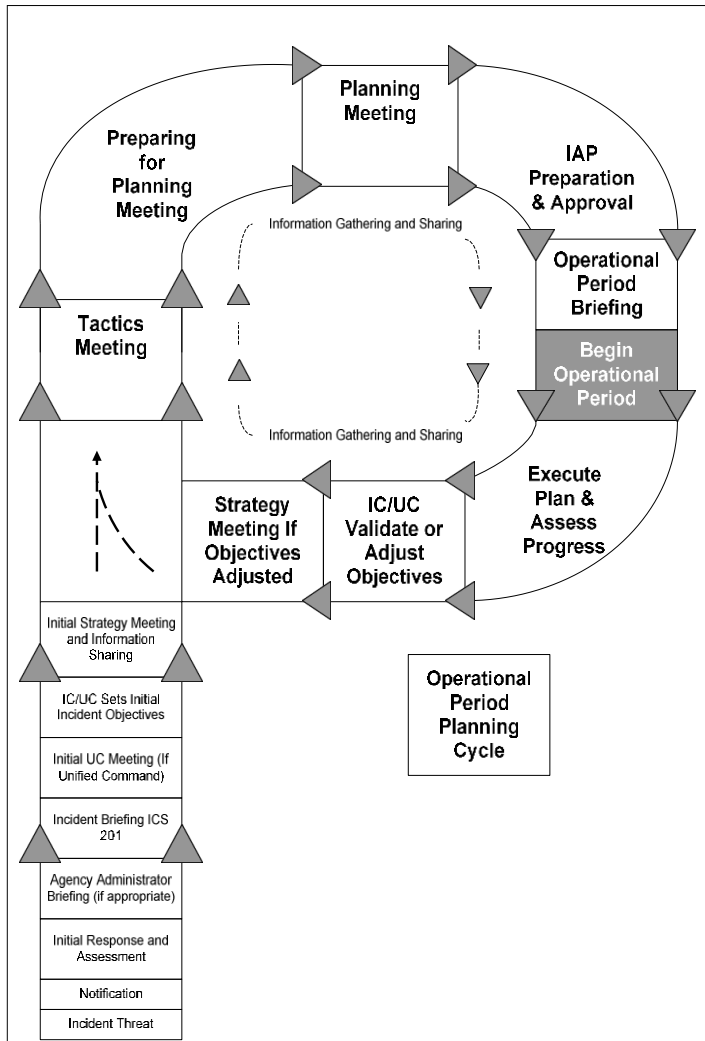


CHAPTER 9

INCIDENT ACTION PLANS

The following planning process should be adhered to (whether in a single or unified command) when an Incident Commander (IC) is developing an Incident Action Plan (IAP). Remember, **IAP's are event specific plans**. IAP's are developed to help ICs manage events they are involved in more effectively.

The **Planning "P"** is a planning tool used to develop IAPs by agencies throughout the United States. Having a common planning process enables agencies to work together more effectively when managing emergency incidents.



- The Planning “P” illustrates the incident planning process.

The planning process involves:

- Evaluating the situation.
- Developing incident objectives.
- Selecting a strategy.
- Deciding which resources should be used to achieve the objectives in the safest, most efficient and cost-effective manner.

ICS forms that may be used to develop and write your IAP include:

- **ICS 202**, Incident Objectives
- **ICS 203**, Organization Assignment List
- **ICS 204**, Assignment List
- **ICS 205**, Incident Radio Communications Plan
- **ICS 206**, Medical Plan

Other documents that can become part of your IAP: Cover Sheet, Table of Contents, Maps, Weather Advisories, and Traffic Plans.

NOTE: Refer to HPM 50.1, *Emergency Incident Management Planning and Operations Manual, Chapter 3, Annex B* for complete instructions on Incident Action Planning.

The leg of the Planning “P” addresses the initial response phase of an incident. The first officer on-scene usually completes the tasks associated with the initial response, acting as the incident commander until relieved by a senior officer, or supervisor.

As other agencies arrive on-scene, efforts should be made to establish a unified command, and initial incident objectives should be established. (*The **ICS 201, Incident Briefing** form can be used to document the initial response/objectives. The ICS 201 may be used as a tool to communicate the initial response/objectives to the other agency representatives, or as a tool to aid you in transferring command to another person.*)

If an IAP is going to be written, the next step in the Planning “P” is the Tactics Meeting. *Remember, the IAP you are writing is for the operational period you are dealing with.*

TACTICS MEETING

- _____ Operations Section Chief leads the meeting.

- _____ Others that should attend: Logistics Section Chief, Safety Officer, and the Resource Unit Leader.

- _____ Purpose of the Tactics meeting:
 - To review the objectives, strategies, and tactics developed by the Operations Section Chief.
 - Determine how the selected strategy(ies) will be accomplished to achieve the incident objective(s).
 - Assign resources to implement the tactics. (Use the **ICS 215, Operational Planning Worksheet** to document and identify resource needs; and those already on-hand needed to accomplish tactical assignments.)
 - Identify methods for monitoring tactics and resources to determine if adjustments are needed.

