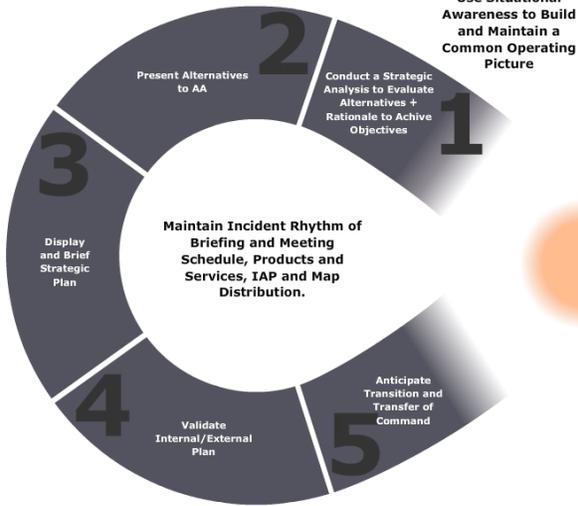


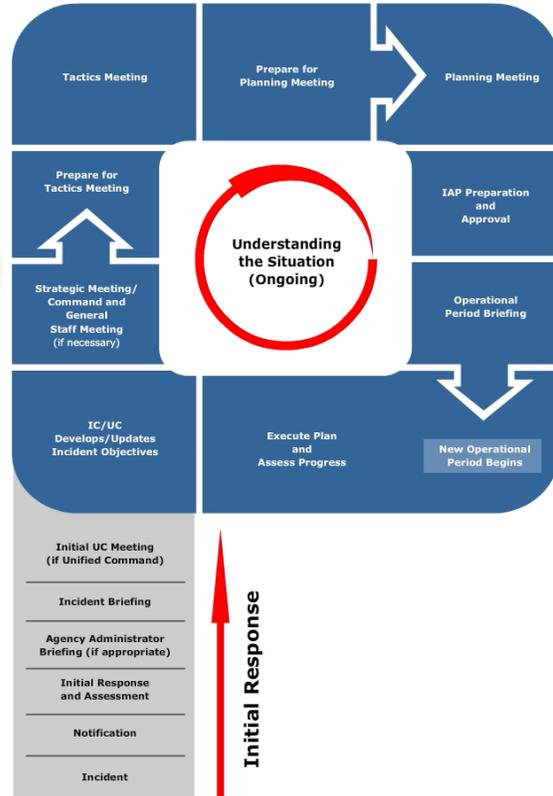
# The Flow of Incident Management Planning

## The Incident Management Strategic Planning Process



*Is your strategy still valid?*

## Operational Period Planning Cycle

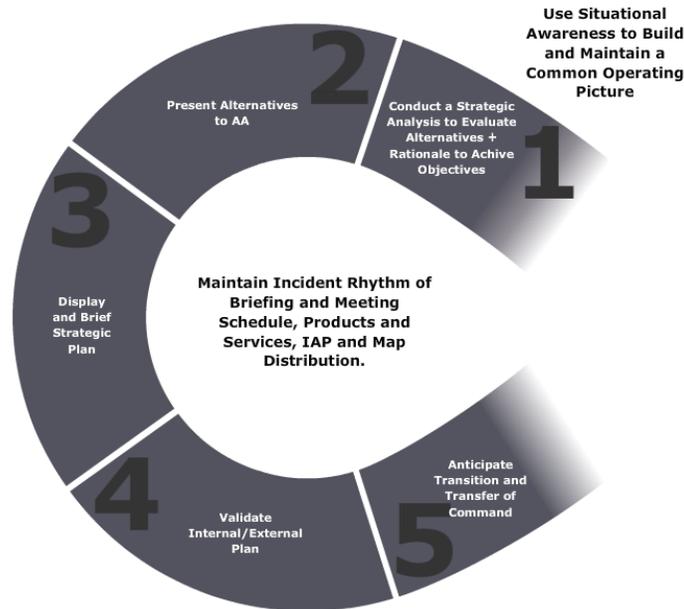


# The Incident Management Strategic Planning Process

Although an incident has a linear and sequential beginning and end, there are cyclical stages or phases that occur within that chronological timeline that based on complexity, make the incident management process dynamic.

**Maintain Incident Rhythm of Briefing and Meeting Schedule, Products, and Services, IAP & Map Distribution, and Update Incident Objectives to meet AA Direction**

The Incident Management Strategic Planning Process



Maintaining the incident rhythm is key to a team’s success; no matter the change in complexity—staying on track with the “process within the process” ensures those you are working with and for have a “Plan.”

