

**INCIDENT COMMAND SYSTEM
NATIONAL TRAINING CURRICULUM**

**MODULE 11
INCIDENT AND EVENT PLANNING**

October 1994

INSTRUCTOR GUIDE

PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

The Steering Group was:

David P. Anderson - USDA, Forest Service
Mike Colgan - Orange County Fire Department
Dave Engle - USDI, Bureau of Land Management
Dan Francis - California Department of Forestry
Ken Mallette - New Jersey State Police
Mike Munkres - USDI, Bureau of Land Management
Gary Nelson - Los Angeles County Fire Department
Bill Vargas - State of New Mexico Department of Public Safety

The Contract Consultant was:

The Terence Haney Company
Woodland Hills, California

IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.**

Detailed Lesson Outline

- COURSE:** Module 11 - Incident and Event Planning
- SUGGESTED TIME:** 8 Hours
- TRAINING AIDS:** Overhead projector, overhead pens, reference text
- SUBJECTS:**
- Importance of planning
 - Essential Incident Action Plan elements
 - The planning process
 - Planning for incident demobilization
 - Developing the Incident Action Plan
- OBJECTIVES:**
1. List the major steps involved in the planning process.
 2. Identify the ICS titles of personnel who have responsibilities in developing the Incident Action Plan and list their duties.
 3. As part of an exercise, identify incident objectives for a simulated scenario.
 4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
 5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.
 6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms which may be used in preparing the Incident Action Plan.
 7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.

8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

OUTLINE	AIDS & CUES
REVIEW SUBJECTS TO BE COVERED	11-01-I300-VG
REVIEW INSTRUCTIONAL OBJECTIVES	11-02-I300-VG
THE FIRST SECTION COVERING THE IMPORTANCE OF PLANNING IS A BRIEF REVIEW OF SOME MATERIAL CONTAINED IN MODULE 2.	Page 1 of 2
	Page 2 of 2
I. Importance of Planning	
It is essential that every incident or event be managed according to a plan. In the ICS, the management plan is called the Incident Action Plan.	
Most of the discussion for this module will be to learn the process for doing operational period <u>incident</u> planning. <u>Event</u> action planning is similar, however, and the same principles will apply. Later in the module we will develop an Incident Action Plan for an emergency situation.	
For simple incidents of short duration, the Incident Action Plan will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning process for this kind of incident does not require a formal planning meeting.	
A. Action Plans	11-03-I300-VG
Written Incident Action Plans documenting planning decisions should be considered whenever:	

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- It is required by agency policy.

REQUEST STUDENTS TO DISCUSS OTHER POSSIBLE CRITERIA.

Written action plans provide:

11-04-I300-VG

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.
- A basis for measuring work progress and for providing accountability.

The decision to prepare a written Incident Action Plan will be made by the Incident Commander. However, it will not always be possible to have a written plan, nor is it always appropriate on small, short duration incidents even though they may be complex.

11-05-I300-VG

The ICS Form 201 which is used for Incident Briefings will provide valuable information to the oral or written planning process. That form will be discussed later in the module.

B. Operational Periods

Action plans should be prepared for specific time periods, called Operational Periods. Operational Periods can be of various lengths, although they should normally be no longer than 24 hours. It is not unusual to have much shorter Operational

Periods covering, for example, two- or four-hour time periods. Decisions on the length of the Operational Period will be affected by:

11-06-I300-VG

- Length of time available/needed to achieve tactical objectives.
- Availability of fresh resources.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations

Planning must be done far enough in advance to ensure that additional resources needed for the next Operational Period are available.

EMPHASIZE THAT OPERATIONAL PERIODS ARE NOT GEARED TO THE CLOCK. ASK THEM FOR OTHER CRITERIA THAT MIGHT AFFECT THE LENGTH OF AN OPERATIONAL PERIOD.

II. Essential Elements in the Action Plan

11-07-I300-VG

Several ICS forms are provided for many of the essential parts in any written or oral action plan. These include:

SHOW STUDENTS VIEWGRAPHS OF THESE FORMS AS A GENERAL ORIENTATION. HAND OUT THE FORMS MANUAL IF NOT ALREADY PROVIDED.

NOTE ALSO, THAT THE FORMS YOU WILL DESCRIBE ARE THOSE WHICH ACCOMPANY THE TRAINING CURRICULUM AND ARE FROM THE NWCG FORMS CATALOG. POINT OUT THAT SOME AGENCIES HAVE MODIFIED THESE FORMS TO SUIT PARTICULAR APPLICATION AREAS.

A. Statement of Objectives - Statement of what is expected to be achieved. Objectives must be measurable. (ICS Form 202) 11-08-I300-VG

B. Organization - Describes what elements of the ICS organization will be in place for the next Operational period. (ICS Form 203) 11-09-I300-VG

C. Tactics and Assignments - Describes tactics and control operations, and what resources will be assigned. Resource assignments are often done by Division or Group. (ICS Form 204) 11-10-I300-VG

D. Supporting Material - Examples include a map of incident, Communications Plan, Medical Plan, Traffic Plan, weather data, special precautions, and safety message.

The ICS 205 is the Communications Plan, ICS 206 is the Medical Plan. Other supporting materials have no fixed format or form numbers. 11-11-I300-VG
11-12-I300-VG

We will discuss the contents of the action plan in more detail later in this module.

All incident supervisory personnel must be familiar with the current, as well as the next operational period's Incident Action Plan. This can be accomplished through briefings, by distributing a written plan prior to the start of the operational period, or, as is often done, by both methods.

III. Planning Process

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning which could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning.

We will now describe an incident or event planning process which consists of six sequential steps. The first three steps can be accomplished during a formalized planning meeting, or in the head of the Incident Commander. The last three steps ensure that the plan does the job for which it is intended. The steps are:

- Understand the situation
- Establish Incident Objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan

A. Understand the Situation

A full understanding of the incident situation requires that the planner be aware of certain essential elements of information. These will vary considerably depending upon the kind of incident, and each incident will have its own special characteristics.

In general, the essential elements of information can be categorized by knowledge and understanding of the following:

- What has happened?

11-13-I300-VG

11-14-I300-VG

- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What is the present and future resource and organizational capability?

These steps pertain to any kind or size of incident. Information related to each of the steps is essential to effective planning.

It is especially important that planners know in advance what the likelihood is of obtaining additional resource support from outside sources for use in the next Operational Period.

If there are readily available resources of the proper kind and type, then the planning process can encompass a wider variety of potential strategies than would be possible under very limited resources.

Limited resources and the press of time require the prioritization of incident activities.

B. Establish Incident Objectives and Strategy

Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. Incident Objectives should have the following characteristics:

1. **Attainable** - They must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several Operational Periods to accomplish them.
2. **Measurable** - The design and statement of objectives should make it possible to

11-15-I300-VG

conduct a final accounting as to whether objectives were achieved.

3. **Flexible** - Objectives should be broad enough to allow for consideration of both strategic and tactical alternatives.

The strategy or strategies to achieve the objectives should pass the following criteria test:

11-16-I300-VG

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies which may have to be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process. This will be discuss these roles in a later in this module.

It should also be pointed out that agency policy will affect the objectives and strategies. In some agencies, the agency executive or administrator will provide the Incident Commander, especially

on large incidents, with written authority and document any constraints or limitations.

YOU MAY WISH TO USE AN EXAMPLE TO SHOW THE DIFFERENCES BETWEEN OBJECTIVES AND STRATEGIES. THE FOLLOWING WAS USED IN MODULE 7 WHERE THIS SUBJECT IS COVERED IN DETAIL.

Objective:

Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy:

Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways

Strategy #3 - Use pumps

Or use another example of your choosing.

OBJECTIVES AND STRATEGY EXERCISE.

FOR THIS EXERCISE, USE THE SEARCH SCENARIO ON PAGE 11-23 OF THIS MODULE.

DIVIDE STUDENTS INTO WORK GROUPS OF FOUR OR FIVE.

THE SCENARIO AND THE MAP ARE IN THE REFERENCE TEXT.

Reference
Text p. 11-23

GIVEN THE AVAILABLE INFORMATION, ASK EACH GROUP TO DEVELOP AN ICS FORM 201 AND TWO OR MORE OBJECTIVES.

Reference
Text p. 11-25

ASSUME THAT A HIGHER RANKING PERSON HAS COME ON SCENE. ASK EACH GROUP TO PROVIDE A BRIEFING ON THE INCIDENT.

FROM THE GROUP'S WORK, COMPILE ONE SET OF FOUR OR FIVE INCIDENT OBJECTIVES.

INFORM STUDENTS THAT LATER IN THE MODULE THEY WILL USE THIS SCENARIO AND THE OBJECTIVES TO CONDUCT A PLANNING MEETING, AND DEVELOP A WRITTEN INCIDENT ACTION PLAN.

C. Determine Tactical Direction and Make Resource Assignments

11-17-I300-VG

Tactical direction includes determining the tactics and operations necessary for the selected strategy, and determining and assigning the appropriate resources. The tactical direction is developed around an Operational Period and must have measurable results.