PREPARING FOR THE PLANNING MEETING

Following the Tactics Meeting, preparations are made for the Planning Meeting.

- _____ The following actions are coordinated by the Planning Section.
 - Analyze the ICS Form 215.
 - Develop an ICS Form 215A Incident Safety Analysis, based on the information contained in the ICS 215. (Safety Officer or IC must complete an analysis of the safety concerns related to the tactics and resources being deployed.)
 - Access current operations effectiveness and resource efficiency.
 - Continue to gather information to support incident management decisions.

- _____ Command and General Staff - Preparations for the Planning Meeting.
 - Incident Commander
 - Gives direction.
 - Communicates and Manages.
 - Does not get involved in details.
 - Planning and Intelligence Section Chief
 - Prepares incident maps and displays, as necessary.
 - Develops information for the IAP.
 - Develops situation status and predictions.

- Acquires information and ICS Forms to complete the IAP.
- Operations Section Chief
 - Obtains good incident resource and status information.
 - Communicates current information.
 - Identifies alternate strategies and determines probable tactic.
 - Calculates resource requirements.
 - Assist Planning and Intelligence, and the Safety Officer with drafts of the ICS 215/215S prior to the planning meeting.
- Logistics Section Chief.
 - Determines service and support needs for the incident.
 - Determines medical needs.
 - Determines communications needs.
 - Confirms resource ordering process.
- Finance and Administration Section Chief
 - Collects information on rental agreements and contracts.
 - Determines potential and actual claims.
 - Calculates incident costs to date.
 - Develops cost-benefit analyses as requested.
- Safety Officer
 - Identifies risks and hazards (Prepares ICS Form 215A).
 - Works with Operation Section Chief on tactical safety issues.
 - Identifies safety issues associated with incident facilities and non-tactical activities, such as transportation and food service.
- Liaison Officer
 - Identifies cooperating and assisting agencies.
 - Identifies special agency needs.
 - Determines capabilities/restrictions of cooperating and assisting agencies.
 - Confirms name and contact location of agency representatives.
- Public Information Officer
 - Access general press coverage to date.
 - Identifies incident-related information issues that need to be explained or corrected with the media.

- Determines what Joint information System elements and procedures are in place.
- Determines process for development and approval of press releases, media visits, and press conferences.

THE PLANNING MEETING

- _____ The planning meeting provides an opportunity for the Command and General Staffs to review and validate the operational plan as proposed by the Operations Section Chief. Other staff and personnel may attend at the request or with permission of the IC and Planning Section Chief.

- _____ Planning Section Chief leads the meeting following a fixed agenda, allowing each organizational element represented to assess and acknowledge the plan. (Displays should include ICS Forms 215/215A, the planning meeting agenda, the daily planning process schedule, maps, and any other props needed to illustrate the IAP).
 - Agenda and Responsibilities
 - The Planning Section Chief gives the situation and resources briefing and conducts the planning meeting.
 - The IC states the incident objectives and policy issues.
 - The Operations Section Chief states the primary and alternative strategies, and describes the tactical assignments needed to meet the objectives, with contributions from Planning and Logistics Section Chief.
 - The Operations section Chief specifies reporting locations and additional facilities needed, with contributions from the Logistics Section Chief.
 - The Planning and Logistics section Chiefs identify the resources, support, and overhead needed for the next operations period. The Logistics section Chief compiles and places the orders.
 - The Logistics Section Chief considers additional support requirements needed for communications, traffic, safety,

medical, etc., with contributions from the Planning Section Chief.

- As required, the Finance/Administration Section Chief discusses issues related to fiscal constraints, contracts, and claims.
- As required, the Command Staff discuss safety issues not already covered, public information, and interagency liaison issues.
- The Planning Section Chief finalizes the IAP, the IC approves the IAP, and the General Staff implements the IAP.

- _____ At the conclusion of the meeting, the Planning Section Staff indicates when all elements of the plan and support documents must be submitted so the plan can be collated, duplicated, and made ready for the operational period briefings.

IAP PREPARATION AND APPROVAL

- _____ Post-Planning Meeting Activities.
 - After the planning meeting, the following actions are taken to prepare the IAP:
 - Organizational elements prepare IAP assignments and submit them to the Planning section.
 - The Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing.
 - The Planning section will:
 - Set the deadline for completing IAP attachments.
 - Obtain plan attachments and review them for completeness, approvals, and signatures.
 - Obtain the IC's approval signature.
 - Determine the number of IAP's required.
 - Arrange with the Documentation Unit to reproduce the IAP.
 - Review the IAP to ensure it is up to date and complete prior to the operations briefing and plan distribution.