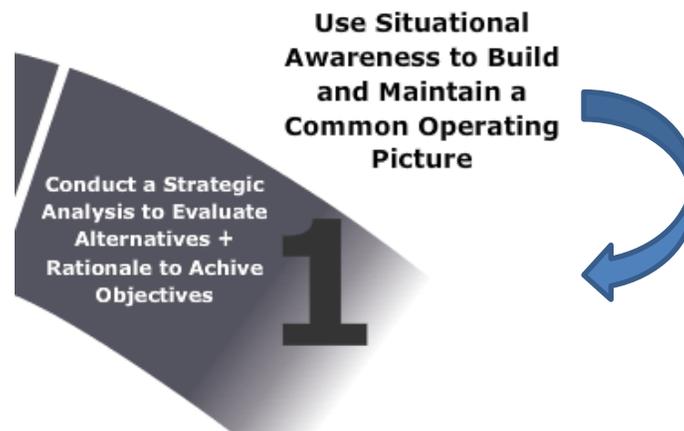
IAP production / defined control objectives that meet AA Direction—with tactics that have Purpose and End State;

Briefings and Meetings Schedule Determined and Shared:

Operational Briefing (face to face, via radio), Command and General Staff (C&G) (w or w/out AAs for Strategic Planning), Tactics Meeting, Cooperator’s Meeting, Planning Meeting (where the Incident Management Team (IMT) presents the Operational Plan to meet the objectives to the AA), public meetings and media outlet (JIC) updates, 209 sharing.

IAP and Map distribution: at the briefing, spike, or remote camps, available electronically, shared via email.

The fundamental premise of succeeding within this dynamic process is the use of **Situational Awareness** and **Strategic Assessment** to build a shared idea of what's going on often called a **Common Operating Picture**.



Where do we find intelligence for our **Situational Awareness**?

- Agency Administrator's Initial Call to IC C&G Conference Call
- Inbriefing
- Outgoing Incident Organization Incoming IMT Briefing Packet Incident Complexity Analysis Transition / Transfer of Command Plan WFDSS / Decision Document Delegation of Authority
- Leader's Intent Letter Intelligence Summary (ICS-209)
- Incident Action Plan
- INCIWEB
- Reconnaissance Dialogue

A **Strategic Assessment** builds on our Situational Awareness and helps build and maintain the team's Common Operating Picture (COP) when shared throughout the incident, including the crucial transition periods involving mobilization, inbriefing / shadow periods, transitions, and transfer of command.

#### **Strategic Assessment Questions**

- Status of the incident? Locally, regionally, nationally? Unified Command? Area Command? Planning Level?
- What are the Values at Risk?
- What is the probability of those values being impacted and what are the consequences if they are impacted?
- What is the Low Probability/High Consequence event?

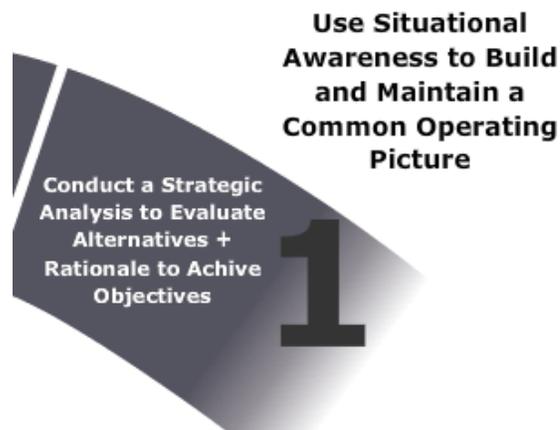
- What contingency or emergency plan needs to be developed? Medical Plan?
- What are the current incident objectives? What kinds of strategies have they resulted in?
- Has the tactical implementation of the strategies been successful?
- Are they viable from both a socio/political and operational perspective?
- Input from host unit to help determine/compare to WFDSS & Delegation.
- Who are the “externals” (cooperators, stakeholders) who will be impacted by this incident?
- What are their issues?
- How might externals affect incident objectives and strategies?
- What will success look like to these externals?
- What internal issues are identified or predicted?

### **Maintain Situational Awareness**

Real-time Risk Management – what new hazards or influences on complexity are occurring? What has changed?

Influences include operational effectiveness, environmental changes, Agency Administrator concerns, stakeholder/cooperator issues, public opinion/media interest, resource status (fatigue, morale, availability, effectiveness) and external organizations (GMAC, NMAC, AC) issues and priorities.

### **Step 1. Strategic Analysis**



With a Common Operating Picture, we can determine Incident Objectives and the implementation of Strategies and Tactics, the response actions that have a high likelihood of success in terms of Agency Administrator Direction.

