch boundaries for geographical divisions, and determine need for functional group assignments for the next operational period. These will be plotted on the map.

Specify Tactics for Each Division The Operations Section Chief, after determining division geographical assignments, will establish the specific work assignments to be

used for each division for the next operational period (Note that it may be necessary or desirable to establish a functional group in addition to geographical divisions.). Tactics (work assignments) must be specific and must be within the boundaries set by the IC's general control objectives (strategies). These work assignments should be recorded on the planning matrix. The Operations Section Chief, Incident Commander, and Logistics Section Chief should also at this time consider the need for any alternative strategies or tactics and see that these are properly noted on the planning matrix.

Specify Resources Needed by Division The Operations Section Chief AFTER specifying tactics for each division and in conjunction with the Planning Section Chief will determine the resource needs by division to accomplish the work assignments. The resource needs will be recorded on the planning matrix. Resource needs should be considered on basis of the *type* of resource required to do the assignment. For example, use Type 2 Handcrews in certain divisions for mop-up situations, rather than Type 1 Crews.

The Planning Section Chief should also ensure that the Air Operations Summary (ICS Form 220) is being developed by the Operations Section Chief or Air Operations Director as appropriate. The Air Operations Summary worksheet brings together in one place, all tactical and logistical air assignments, with information on kinds and numbers of air resources required, reporting locations, and designation of resources assigned. Information is obtained from the Operational Planning Worksheet (ICS Form 215) and is used by Planning, Operations, and Logistics Sections in establishing the incident air program for the next operational period.

Specify Operations Facilities and Reporting Locations – Plot on Map The Operations Section Chief in conjunction with Planning and Logistics Sections Chiefs should specify and facilitate location needed to accomplish the Operations Section work assignments. These will normally be staging areas and helispots. Depending upon the situation, it may be appropriate to establish a camp or helibase location. Operations should also at this time indicate the reporting time requirements for the resources and any special resource assignments.

At the conclusion of this step, operations personnel at the planning meeting may be released, if desired.

Place Resource and Personnel Order At this time, the Planning Section Chief should perform a resource needs assessment based on the needs provided by the Operations Section Chief, and resources data available from the Planning Section's Resources Unit. The planning matrix when properly completed will show resource requirements and resource availability to meet those requirements. By subtracting resources available from those required, any additional resource needs can be determined. From this assessment, a new resource order can be put together and provided to the Incident Commander for his approval and then placed through normal dispatch channels by the Logistics Section.

Consider Communications, Medical and Traffic Plan Requirements The Incident Action Plan will normally consist of the Incident Objectives (ICS Form 202), Organization Assignment List (ICS Form 203), Division Assignment List (ICS Form 204), and a map of the incident area. Larger incidents may require additional attachments; such as a separate Incident Radio Communication Plan (ICS Form 205), a Medical Plan (ICS Form 206), and possibly a traffic plan. The Planning Section Chief must determine the need for these attachments to any written plan and ensure that they are prepared by the appropriate units. For wildland fire incidents, the Incident Action Plan and attachments will normally include:

SITUATION UNIT MINIMUM PERSONNEL REQUIREMENTS
(Per 12-Hour Period)

<u>Item</u>	<u>Who Prepares</u>
1. Incident Objectives (202)	Planning Recorder
2. Organization Assignment List	Resources Unit
3. Division Assignment List (204)	Planning Recorder and Resources Unit
4. Incident Radio Communications Plan (205)	Communications Unit
5. Medical Plan (206)	Medical Unit
6. Map	Situation Unit
7. Traffic Plan	Situation Unit

Prior to the completion of the plan, the Planning Section Chief should review the division/group tactical work assignments for any changes due to lack of resource availability.

Recorders may then transfer division assignment information including alternatives from the planning matrix board or Operation Planning Worksheet (ICS Form 215) onto the Division Assignment List (ICS Form 204).

Finalize, Approve, and Implement Incident Action Plan The Planning Section Chief is responsible for seeing that the Incident Action Plan is completed, reviewed and distributed. The sequence of steps to accomplish this is listed below:

- State time action plan attachments are required to be completed.
- Obtain plan attachments and review for completeness and approvals.
- Determine numbers of Incident Action Plans required.
- Arrange with Documentation Unit to reproduce plan.
- Review action plan to ensure it is up-to-date and complete prior to operations briefing and distribution of plan.
- Provide briefing on the action plan as required and distribute plans prior to beginning of new operational period.