On large incidents which may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the Operational Period.

If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the operational period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time

working on strategies and tactical operations which realistically cannot be achieved.

Personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives.

D. Prepare the Plan

11-18-I300-VG

On smaller incidents which do not require a written action plan, the sequence of steps for a briefing by the Incident Commander to the General Staff includes:

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

The ICS Form 201 provides the Incident Commander with a useful framework for preparing a briefing when no written action plan is prepared.

Reference
Text p. 11-25

On larger incidents which meet the earlier criteria for having a written plan, the above material plus other supporting material will be compiled into a formal, written document called the Incident Action Plan.

The Planning Section has primary responsibility for documenting the Action Plan, and for assembly, printing, and distribution of the plan.

Written plans will vary in their contents and size. Listed below are the major elements of the written Incident Action Plan.

11-19-I300-VG

- Incident Objectives (ICS Form 202)

- Organization (ICS Form 203)
- Assignments (ICS Form 204)
- Support Material, e.g., map, Communications, Medical, Traffic plans, safety message, etc.

1. Responsibilities for Incident Action Planning

On small incidents, the Incident Commander is responsible for developing the Incident Action Plan. The IC may have assistance to help collect or obtain information, but the IC has sole responsibility for determining the Incident Objectives, strategy, tactical operations, and resource assignments.

On larger incidents, and as part of the overall planning process, other ICS organizational positions are responsible for contributing information to the Incident Action Plan.

2. The Planning Process

The Planning Section Chief has the responsibility to conduct the planning meetings. The planning process outlined below will, if followed, provide a logical set of steps to follow. This process only works however, if everyone involved comes to the planning meeting well prepared, and understands the process.

The time required for development of a plan will vary depending on the kind of incident and agencies involved. The principal steps involved are as shown in the accompanying visual.

11-20-I400-VG

The actual time committed to the activity may only be a few minutes when there are just a few resources involved. On very large incidents, the planning cycle will be longer.

It is important that prior to the planning meeting, interagency negotiations on the use of resources, strategies, and cost issues have been discussed and resolved by the Incident Commander or the Unified Command.

A major criticism of planning meetings is that they tend to "drag on" and consume valuable time. The Planning Section Chief can help to ensure that planning meetings are only as long as necessary by close adherence to the following:

11-21-I300-VG

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- All participants adhere to the planning process.
- No radios, cellular phones at planning meetings.

A checklist of information to be supplied, and those responsible, is listed below. The steps are in the general sequence that should occur. Not all steps may apply, depending upon the specific application, and some variation may be necessary.

TEN STEP PLANNING MEETING CHECKLIST

11-22-I300-VG

NO.	ACTIVITY	PRIMARY RESPONSIBILITY
1	State Incident Objectives - Policy Issues.	Incident Commander
2	Give situation and resources briefing. Conduct Planning Meeting.	Planning Section Chief
3	State primary and alternative strategies to meet objectives.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
4	Designate Branch, Division, Group boundaries and functions as appropriate.	Operations Section Chief
5	Describe tactical operations and tactics.	Operations Section Chief
6	Make tactical resource assignments.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
7	Specify reporting locations and additional facilities needed.	Operations Section Chief. Logistics Section Chief assist.
8	Develop the resources, support, and overhead order.	Planning and Logistics Section Chiefs. Logistics will place the order.
9	Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief. Planning Section Chief will contribute.
10	Finalize, approve, and implement the plan.	Planning Section Chief finalizes the plan. Incident Commander approves it, and General Staff implements the plan.

Two ICS forms have been developed to support the planning process.

REFER STUDENTS TO EITHER THE FORMS CATALOG, OR THE BACK OF THEIR REFERENCE TEXT FOR EXAMPLES OF ICS FORMS.

ICS Form 215 - Operational Planning Worksheet

Reference Text p. 11-39

An Operational Planning Worksheet (ICS Form 215) is intended to be used in the incident planning meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

This form is often enlarged and attached or drawn onto a white board or chalkboard. The form brings together information on resources required and resources available for specific work assignments. It also provides a written designation of reporting locations. The

example used here is taken from the Fire Services.

The worksheet is described in more detail in Module 9 on Incident Resources Management.

At the end of the planning meeting, the ICS Form 215 is used to prepare the off-incident tactical resource order.

ICS Form 220 - Air Operations Summary

For those incidents which have a significant amount of aviation resources assigned, the Air Operations Summary provides information related to numbers and types of aircraft and tactical assignments.

Reference
Text p. 11-41

THIS FORM WAS COVERED IN DETAIL IN MODULE 10 ON AIR OPERATIONS. YOU MAY DISCUSS IT HERE IF THERE IS SUFFICIENT INTEREST.

3. Other Forms Available for Use in Incident and Event Planning

As discussed earlier, the ICS has a number of forms which can be used to document the results of the planning process, and to assist in preparing the Incident Action Plan.

The Incident Action Plan will normally consist of:

11-23-I300-VG

FORM NO.	FORM NAME	RESPONSIBLE TO PREPARE
202	Incident Objectives	Resources Unit
203 or 207	Organization List/Chart	Resources Unit
204	Assignment Lists	Resources Unit/Planning Recorder
205	Communications Plan	Communications Unit
206	Medical Plan	Medical Unit
220	Air Operations Summary	Air Operations Branch Director
none	Traffic Plan	Ground Support Unit

none	Safety Plan	Safety Officer
none	Map	Situation Unit
none	Demobilization Plan	Demobilization Unit

The contents of many of these forms will be developed by the General Staff in the planning meeting, or by others after the meeting. The Documentation Unit in the Planning Section is responsible for producing the Plan after the contents have been developed.

REVIEW COPIES OF THESE FORMS. BLANK COPIES WILL BE IN THE REFERENCE TEXT. FOR CLASS, REVIEW COMPLETED COPIES APPROPRIATE TO STUDENT BACKGROUNDS.

Reference
Text p. 11-29 -
11-37

Form 202 Incident Objectives
Form 203/207 Organization List
Form 204 Assignment Lists
Form 205 Communications Plan
Form 206 Medical Plan
Traffic Plan
Safety Plan
Map

E. Implement the Plan

11-24-I300-VG

On small incidents, the Incident Commander has the full responsibility for the implementation of the Plan. If there is no written Incident Action Plan, the IC will provide verbal instructions to subordinates. The ICS Form 201 Briefing Form can provide a useful framework for a briefing when a written action plan is not required.

Larger incidents will require a written Action Plan. Each of the General Staff will assume responsibility for implementing their respective portions of the Plan.

F. Evaluation of the Plan

11-25-I300-VG

The planning process must include a way to provide for ongoing evaluation of the Plan's effectiveness. It is not enough to simply complete the Plan and implement it. Three steps to accomplish evaluation are as follows:

1. Prior to the Incident Commander approving the Plan for release, the General Staff should review the Plan's contents to ensure that it accurately reflects the current situation. This is done in

recognition of the fact that some time may have elapsed between Plan development and release.

2. During the Operational Period, the Incident Commander, the Planning and Operations Section Chiefs should regularly assess work progress against the control operations called for in the Plan. If deficiencies are found, improved direction or additional staffing may be required, tactical operations may need to be modified, and/or changes may need to be reflected in the planning for the next Operational Period.
3. The Operations Section Chief may make expedient changes to tactical operations called for in the Incident Action Plan if necessary to better accomplish an objective.

IV. Planning for Incident Demobilization

11-26-I300-VG

SOME AGENCIES MAY NOT CONSIDER INCIDENT DEMOBILIZATION TO BE A CONCERN. STRESS THAT DEMOBILIZATION PLANNING IS AN IMPORTANT ELEMENT IN THE ICS. WHILE ALL THE FACTORS OUTLINED BELOW MAY NOT BE RELEVANT, MANY OF THE CONSIDERATIONS CAN BE APPLIED BY ANY AGENCY OR APPLICATION AREA.

- A. **Importance of Demobilization Planning**
Planning for incident demobilization is often overlooked. As incidents begin to wind down, everyone will be anxious to leave the scene of the incident and return to their home agency as soon as possible. Demobilization planning helps to assure a controlled, safe, efficient, and cost-effective demobilization process.

For that reason, early ICS development included an Demobilization Unit in the Planning Section. On smaller incidents, with only a few tactical resources assigned and with only a partial ICS organization in place, demobilization planning is relatively simple and may not require a written plan.

Larger incidents, particularly those with multi-agency involvement, must have adequate demobilization planning.

BASIC DUTIES OF THE DEMOBILIZATION UNIT ARE COVERED IN MODULE 3, AND FURTHER DEVELOPED IN MODULE 7. IN THIS MODULE WE WILL CONCENTRATE ON THE DEMOBILIZATION PLANNING EFFORT.

The Planning Section Chief must establish an adequate demobilization organization in plenty of time to provide for an orderly and efficient demobilization.

Resources must be released and returned to their home units as soon as possible to minimize cost, maintain high morale, and to be ready for other assignments.

B. Demobilization Planning

To be effective, demobilization planning must begin early in the incident. That is why a separate unit with no other incident responsibility has been established within ICS.