- Ensure that Incident Objectives are measurable and obtainable and are connected to but separate from Agency Leader’s Intent Language, Goals, End States, etc.
- Agency Administrator Direction comes from the WFDSS, Delegation of authority, and

Leader's Intent documents.

**Incident Objectives (IC & PSC = ICS-202)**

- Because the incident is dynamic, objectives should be validated on a daily basis to reflect updated language in the incident decision document or delegation of authority. These objectives are the basis for the strategies. Ensure the Agency Administrator supports the objectives (C&G and Planning meetings).

**Strategies (IAP = ICS-202)**

- Should include both internal IMT members and external cooperators, stakeholder, and socio/political perspectives.
- Will identify areas of incomplete information that require immediate resolution.
- Ensure that C&G has input into the development of the initial strategies and subsequent revisions. Ensure that the Agency Administrator / Agency Representative supports the strategies.
- Strategies must be directly linked to incident objectives.

**Tactics / Critical Tasks (ICS-204, ICS-209)**

- Who is responsible and when does it need to be done?
- What tasks will affect other C&G and require coordination or consensus?
- Can the tasks be accomplished in the allotted time (implementation by next operational period)?

The Strategic Analysis Worksheet found in your pre-course work is a useful tool for thinking

S-420 Pre-Work

**APPENDIX B – Strategic Analysis Worksheet**

	Considerations Number & Type of Resources, Risk Exposure (Severity & Probability), Logistics, Financial, Socio- Political	Plan of Action What are you going to do? How are you going to do it? How long will it take?	Management Action Points And Pros & Cons When do you need to initiate action? What needs to happen before this option is viable?	Probability of Success
Option 1				
Option 2				
Option 3				
Option 4				

Standard Operating Procedures for Student I&T

through alternative strategies and articulating important aspects of each alternative.

## **Step 2. Select and Present Alternatives**



The primary focus of Option Selection is to present a range of alternatives to the AA using the Strategic Analysis Tool (or other method) for them to evaluate and select a preferred alternative. This preferred alternative becomes the strategy for the incident and the basis for strategic planning.

While the IMT conducts the strategic planning process the AA is ultimately responsible for choosing which alternative the IMT will implement. This becomes the incident strategy.

### Step 3. Display and Brief the Plan



Once a new strategy is selected it must be communicated by the IMT to firefighters, cooperators, and the public. Courses of action, briefings, and products must be adjusted to align with the updated strategy.

A variety of options exist for displaying and briefing the strategic plan. The following are examples.

- The Primary, Alternate, Contingency, and Emergency (PACE) Model
  - Primary
  - Alternate
  - Contingency
  - Emergency
- Management Action Points (MAPs)
- Trigger Points
- Fire Modeling
- Fire Wx
- Incident Action Plan

## Step 4. Validate Plans



There must be continuity between what AAs support in a Planning Meeting and what the IMT implements in the next Operational Period.

Reassess the incident complexity based on current situational awareness and how those dynamics influence other plans, agreements / products

- Communication Plan
- Repair Plan (READs, BAER)
- Evacuation Plan / Repopulation Plan (Emergency Operations Center (EOCs), County Sheriffs, Dept. of Transportation)
- Cost Share Agreement (INBAs)
- Security / Road Closures (National Guard, LEOs)
- Long Term Plan
- Demobilization Plan (Expanded Dispatch)
- Transition / Transfer of Command Plan

Ensure the IMT understand the Agency Administrators Leader's Intent and that the language of the Wildland Fire Decision Support System (WFDSS) or Decision Document is consistent with what is driving the other Plans.

## Step 5. Display and Brief the Plan



### **Anticipate Transition and Transfer of Command**

Agency Administrators are the deciding official for the IMT's recommendation on the course of action for the transition / transfer of command.

- Prepare incident organization, agency administrators, cooperators, and stakeholders for a transition (moving from uncontained to contained, perimeter control to point protection, contained to securing fire-line and rehabilitation), and/or a transfer of command.
- Decision points may be the number of days your team has been assigned, meeting incident objectives, or the complexity of incident significantly increased or decreased.

### **Prepare a Transition Plan that outlines roles, responsibilities, and timeframes, and Conduct a Transfer of Command.**

- Transition Plan includes status of resources, equipment, services, agreements, and other entities that will ensure continuity, a signed Release of Delegation of Authority, transfer of command time, schedule of team AAR, IMT evaluation by the AA, Final Incident Narrative, agency, and team closeout meeting and agenda.

### **Implement the Plan**

Updated the Incident Objectives to meet AA direction are then fed into the Operational Planning Cycle and products are adjusted accordingly. The new strategy is implemented until conditions change again that prompt a re-evaluation of the chosen strategy.