Chapter 6—Planning

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Chapter 6

Planning

Important Note Regarding This Chapter

While nearly all of the Planning Section functions are strictly aligned with the Incident Command System (ICS) Planning Section organization, this chapter will highlight some subtle differences between the Planning Section organization in a field setting and the Planning Section organization within Florida's State and County EOCs. For example, ICS forms used in the field may be modified for use within an EOC setting while other forms may not be required for EOC use. Personnel assigned to work in an EOC Planning Section should consult the respective EOCs Planning Section SOGs and/or SOPs for more specific information.

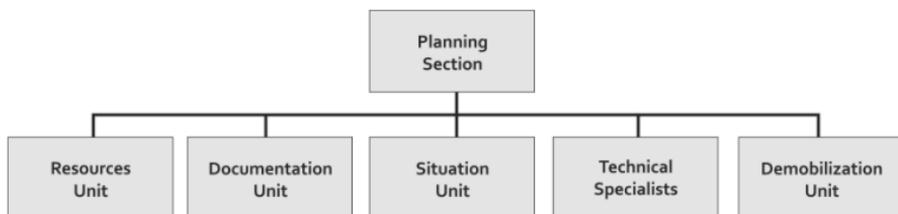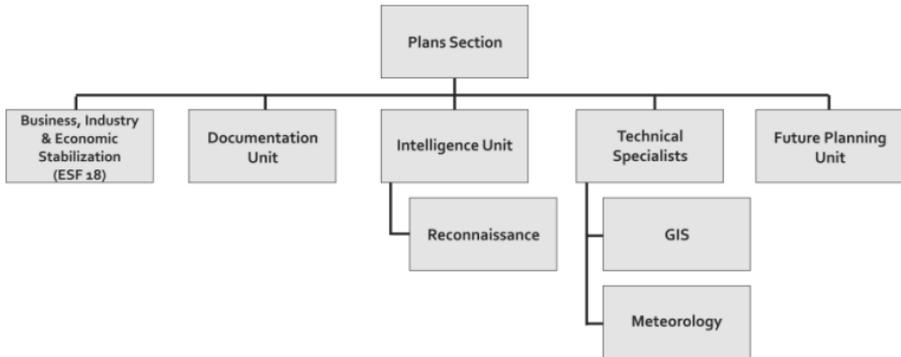**Figure 6 – Standard ICS Planning Organization Chart**

Figure 7 – State EOC Planning Organization Chart

Note: County Organization Charts may differ from County to County

Planning Section Chief: The Planning Section Chief is a member of the Incident Commander's General Staff. They are responsible for the collection, evaluation, dissemination, and use of information in the development of the incident documents and status of resources. Such documents include, but are not limited to, Situation Reports, Flash Reports, Reconnaissance Reports, and Incident Action Plans.

Information is needed to:

- understand the current situation
- predict probable course of incident events
- prepare alternative strategies and control operations for the incident
- submit required incident status reports and documents

Additional responsibilities include:

a. Review Common Responsibilities (page 2-18).
b. Collect and process situation information about the incident.

c. Supervise preparation of the Incident Action Plan.
d. Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
e. Establish information requirements and reporting schedules for Planning Section units.
f. Determine need for any specialized resources in support of the incident.
g. Establish specialized planning cells as necessary in order to collect information unique to an event/incident, e.g., weather, environmental, toxics, etc.
h. Assemble information on alternative strategies.
i. Provide periodic predictions on incident potential.
j. Report any significant changes in incident status.
k. Compile and display incident status information.
l. Oversee preparation and implementation of Incident Demobilization Plan and other specialized plans as required.
m. Incorporate other plans, (e.g., Traffic, Medical, Communications, and Site Safety) into the Incident Action Plan as necessary.
n. Maintain Unit/Activity Log (ICS Form 214).
o. Assist Operations Section Chief in the development of response strategies.
p. Facilitate Planning meetings and briefings.
q. Supervise the tracking of incident personnel and resources.
r. Assign personnel already onsite to Incident Command System (ICS) organizational positions, as appropriate
s. Develop other incident supporting plans (e.g. salvage, transition, security).
t. Maintain battle rhythm awareness.