Many elements of information must be gathered to help in the demobilization planning effort. Each section of the ICS organization must be involved.

Release priorities must first be determined by all elements of the organization. This is essentially a

decision on what resources must be retained, and what resources can be made available for release. This determination can only be made after a full understanding of the longer-term incident needs.

C. Information Elements Needed for Demobilization Planning

11-27-I300-VG
Page 1 of 2

Important elements of information needed for demobilization planning are summarized as follows:

1. Planning Section - Has basic information on resources. (Check-in lists and Incident Form 201 Briefing Form are important to this effort.)
2. Liaison Officer - Knows terms of agreements involving use and release of other agency's resources.
3. Safety Officer - Considers physical condition of personnel, personal needs, and adequacy of transportation.
4. Logistics Section - Handles transportation availability, communications, maintenance, and continuing support.
5. Operations Section - Knows continuing needs for various kinds of tactical resources.

11-27-I300-VG
Page 2 of 2

6. Finance/Administration Section - Processes any claims, time records, and costs of individual resources which are a factor in determining release.
7. Agency dispatch centers - Give high priority to timely return of resources.

D. Sections in the Demobilization Plan

11-28-I300-VG

The Demobilization Plan should contain the following sections:

1. General Information - (discussion of the demobilization procedure)
2. Responsibilities
3. Release Priorities

Priorities will vary and must be determined at the time. Examples of release priorities related to tactical resources could be:

- a. Priority 1 - Type 1 Resources
 - b. Priority 2 - Resources traveling the farthest distance
4. Release Procedures
 5. Directory (maps, telephone listings, etc.)

Demobilization Planning can be quite complex, especially on a large multi-agency incident. Considerable guidance for demobilization planning has been prepared and is available for students interested in obtaining more detail.

V. Incident Action Plan Development

Using the search scenario, the students will conduct a planning meeting and develop the basic contents of an incident action plan. One and one-half to two hours should be allowed for this activity. Students will work from the ICS Form 201 and objectives which were developed earlier.

STUDENTS SHOULD BE DIVIDED INTO TWO SEPARATE GROUPS. THEY SHOULD BE GIVEN ICS ORGANIZATIONAL ASSIGNMENTS AND APPROPRIATE BACKGROUND MATERIAL FOR THIS EXERCISE.

INSTRUCTOR WILL NEED TO CLOSELY MONITOR THE PLANNING PROCESS AND KEEP IT ON TRACK. EACH GROUP SHOULD HAVE AN INSTRUCTOR FACILITATOR.

KEEP A TIME-REMAINING CHART ON THE WALL IN FULL VIEW OF THE STUDENTS.

THE ICS FORM 201 AND OBJECTIVES DEVELOPED EARLIER IN THIS SESSION WILL BE USED FOR BOTH GROUPS IN THIS EXERCISE.

A. Exercise Plan

The best way to understand the planning process is to do it. This next section will be an exercise to work through the planning process, and to develop the basic contents of an Incident Action Plan.

The suggested scenario for use in this exercise is a missing person search. It is the same scenario used earlier to develop Incident Objectives.

A resources table accompanies this scenario. Resources on scene are also shown.

You may add or change resources to the attached listing if you desire.

Reference
Text p. 11-43

B. Staffing:

Staffing will be tailored to class size. From the list below, select positions to be staffed for this exercise (Command and General Staff positions should be the first to be filled). If there are additional personnel, fill with other positions. Depending on class size, all positions may or may not be filled.

- Incident Commander
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance/Administration Section Chief
- Information Officer
- Liaison Officer
- Safety officer
- Assisting Agency Representatives (as appropriate)
- Operations
- Division/Group Supervisors (as appropriate)
- Planning
- Situation Unit Leader
- Resource Unit Leader
- Recorder(s)
- Technical Specialist (as appropriate)
- Logistics
- Communications Unit Leader
- Medical Unit Leader
- Food Unit Leader
- Facilities Unit Leader
- Ground Support Unit Leader
- Supply Unit Leader
- Cost Unit Leader
- Time Unit Leader

C. Student Activities for This Exercise

Each group should:

1. Identify, evaluate, and select strategies appropriate to the list of objectives developed earlier.
2. Conduct a planning meeting using the scenario as background, and the planning process list contained in the Reference Text.
3. Prepare an Incident Action Plan using ICS forms, to include:

Reference
Text p. 11-23

Incident Objectives
Organization
Completed Assignment list(s) - add supporting plans as time permits

After students have worked through the planning process, they should prepare a plan, and then provide a briefing on the plan.

Missing Person Search Scenario

Date: 15 September
Time: 1630
Weather: Clear, mild, no change in next 24 hours

Nine-year-old Wendy Brady is missing in Woolsey Regional Park. She loves the outdoors and likes to explore. She was last seen on Saturday afternoon at 1430 hours in campground #1. Both parents thought she was going with the other and it was not until 1630 that they realized she was missing. They made a quick search of campground #1, and contacted the park ranger. The ranger took a report and called the Willow County Sheriff's search and rescue team.

The Search and Rescue Team arrived at Park Headquarters at 1715. Realizing the late hour (it will be dark within an hour), and the delay in requesting help, Sgt. Maloy of the

S&R team decided to focus the search in the immediate campground area tonight and organize a full scale search to start at 0600 the next day.

Resources available at 1715:

Sgt. Maloy and a four-person S&R Team

Park Ranger

Assistant Park Ranger

County fire paramedic unit

Wendy's parents

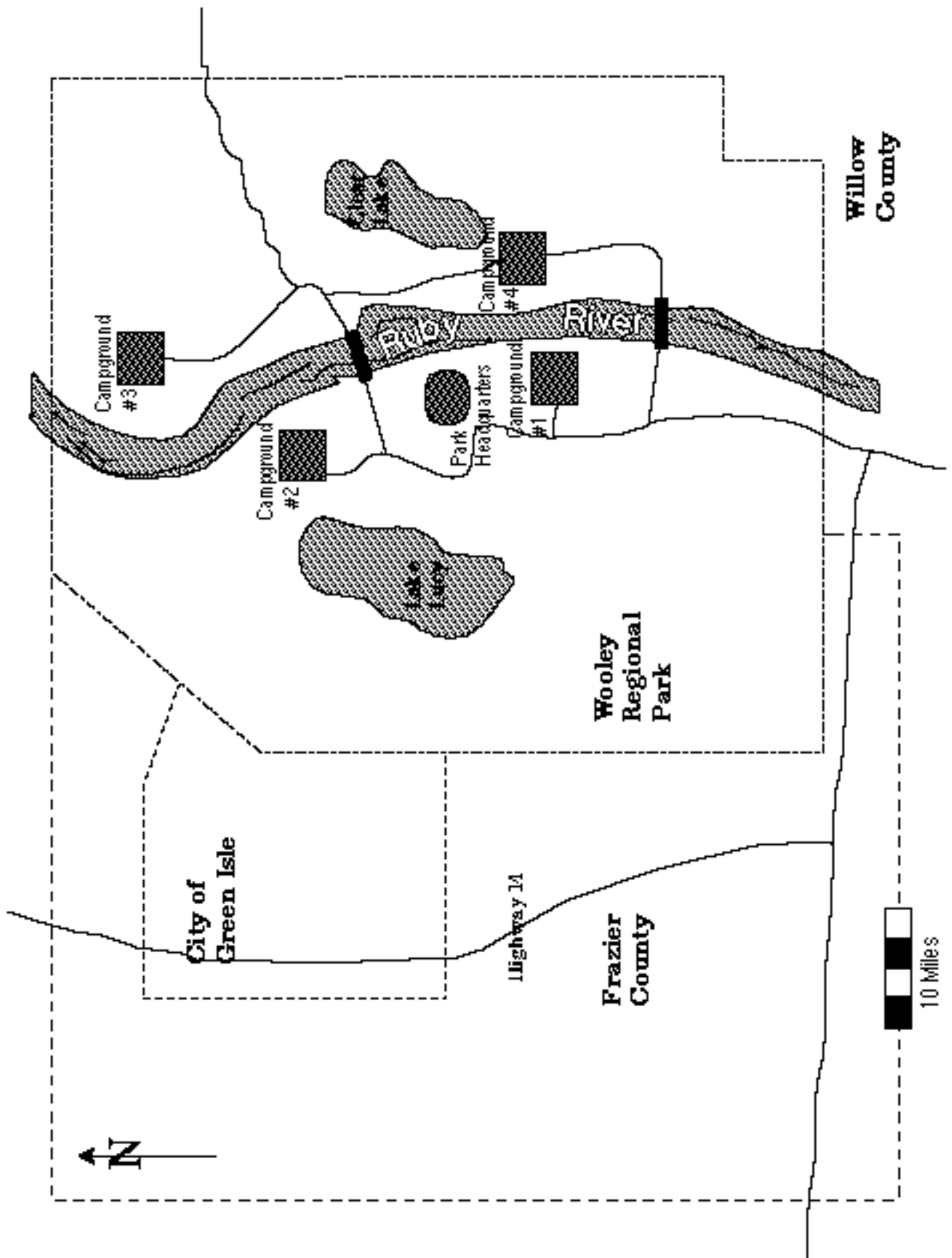
Ten camper volunteers

The City of Green Isle and Frazier County have both offered to provide resources but none have yet been sent.