- Distribute the plan at the operations briefing prior to the beginning of the new operational period.
- The Resources Unit coordinates with Logistics section to acquire the amount and type of resources needed.
- The IC reviews and approves the IAP.

OPERATIONAL PERIOD BRIEFING

- _____ Note the following points about the operational period briefing:

 - May be referred to as the operations briefing or the shift briefing.
 - Is conducted at the beginning of each operational period and is attended by the Command and General Staff and other key incident personnel as well as Supervisors assigned to Operations Section. In some cases, all tactical personnel should attend if they can be accommodated.
 - Main purpose is to present the IAP to supervisors of tactical resources.

- _____ The Planning Section Chief facilitates the briefing following a specific agenda. The meeting should be concise. The following is a suggested script for conducting the Operational Briefing:

 - **Planning Section Chief** performs introductions, welcomes, and reviews agenda. The Planning Section Chief facilitates the meeting.
 - **Incident Commander** or the Planning Section Chief reviews the Incident Objectives.
 - **Operations Section Chief** provides an overview of current incident status and the progress toward achieving incident objectives and tactical assignments.
 - **Technical Specialists** speak as necessary. Input depends on the nature of the incident.
 - **Operations Section Chief** indicates incident boundaries, Branch/Division locations, and describes Group assignments.
 - **Operations Section Chief** reviews all Division/Group Assignments (ICS 204), ensuring that the Division and Group Supervisors thoroughly understand the tactical assignment, resources, communications, special instructions,

and safety issues associated with the Division or Group. Can also dictate any last minute changes to the IAP at this time.

- **Safety Officer** discusses safety issues such as accidents and injuries to date, continuing and new hazards, and mitigation efforts. Reviews Safety Message.
- **Logistics Section Chief** covers supply, transportation, food, and facilities-related issues. The Logistics Section Chief will also cover (or may have staff discuss) the following:
 - Medical unit Leader discusses the Medical Plan (ICS Form 206), ensuring all supervisors understand the procedures to follow if a responder is injured on the incident.
 - Communications Unit Leader reviews the overall Incident Communications Plan (ICS Form 205).
- **Other Personnel** may review additional elements as needed. These may include:
 - Air Operations Summary – Air Operations Branch Director.
 - Fiscal or Compensation/Claims issues – Finance/Administration.
 - Issues with cooperating or assisting agencies – Liaison Officer.
 - Media and incident information issues – Public Information Officer.
 - Other issues (may include presentations by training specialist, demobilization leader, etc.).
- **Incident Commander** provides closing remarks.
- **Planning Section Chief** provides housekeeping information such as times of next meetings, etc., and concludes the meeting.

- _____ Following the operational period briefing, supervisors will meet with assigned resources for a detailed briefing on respective assignments.

BEGIN OPERATIONAL PERIOD

- _____ The Operations Section directs the implementation of the plan. The supervisory personnel are responsible for implementation of the plan for the specific operational period.

EXECUTE PLAN AND ASSESS PROGRESS

- ❑ _____ Execute the plan.
- ❑ _____ During implementation of the plan, all incident supervisors and managers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation keeps responders on-track and on-task and ensures that the next operational period plan is based on a reasonable expectation of success of the current plan.

IC/UC VALIDATE OR ADJUST OBJECTIVES

- ❑ _____ The IC/UC will either validate current Incident Objectives or adjust them as indicated by progress or lack of progress toward their completion.
- ❑ _____ The Operations Section Chief may take appropriate adjustments during the operational period to ensure the objectives are met and effectiveness is assured.

STRATEGY MEETING IF OBJECTIVES ADJUSTED

- ❑ _____ Changes to Incident Objectives may require an additional Strategy Meeting as part of the planning cycle for the next Operational Period. If there are no changes to the Objectives, an additional Strategy Meeting is not required.
- ❑ _____ If Objectives are adjusted all members of Command and General Staff review the changes, and the IC approves all adjustments to the IAP. All corrections must be communicated to those affected.
- ❑ _____ If there is a change of command or the incident extends into a new operational period, the planning process will begin again, using the Planning "P" process. New Command and General Staff follow the Planning "P" process, modifying the current plan as needed. Incident objectives, strategies, and tactics may or may not be modified depending on current circumstances.

NOTES

IMPORTANT PHONE NUMBERS

Area Specific Notifications

1. COMMANDER () _____ - _____
2. ON-CALL LIEUTENANT (_____) - _____
3. _____ () _____ - _____
4. _____ () _____ - _____
5. _____ () _____ - _____

Division Specific Notifications

6. _____ () _____ - _____
7. _____ () _____ - _____
8. _____ () _____ - _____
9. _____ () _____ - _____
10. _____ () _____ - _____

Headquarters Specific Notifications

11. ENTAC _____ (916) 843-4199
12. _____ () _____ - _____
13. _____ () _____ - _____
14. _____ () _____ - _____

NOTES