Documentation Unit Leader: The Documentation Unit Leader is responsible for the development and maintenance of accurate, up-to-date incident files. Files to be developed and/or maintained

include, but are not limited to, Situation Reports and Situation Summary Reports. Some of the documents may originate in other Sections. Additionally, the Documentation Unit Leader is responsible for recording and preserving information for After Action Reports (AAR) and reviews. The Unit Leader also provides duplication services for all other sections and will store incident files for legal, analytical, and historical purposes and shall:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Set up work area; begin organization of incident files.
d. Establish duplication service; respond to requests.
e. File all official forms and reports.
f. Review records for accuracy and completeness; inform appropriate units of errors or omissions.
g. Ensure all situation reports are reviewed and approved by the Planning Section Chief and the Incident Commander/Unified Command prior to distribution.
h. Provide incident documentation as requested.
i. Store files for post-incident use.
j. Maintain Activity Log (ICS 214)

Resources Unit Leader: The Resources Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources, e.g., key supervisor personnel, primary and support resources, etc.

The State EOC does not utilize a Resources Unit. Rather, any resource tracking occurs within the Intelligence Unit. Resource

tracking within County EOCs may also differ from county to county, but should include:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Establish check-in function at incident locations.
d. Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
e. Prepare appropriate parts of Division Assignment Lists (ICS Form 204).
f. Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
g. Maintain and post the status and location of all resources.
h. Maintain master roster of all resources checked in at the incident.
i. A Check-in/Status Recorder reports to the Resources Unit Leader and assists with the accounting of all incident assigned resources.
j. Obtain required work materials, including Check-in Lists (ICS 211), Resource Status Cards (ICS 219), and status display boards.
k. Attend meetings and briefings, as required by the Planning Section Chief.
l. Maintain Activity Log (ICS 214)

Check-In/Status Recorder: Check-in/Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

Please note that while this function would be used in a field setting, it is not used within the State EOC, where tracking resources is a function of the Intelligence Unit. Resource tracking within County EOCs may also differ from county to county, but should include:

a. Review Common Responsibilities (page 2-18).
b. Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS 219), and status display boards.
c. Establish communications with the Communication Center and Ground Support Unit.
d. Post signs so that arriving resources can easily find incident check-in location(s).
e. Record check-in information on Check-in Lists (ICS Form 211).
f. Transmit check-in information to Resources Unit on regular pre-arranged schedule or as needed.
g. Forward completed Check-in Lists (ICS Form 211) and Status Change Cards (ICS Form 210) to the Resources Unit.
h. Receive, record, and maintain resources status information on Resource Status Cards (ICS Form 219) for incident assigned single resources, strike teams, task forces, and overhead personnel.
i. Maintain files of Check-in Lists (ICS Form 211).
j. Report to the Resource Unit Leader and assist with the accounting of all incident assigned resources.

Situation/Intelligence Unit Leader: The collection, processing, and organization of all incident information take place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps, and other intelligence information. The Situation Unit Leader shall:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Begin collection and analysis of incident data as soon as possible.
d. Prepare, post, or disseminate resource and situation status information as required, including special requests.

    e. Prepare periodic predictions or as requested by the Planning Section Chief.
    f. Prepare the Incident Status Summary (ICS Form 209).
    g. Provide photographic services and maps if required.
    h. Conduct situation briefings at meetings and briefings, as required by the Planning Section Chief.
    i. Develop and maintain master chart(s)/map(s) of the incident.
    j. Maintain chart/map of incident in the common area of the Incident Command Post for all responders to view.

Within the State EOC, such functions are the responsibility of the Intelligence Unit. The Intelligence Unit performs the same functions as a Situation Unit along with coordinating post-disaster Reconnaissance operations.

Display Processor: See Technical Services Unit/Technical Specialists

Field Observer/Reconnaissance Unit: The Field Observer (referred to as Reconnaissance in the Florida State EOC) is responsible for collecting situation information from personal observations at the incident and providing this information to the Situation (Intelligence) Unit Leader. Duties include:

    a. Review Common Responsibilities (page 2-18).
    b. Determine:
        • Location of assignment
        • Type of information required.
        • Priorities
        • Time limits for completion.
        • Method of communication
        • Method of transportation
    c. Obtain copy of Incident Action Plan for the Operation Period.

d. Obtain necessary equipment and supplies.
e. Perform Field Observer responsibilities to include but not limited to the following:
    • Map perimeters of incident
    • Map locations of trouble spots
    • Observe weather conditions
    • Observe hazards, including escape routes and safe areas.
    • Observe progress of operational resources
    • Observe pre-identified locations and routes within the area of operations for potential damage.
f. Be prepared to identify all facility locations (e.g., helispots, Division and Branch boundaries).
g. Report information to Situation (Intelligence) Unit Leader by established procedure.
h. Immediately report any condition observed which may cause danger and safety hazard to personnel.
i. Gather intelligence that will lead to accurate predictions.
j. Maintain Activity Log (ICS 214)