Additional Background

Woolsey Regional Park is a large (150 sq. mile) semi-wilderness area located on the Ruby River. The terrain is heavily forested with elevations ranging from 600 to 2000 feet. The park is famous for its indian ruins. It has many caves, and at one time the area was used for gold mining. There are three other campgrounds in the park, and two small lakes. The park is entirely within Willow County. The eastern edge of the park is the boundary between Frazier County and the City of Green Isle. At this time of the year, the campgrounds are all nearly full.

THIS COMPLETES PRESENTATION MATERIAL FOR THIS MODULE. HAVE STUDENTS PREPARE FOR MODULE TEST.



RESOURCE TABLE FOR USE IN EXERCISES

Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BUSES - 30 PASS 50 PASS				
PARK RIVER BOATS				
COMM. UNITS				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FIREBOATS				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

**INCIDENT COMMAND SYSTEM
NATIONAL TRAINING CURRICULUM**

**MODULE 11
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October 1994

REFERENCE TEXT

PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

The Steering Group was:

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The Terence Haney Company
Woodland Hills, California

Subjects covered in this module include:

- Importance of planning
- Essential Incident Action Plan elements
- The planning process
- Planning for incident demobilization
- Developing the Incident Action Plan

Objectives:

1. List the major steps involved in the planning process.
2. Identify the ICS titles of personnel who have responsibilities in developing the Incident Action Plan and list their duties.
3. As part of an exercise, identify incident objectives for a simulated scenario.
4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.
6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms which may be used in preparing the Incident Action Plan.
7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.
8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

I. Importance of Planning

It is essential that every incident or event be managed according to a plan. In the ICS, the management plan is called the Incident Action Plan.

Most of the discussion for this module will be to learn the process for doing operational period incident planning. Event action planning is similar, however, and the same principles will apply. Later in the module we will develop an Incident Action Plan for an emergency situation.

For simple incidents of short duration, the Incident Action Plan will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning process for this kind of incident does not require a formal planning meeting.

A. Action Plans

Written Incident Action Plans documenting planning decisions should be considered whenever:

- Two or more jurisdictions are involved.
- The incident continues into another Operational Period.
- A number of organizational elements have been activated.
- It is required by agency policy.

Written action plans provide:

- A clear statement of objectives and actions.
- A basis for measuring work effectiveness and cost effectiveness.

- A basis for measuring work progress and for providing accountability.

The decision to prepare a written action incident action plan will be made by the Incident Commander. However, it will not always be possible to have a written plan, nor is it always appropriate on small, short duration incidents even though they may be complex.

The ICS Form 201 which is used for Incident Briefings will provide valuable information to the oral or written planning process. That form will be discussed later in the module.

B. Operational Periods

Action plans should be prepared for specific time periods, called Operational Periods. Operational Periods can be of various lengths, although they should normally be no longer than 24 hours. It is not unusual to have much shorter Operational Periods covering, for example, two- or four-hour time periods. Decisions on the length of the Operational Period will be affected by:

- Length of time available/needed to achieve tactical objectives.
- Availability of fresh resources.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations

Planning must be done far enough in advance to ensure that additional resources needed for the next Operational period are available.

II. Essential Elements in the Action Plan

Several ICS forms are provided for many of the essential parts in any written or oral action plan. These include:

- A. Statement of Objectives - Statement of what is expected to be achieved. Objectives must be measurable. (ICS Form 202)
- B. Organization - Describes what elements of the ICS organization will be in place for the next Operational Period. (ICS Form 203)
- C. Tactics and Assignments - Describes tactics and control operations, and what resources will be assigned. Resource assignments are often done by Division or Group. (ICS Form 204)
- D. Supporting Material - Examples include a map of incident, Communications Plan, Medical Plan, Traffic Plan, weather data, special precautions, and safety message.

The ICS Form 205 is the Communications Plan, ICS Form 206 is the Medical Plan. Other supporting materials have no fixed format or form numbers.

We will discuss the contents of the action plan in more detail later in this module.

All incident supervisory personnel must be familiar with the current, as well as the next operational period's Incident Action Plan. This can be accomplished through briefings, by distributing a written plan prior to the start of the operational period, or, as is often done, by both methods.

III. Planning Process

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

Those involved in the original ICS development felt that there was a need to develop a simple but thorough process for planning which could be utilized for both smaller, short-term incidents and events, and for longer, more complex incident planning.

We will now describe an incident or event planning process which consists of six sequential steps. The first three steps can be accomplished during a formalized planning meeting, or in the head of the Incident Commander. The last three steps ensure that the plan does the job for which it is intended. The steps are:

- Understand the situation
- Establish Incident Objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan

A. Understand the Situation

A full understanding of the incident situation requires that the planner be aware of certain essential elements of information. These will vary considerably depending upon the kind of incident, and each incident will have its own special characteristics.

In general, the essential elements of information can be categorized by knowledge and understanding of the following:

- What has happened?
- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What is the present and future resource and organizational capability?

These steps pertain to any kind or size of incident. Information related to each of the steps is essential to effective planning.

It is especially important that planners know in advance what the likelihood is of obtaining additional resource support from outside sources for use in the next Operational Period.

If there are readily available resources of the proper kind and type, then the planning process can encompass a wider variety of potential strategies than would be possible under very limited resources.

Limited resources and the press of time require the prioritization of incident activities.

B. Establish Incident Objectives and Strategy

Determining the Incident Objectives and strategy is an essential prerequisite to developing the plan. Incident Objectives should have the following characteristics:

1. **Attainable** - They must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several Operational Periods to accomplish them.

2. **Measurable** - The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.
3. **Flexible** - Objectives should be broad enough to allow for consideration of both strategic and tactical alternatives.

The strategy or strategies to achieve the objectives should pass the following criteria test:

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

It is also essential to consider alternative strategies which may have to be employed. If possible, an alternative strategy should be considered for each Incident Objective.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process. This will be discuss these roles in a later in this module.

It should also be pointed out that agency policy will affect the objectives and strategies. In some

agencies, the agency executive or administrator will provide the Incident Commander, especially on large incidents, with written authority and document any constraints or limitations.

Objective:

Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy:

Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways

Strategy #3 - Use pumps

Or use another example of your choosing.

C. Determine Tactical Direction and Make Resource Assignments

Tactical direction includes determining the tactics and operations necessary for the selected strategy, and determining and assigning the appropriate resources. The tactical direction is developed around an Operational Period and must have measurable results.

On large incidents which may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.

If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations which realistically cannot be achieved.

Personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives.

D. Prepare the Plan

On smaller incidents which do not require a written action plan, the sequence of steps for a briefing by the Incident Commander to the General Staff includes:

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

The ICS Form 201 provides the Incident Commander with a useful framework for preparing a briefing when no written action plan is prepared.

On larger incidents which meet the earlier criteria for having a written plan, the above material plus other supporting material will be compiled into a formal, written document called the Incident Action Plan.

The Planning Section has primary responsibility for documenting the Action Plan, and for assembly, printing, and distribution of the plan.

Written plans will vary in their contents and size. Listed below are the major elements of the written Incident Action Plan.

- Incident Objectives (ICS Form 202)
- Organization (ICS Form 203)
- Assignments (ICS Form 204)
- Support Material, e.g., map, Communications, Medical, Traffic Plans, safety message, etc.

1. Responsibilities for Incident Action Planning

On small incidents, the Incident Commander is responsible for developing the Incident Action Plan. The IC may have assistance to help collect or obtain information, but the IC has sole responsibility for determining the Incident Objectives, strategy, tactical operations, and resource assignments.

On larger incidents, and as part of the overall planning process, other ICS organizational positions are responsible for contributing information to the Incident Action Plan.

2. The Planning Process

The Planning Section Chief has the responsibility to conduct the planning meetings. The planning process outlined below will, if followed, provide a logical

set of steps to follow. This process only works however, if everyone involved comes to the planning meeting well prepared, and understands the process.

The time required for development of a plan will vary depending on the kind of incident and agencies involved. The principal steps involved are as shown in the accompanying visual.

The actual time committed to the activity may only be a few minutes when there are just a few resources involved. On very large incidents, the planning cycle will be longer.

It is important that prior to the planning meeting, interagency negotiations on the use of resources, strategies, and cost issues have been discussed and resolved by the Incident Commander or the Unified Command.

A major criticism of planning meetings is that they tend to "drag on" and consume valuable time. The Planning Section Chief can help to ensure that planning meetings are only as long as necessary by close adherence to the following:

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- All participants adhere to the planning process.
- No radios, cellular phones at planning meetings.

A checklist of information to be supplied, and those responsible, is listed below. The steps are in the general sequence that should occur. Not all steps may apply, depending upon the specific application, and some variation may be necessary.

TEN STEP PLANNING MEETING CHECKLIST

NO.	ACTIVITY	PRIMARY RESPONSIBILITY
1	State Incident Objectives - Policy Issues.	Incident Commander
2	Give situation and resources briefing. Conduct planning meeting.	Planning Section Chief
3	State primary and alternative strategies to meet objectives.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
4	Designate Branch, Division, Group boundaries and functions as appropriate.	Operations Section Chief
5	Describe tactical operations and tactics.	Operations Section Chief
6	Make tactical resource assignments.	Operations Section Chief. Planning and Logistics Section Chiefs contribute.
7	Specify reporting locations and additional facilities needed.	Operations Section Chief. Logistics Section Chief assist.
8	Develop the resources, support ,and overhead order.	Planning and Logistics Section Chiefs. Logistics will place the order.
9	Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief. Planning Section Chief will contribute.
10	Finalize, approve, and implement the plan.	Planning Section Chief finalizes the plan. Incident Commander approves it, and General Staff implements the plan.

Two ICS forms have been developed to support the planning process.

ICS Form 215 - Operational Planning Worksheet

An Operational Planning Worksheet (ICS Form 215) is intended to be used in the incident planning meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

This form is often enlarged and attached or drawn onto a white board or chalkboard. The form brings together information on resources required and resources available for specific work assignments. It also provides a written designation of reporting locations. The example used here is taken from the Fire Services.

At the end of the planning meeting, the ICS Form 215 is used to prepare the off-incident tactical resource order.

ICS Form 220 - Air Operations Summary

For those incidents which have a significant amount of aviation resources assigned, the Air Operations Summary provides information related to numbers and types of aircraft and tactical assignments.

3. Other Forms Available for Use in Incident and Event Planning

As discussed earlier, the ICS has a number of forms which can be used to document the results of the planning process, and to assist in preparing the Incident Action Plan.

The Incident Action Plan will normally consist of:

FORM NO.	FORM NAME	RESPONSIBLE TO PREPARE
202	Incident Objectives	Resources Unit
203 or 207	Organization List/Chart	Resources Unit
204	Assignment Lists	Resources Unit/Planning Recorder
205	Communications Plan	Communications Unit
206	Medical Plan	Medical Unit
220	Air Operations Summary	Air Operations Branch Director
none	Traffic Plan	Ground Support Unit
none	Safety Plan	Safety Officer
none	Map	Situation Unit
none	Demobilization Plan	Demobilization Unit

The contents of many of these forms will be developed by the General Staff in the planning meeting, or by others after the meeting. The Documentation Unit in the Planning Section is responsible for producing the Plan after the contents have been developed.

Form 202	Incident Objectives
Form 203/207	Organization List
Form 204	Assignment Lists
Form 205	Communications Plan
Form 206	Medical Plan
	Traffic Plan
	Safety Plan
	Map

E. Implement the Plan

On small incidents, the Incident Commander has the full responsibility for the implementation of the Plan. If there is no written Incident Action Plan, the IC will provide verbal instructions to subordinates. The ICS Form 201 Briefing Form can provide a useful framework for a briefing when a written Action Plan is not required. Larger incidents will require a written action plan. Each of the General Staff will assume responsibility for implementing their respective portions of the Plan.

F. Evaluation of the Plan

The planning process must include a way to provide for ongoing evaluation of the Plan's effectiveness. It is not enough to simply complete the Plan and implement it. Three steps to accomplish evaluation are as follows:

1. Prior to the Incident Commander approving the Plan for release, the General Staff should review the Plan's contents to

ensure that it accurately reflects the current situation. This is done in recognition of the fact that some time may have elapsed between plan development and release.

2. During the Operational Period, the Incident Commander, the Planning and Operations Section Chiefs should regularly assess work progress against the control operations called for in the Plan. If deficiencies are found, improved direction or additional staffing may be required, tactical operations may need to be modified, and/or changes may need to be reflected in the planning for the next Operational Period.
3. The Operations Section Chief may make expedient changes to tactical operations called for in the Incident Action Plan if necessary to better accomplish an objective.

IV. Planning for Incident Demobilization

A. Importance of Demobilization Planning

Planning for incident demobilization is often overlooked. As incidents begin to wind down, everyone will be anxious to leave the scene of the incident and return to their home agency as soon as possible. Demobilization planning helps to assure a controlled, safe, efficient, and cost-effective demobilization process.

For that reason, early ICS development included an Demobilization Unit in the Planning Section.

On smaller incidents, with only a few tactical resources assigned and with only a partial ICS organization in place, demobilization planning is relatively simple and may not require a written plan.

Larger incidents, particularly those with multi-agency involvement, must have adequate demobilization planning.

The Planning Section Chief must establish an adequate demobilization organization in plenty of time to provide for an orderly and efficient demobilization.

Resources must be released and returned to their home units as soon as possible to minimize cost, maintain high morale, and to be ready for other assignments.

B. Demobilization Planning

To be effective, demobilization planning must begin early in the incident. That is why a separate unit with no other incident responsibility has been established within ICS.

Many elements of information must be gathered to help in the demobilization planning effort. Each section of the ICS organization must be involved.

Release priorities must first be determined by all elements of the organization. This is essentially a decision on what resources must be retained, and what resources can be made available for release. This determination can only be made after a full understanding of the longer-term incident needs.

C. Information Elements Needed for Demobilization Planning

Important elements of information needed for demobilization planning are summarized as follows:

1. Planning Section - Has basic information on resources. (Check-in lists and Incident Form 201 Briefing Form are important to this effort.)
2. Liaison Officer - Knows terms of agreements involving use and release of other agency's resources.
3. Safety Officer - Considers physical condition of personnel, personal needs, and adequacy of transportation.
4. Logistics Section - Handles transportation availability, communications, maintenance, and continuing support.
5. Operations Section - Knows continuing needs for various kinds of tactical resources.
6. Finance/Administration Section- Processes any claims, time records, and costs of individual resources which are a factor in determining release.
7. Agency dispatch centers - Give high priority to timely return of resources.

D. Sections in the Demobilization Plan

The Demobilization Plan should contain the following sections:

1. General Information - (discussion of the demobilization procedure)
2. Responsibilities
3. Release Priorities

Priorities will vary and must be determined at the time. Examples of release priorities related to tactical resources could be:

- a. Priority 1 - Type 1 Resources
 - b. Priority 2 - Resources traveling the farthest distance
4. Release Procedures
 5. Directory (maps, telephone listings, etc.)

Demobilization Planning can be quite complex, especially on a large multi-agency incident. Considerable guidance for demobilization planning has been prepared and is available for students interested in obtaining more detail.

V. Incident Action Plan Development

Using the search scenario, conduct a planning meeting and develop the basic contents of an incident action plan. Use the ICS Form 201 and objectives which were developed earlier.

A. Exercise Plan

The best way to understand the planning process is to do it. This next section will be an exercise to work through the planning process, and to develop the basic contents of an Incident Action Plan.

The scenario for this exercise is a missing person search. It is the same scenario used earlier to develop Incident Objectives.

A resource list accompanies this scenario. Resources on scene are also shown. You may add or change resources to the attached listing if you desire.

B. Staffing:

Staffing will be tailored to class size. (Command and General Staff positions should be the first to be filled.) If there are additional personnel, fill with other positions. Depending on class size, all positions may or may not be filled.

Incident Commander

Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Administration Section Chief
Information Officer
Liaison Officer
Safety Officer
Assisting Agency Representatives (as appropriate)

Operations

Division/Group Supervisors (as appropriate)

Planning

Situation Unit Leader
Resource Unit Leader
Recorder(s)
Technical Specialist (as appropriate)

Logistics

Communications Unit Leader
Medical Unit Leader
Food Unit Leader
Facilities Unit Leader
Ground Support Unit Leader
Supply Unit Leader
Cost Unit Leader
Time Unit Leader

C. Activities for This Exercise

Each group should:

1. Identify, evaluate, and select strategies appropriate to the list of objectives developed earlier.
2. Conduct a planning meeting using the scenario as background, and the planning process list contained in the Reference Text.
3. Prepare an Incident Action Plan using ICS forms, to include:

Incident Objectives
Organization
Completed Assignment list(s) - add supporting plans as time permits

After working through the planning process, prepare a plan, and then provide a briefing on the plan.

MODULE 11

INCIDENT AND EVENT PLANNING

Exercise Scenario
Incident Map
ICS Form 201
ICS Form 202
ICS Form 203/207
ICS Form 204
ICS Form 205
ICS Form 206
ICS Form 215
ICS Form 220
Resource Table

Missing Person Search Scenario

Date: 15 September
Time: 1630
Weather: Clear, mild, no change in next 24 hours

Nine-year-old Wendy Brady is missing in Woolsey Regional Park. She loves the outdoors and likes to explore. She was last seen on Saturday afternoon at 1430 hours in campground #1. Both parents thought she was going with the other and it was not until 1630 that they realized she was missing. They made a quick search of campground #1, and contacted the park ranger. The ranger took a report and called the Willow County Sheriff's search and rescue team.