Demobilization Unit Leader (*Future Planning Unit Leader* in the Florida State EOC and may be known by other names at the County level): At the outset of an incident, considerations must be made for activities that may be or will be required in future operational periods. The Future Planning Unit is responsible for development of plans involving potential response-related issues that may occur in future operations. Such plans include, but are not limited to, Continuity of Operations plans and Deployment plans as well as Demobilization plans. For the State EOC, this unit also develops the IAP for each operational period. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require, or have, specific demobilization instructions. Duties include:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Review incident resource records to determine the likely size and extent of demobilization effort.
d. Based on above analysis, increase personnel, workspace, and supplies as needed.
e. Coordinate demobilization with Agency Representatives.
f. Monitor ongoing Operations Section resource needs.
g. Identify surplus resources and probable release time.
h. Develop incident checkout function for all units.
i. Evaluate logistics and transportation capabilities to support demobilization.
j. Establish communications with off-incident facilities, as necessary.
k. Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
l. Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan
m. Ensure that all plans developed by the unit (including the Demobilization Plan) are reviewed by Command and General Staffs and approved by Incident Commander/Unified Command
n. Distribute demobilization plan (on and off-site).
o. Ensure that all Sections/Units understand their specific demobilization responsibilities.
p. Supervise execution of the Incident Demobilization Plan.
q. Brief Planning Section Chief on demobilization progress
r. Provide status reports to appropriate requestors.
s. Maintain Activity Log (ICS 214)

Technical Specialists/Technical Services Unit: Certain incidents or events may require the use of Technical Services Specialists who have specialized knowledge and expertise. Specialists may function

within the Planning Section, or be assigned wherever their services are required. Duties include:

   a. Review Common Responsibilities (page 2-18).
   b. Provide technical expertise to command staff as needed.
   c. Attend meetings and briefings, as appropriate, to clarify and help resolve technical issues within area of expertise.
   d. Display incident status information.
   e. Maintain Activity Log (ICS 214).

Examples of Technical Specialists that may be used by the SERT include, but are not limited to the following:

   • Geographic Information System Specialist
   • Display Processor
   • Meteorologist
   • Environmental Specialist
   • Training Specialist
   • Public Health Specialist
   • Webmaster

Planning Process
The chart below provides basic steps appropriate for use in almost any incident situation. However, not all incidents require written plans and the need for written plans and attachments are based on incident requirements and the decision of the Incident Commander.

The Planning Process works best when the areas of operation are divided into logical geographical units for planning purposes. The tactics and resources are then determined for each of the planning units and then the planning units are combined into divisions/groups utilizing span-of-control guidelines.
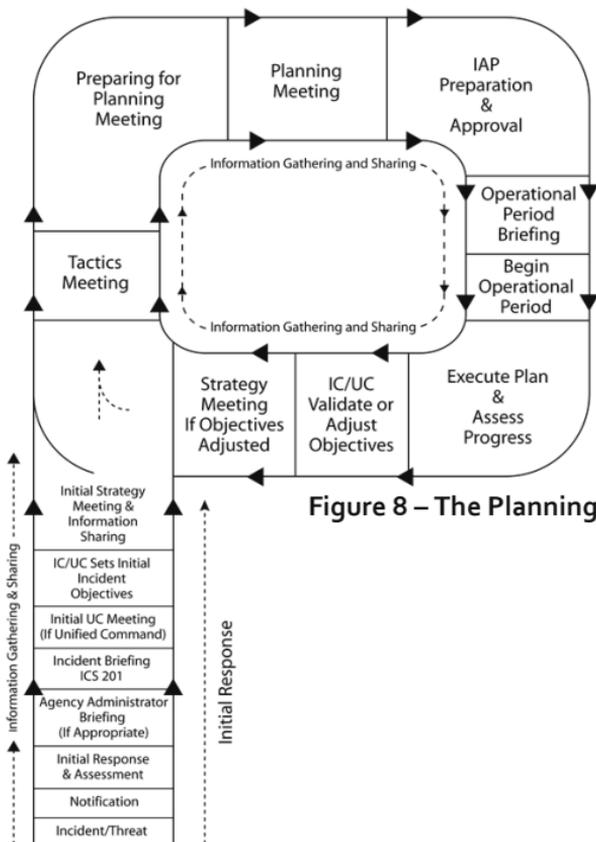
Planning "P"

Figure 8 – The Planning Process

Battle Rhythm

During the course of an incident response, battle rhythm is a deliberate, daily cycle of activities, which is used to synchronize current and future operations. The battle rhythm may already be set in an EOC environment; however, in an incident command that is in the field, this may not be the case. Responsibility for establishing the battle rhythm lies with the Incident Commander, with input from the Planning and Operations Section Chiefs. The Planning

Section maintains the battle rhythm by keeping the entire incident command aware of the time and location of those established activities and ensuring participation.