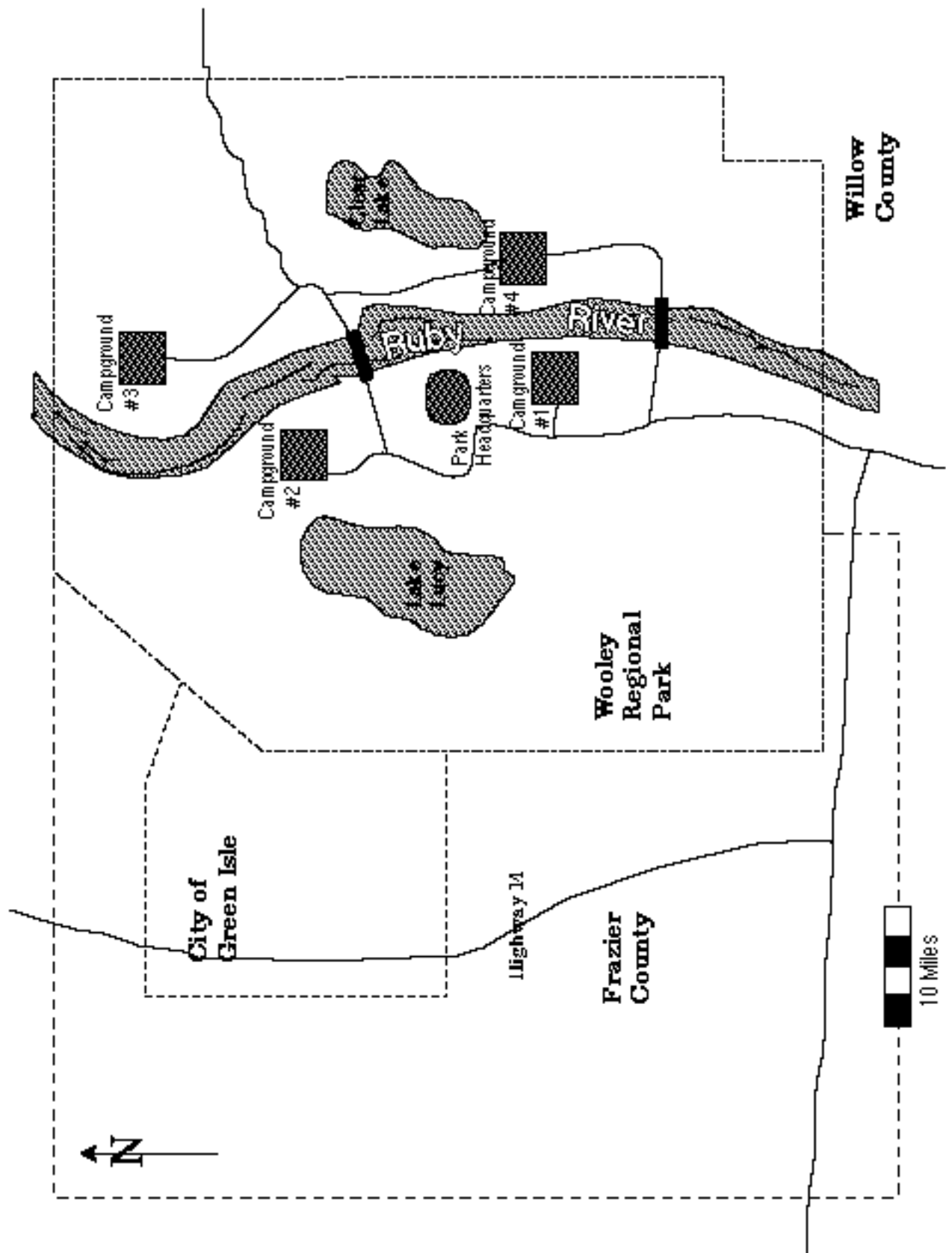
The Search and Rescue Team arrived at Park Headquarters at 1715. Realizing the late hour (it will be dark within an hour), and the delay in requesting help, Sgt. Maloy of the S&R team decided to focus the search in the immediate campground area tonight and organize a full scale search to start at 0600 the next day.

Resources available at 1715:
Sgt. Maloy and a four-person S&R Team
Park Ranger
Assistant Park Ranger
County fire paramedic unit
Wendy's parents
Ten camper volunteers

The City of Green Isle and Frazier County have both offered to provide resources but none have yet been sent.

Additional Background

Woolsey Regional Park is a large (150 sq. mile) semi-wilderness area located on the Ruby River. The terrain is heavily forested with elevations ranging from 600 to 2000 feet. The park is famous for its indian ruins. It has many caves, and at one time the area was used for gold mining. There are three other campgrounds in the park, and two small lakes. The park is entirely within Willow County. The eastern edge of the park is the boundary between Frazier County and the City of Green Isle. At this time of the year, the campgrounds are all nearly full.



RESOURCE TABLE FOR USE IN EXERCISES

Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BUSES - 30 PASS 50 PASS				
PARK JET BOATS				
COMM. UNITS				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
RIVER RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

Module 11 Incident and Event Planning

Subjects covered in this module include:

- Importance of planning
- Essential Incident Action Plan elements
- The planning process
- Planning for incident demobilization
- Developing the Incident Action Plan

Module 11 Objectives:

1. List the major steps involved in the planning process.
2. Identify the ICS titles of personnel who have responsibilities in developing the Incident Action Plan, and list their duties.
3. As part of an exercise, identify incident objectives for a simulated scenario.
4. As part of an exercise, describe appropriate strategies and tactics to meet incident objectives for a simulated scenario.
5. Explain the use of Operational Periods in the planning process, and how Operational Periods are derived.

Module 11 Objectives (cont.):

6. Explain the function of the Operational Planning Worksheet (ICS Form 215) and other forms which may be used in preparing the Incident Action Plan.
7. Explain the criteria for determining when the Incident Action Plan should be prepared in writing.
8. Identify the kinds of supporting materials included in an Incident Action Plan.
9. List the major sections in a Demobilization Plan.
10. As part of a group exercise, develop an Incident Action Plan for a simulated scenario.

Written Incident Action Plans

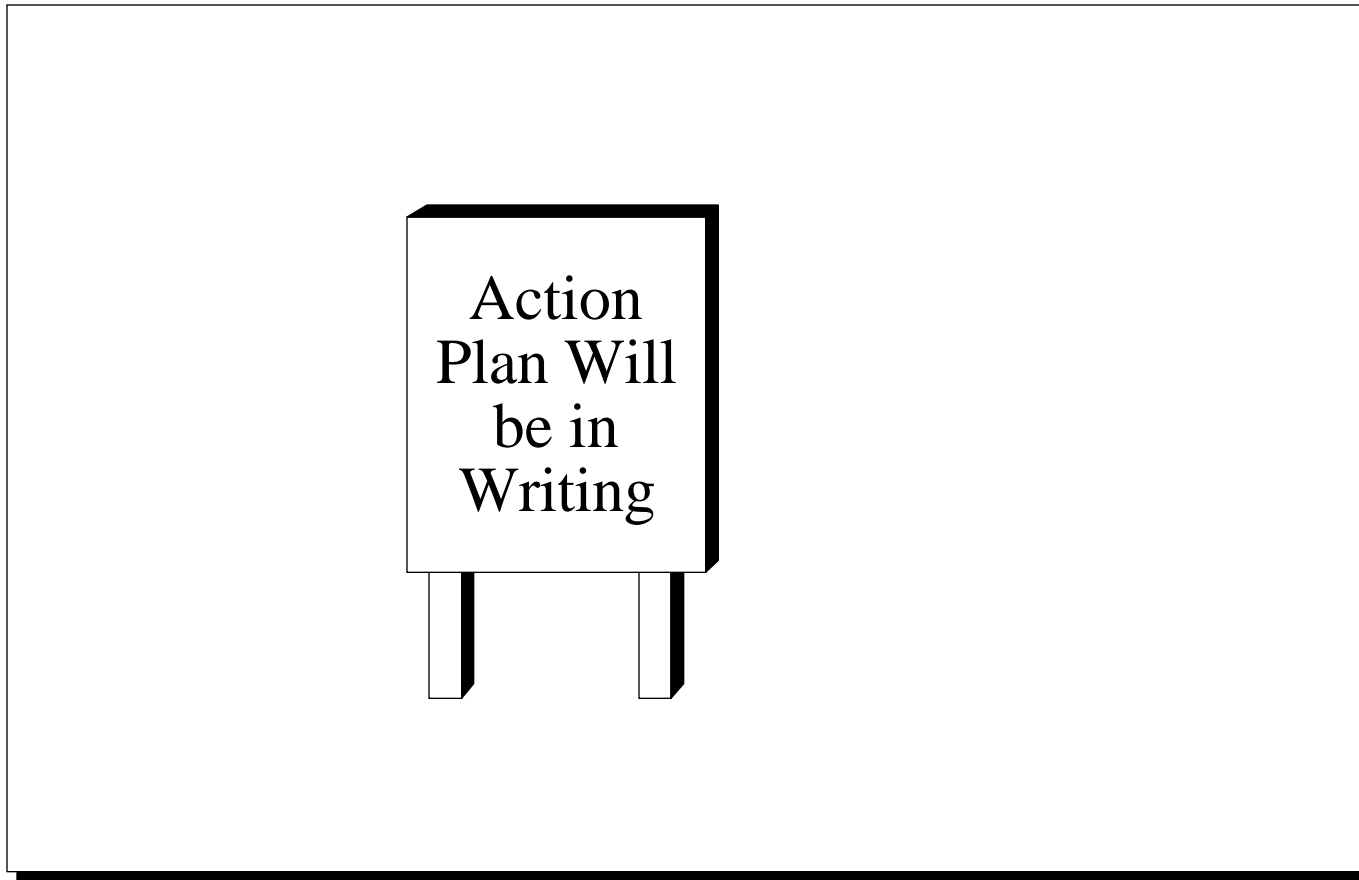
Written Action Plans Required

- Two or more jurisdictions involved
- Overlap another Operational Period
- Organizational elements activated
- As required by agency

Written Incident Action Plans Provide:

- Clear statement of objectives and actions.
- Basis for measuring work effectiveness and cost effectiveness.
- Basis for measuring work progress and for providing accountability.

Incident Commander Decides on Use of Written Incident Action Plan



Factors Affecting Length of Operational Period

- Length of time available/needed to accomplish tactical objectives.
- Resources availability and/or Operational Period considerations.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations.

Written Incident Action Plans

Essential Action Plan Elements

- Statement of Objectives
- Organization
- Tactics and Resource Assignments
- Support Plans

Traffic, Medical, Communications
Others as needed

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED
5. INCIDENT COMMANDER AND STAFF POSITION NAME INCIDENT COMMANDER DEPUTY SAFETY OFFICER INFORMATION OFFICER LIAISON OFFICER		4. OPERATIONAL PERIOD (DATE/TIME)		
6. AGENCY REPRESENTATIVES AGENCY NAME		9. OPERATIONS SECTION CHIEF DEPUTY a. BRANCH I - DIVISION/GROUPS BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP b. BRANCH II - DIVISION/GROUPS BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP c. BRANCH III - DIVISION/GROUPS BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP d. AIR OPERATIONS BRANCH AIR OPERATIONS BR. DIR. AIR TACTICAL GROUP SUP. AIR SUPPORT GROUP SUP. HELICOPTER COORDINATOR AIR TANKER/FIXED-WING CRD.		
7. PLANNING SECTION CHIEF DEPUTY RESOURCES UNIT SITUATION UNIT DOCUMENTATION UNIT DEMOBILIZATION UNIT TECHNICAL SPECIALISTS		10. FINANCE SECTION CHIEF DEPUTY TIME UNIT PROCUREMENT UNIT COMPENSATION/CLAIMS UNIT COST UNIT		
8. LOGISTICS SECTION CHIEF DEPUTY a. SUPPORT BRANCH DIRECTOR SUPPLY UNIT FACILITIES UNIT GROUND SUPPORT UNIT b. SERVICE BRANCH DIRECTOR COMMUNICATIONS UNIT MEDICAL UNIT FOOD UNIT		PREPARED BY (RESOURCES UNIT)		
203 ICS 1-82				

INCIDENT RADIO COMMUNICATIONS PLAN			1. INCIDENT NAME	2. DATE/TIME PREPARED	3. OPERATIONAL PERIOD DATE/TIME
4. BASIC RADIO CHANNEL UTILIZATION					
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
205 ICS 9/86	5. PREPARED BY (COMMUNICATIONS UNIT)				

MEDICAL PLAN	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD						
	5. INCIDENT MEDICAL AID STATIONS									
MEDICAL AID STATIONS		LOCATION				PARAMEDICS				
						YES		NO		
6. TRANSPORTATION										
A. AMBULANCE SERVICES										
NAME		ADDRESS			PHONE	PARAMEDICS				
						YES		NO		
B. INCIDENT AMBULANCES										
NAME		LOCATION				PARAMEDICS				
						YES		NO		
7. HOSPITALS										
NAME	ADDRESS			TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
				AIR	GRND		YES	NO	YES	NO
8. MEDICAL EMERGENCY PROCEDURES										
206 ICS 8-78		9. PREPARED BY (MEDICAL UNIT LEADER)			10. REVIEWED BY (SAFETY OFFICER)					

Essential Steps in Incident Action Planning

- Understand the situation
- Establish incident objectives and strategy
- Develop tactical direction and assignments
- Prepare the plan
- Implement the plan
- Evaluate the plan

Understand the Situation

- What has happened?
- What progress has been made?
- How good is the current plan?
- What is the incident growth potential?
- What is the present and future resource and organizational capability?

Establish Incident Objectives and Strategy

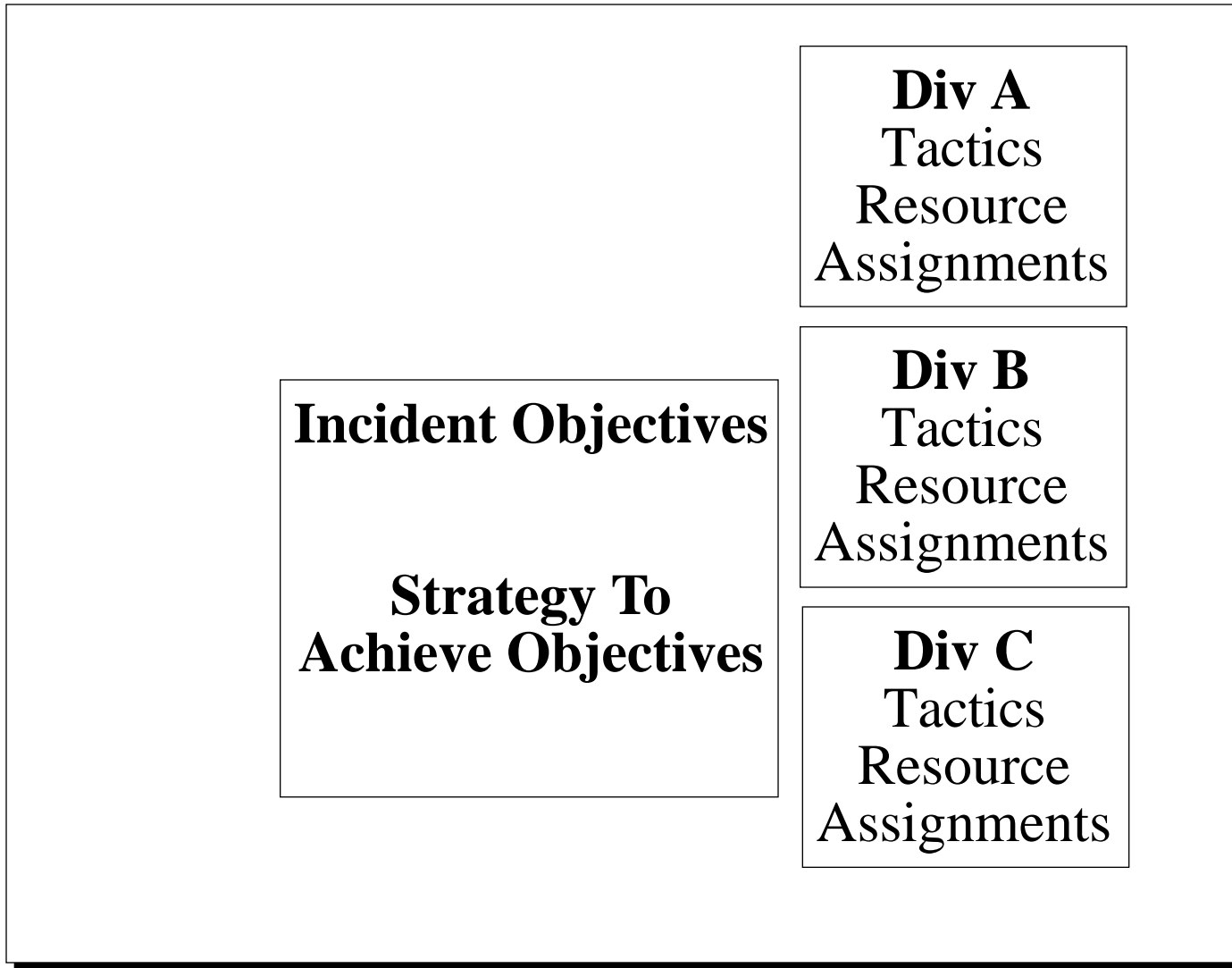
Incident Objectives

- Attainable
- Measurable
- Flexible

Strategies to Achieve the Objectives

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

Determine Tactical Direction

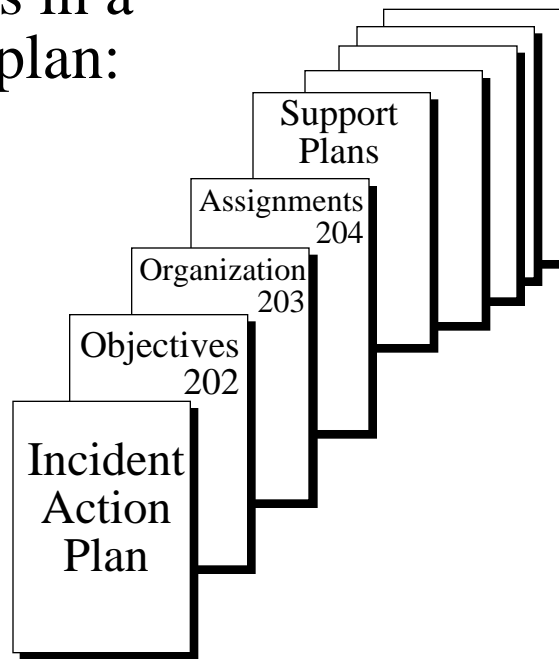


Essential Elements to be Included in the Incident Commander Oral Action Plan

- Incident Objective(s)
- Strategy (one or more)
- Tactics
- Assignments

Prepare the Plan

Major elements in a written action plan:



Communications
Medical
Traffic
Map, etc.

The Incident Planning Process

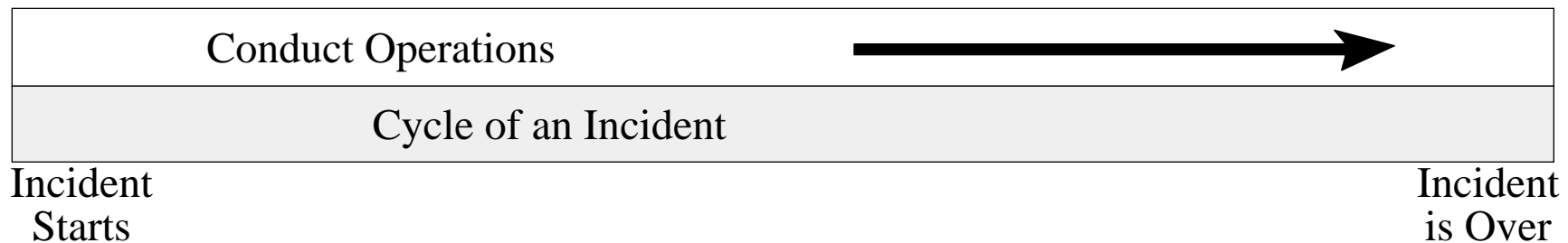
Repeat the Planning Process as Required

Conduct Operational Period Briefing

Order & Obtain Required Resources

Conduct Planning Meeting

Prepare for Planning Meeting



Important Considerations for Effective Planning Meetings

- All participants must come prepared.
- Strong leadership must be evident.
- Agency Representatives must be able to commit for their agencies.
- Adhere to the planning process.
- No radios.

Planning Meeting Activity Checklist

No.	Activity	Primary Responsibility
1.	State Incident Objectives - Policy Issues.	Incident Commander.
2.	Give situation and resources briefing.	Planning Section Chief.
3.	State primary and alternative strategies.	Operations Section Chief.
4.	Designate Branch, Division, Group boundaries and functions as appropriate.	Operations Section Chief.
5.	Describe tactical operations and tactics.	Ops. and Planning Section Chiefs.
6.	Make tactical resource assignments.	Operations, Planning, and Logistics Section Chiefs.
7.	Facilities and reporting locations.	Logistics Section Chief.
8.	Resources, support and overhead order.	Planning and Logistics Section Chiefs.
9.	Support plans, - Communications, Medical, Traffic, Safety.	Planning Section Chief, Incident Commander.
10.	Finalize, Approve and implement the plan.	Incident Commander and General Staff.

Form No.	Form Name	Prepared for Plan by:
202	Incident Objectives	Resources Unit
203 or 207	Organization List/Chart	Resources Unit
204	Assignment Lists	Resources Unit
205	Communications Plan	Communications Unit
206	Medical Plan	Medical Unit
220	Air Operations Summary	Air Operations Branch Dir.
none	Traffic Plan	Ground Support Unit
none	Safety Plan	Safety Officer
none	Map	Situation Unit

Implement the Plan

Smaller Incidents

Oral briefing by the IC

ICS Form 201 may be helpful

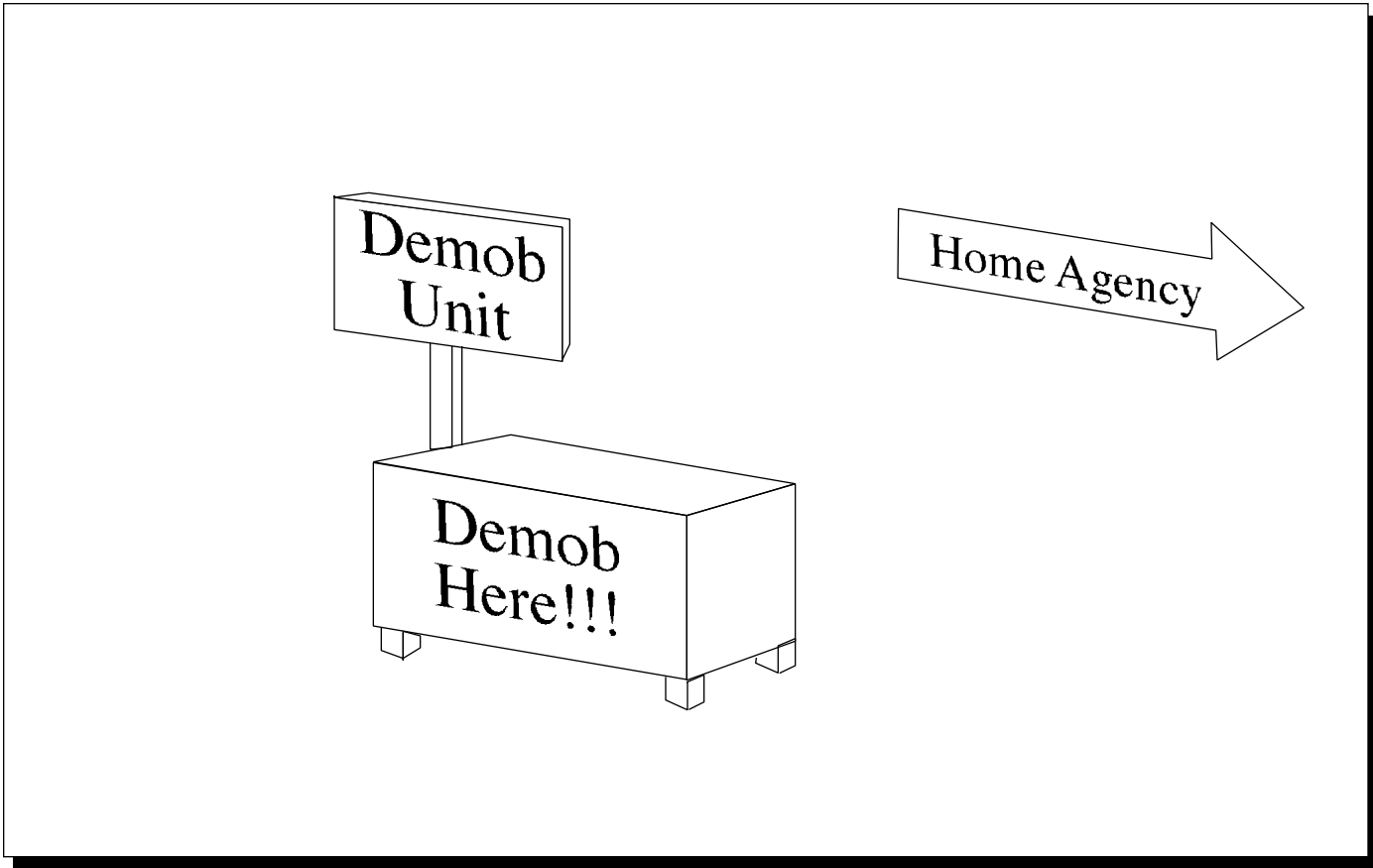
Larger Incidents

Require written Incident Action Plan

General staff will implement the Plan

Evaluate the Plan

- Does the plan accurately reflect the current situation?
If not, modify it.
- Monitor progress against planned tactical operations.
- Make adjustments as required.



Major Contributors to Incident Demobilization Plan

Planning Section

Has basic information on resources. (Check-in lists and Incident Briefing form are important to this effort.)

Liaison Officer

Knows terms of agreements involving use and release of other agency's resources.

Safety Officer

Considers physical condition of personnel, personal needs, and adequacy of transportation.

Major Contributors to Incident Demobilization Plan (cont.)

Logistics Section

Handles transportation availability, communications, maintenance, and continuing support.

Operations Section

Knows continuing needs for various kinds of tactical resources.

Finance/Administration Section

Processes any claims, time records, and costs of individual resources which are a factor in determining release.

Agency Dispatch Centers

Give high priority to timely return of resources.

Major Elements of an Incident Demobilization Plan

- Demobilization policy and procedure
- Responsibilities
- Release priorities
- Release procedures
- Directory