

Developing an Incident Action Plan
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INSTRUCTOR GUIDE

Topic: Developing an Incident Action Plan

Time Required: 3 hours

Materials: ICS Forms Modified DKD 4.11.20 (excel format)
ICS Forms DOM example 4.11.20 (excel format)
Or
Printed ICS forms needed for lesson (ICS Forms 202, 203, 204, 205, 206)
Page 4 of ICS Forms Workbook (FEMA). 1 copy for every 2 students
Print out of other ICS IAP optional and support documents
Projector
Screen

level: Cognitive Domain – Creating (Bloom’s revised)

Attention/Motivation: The Incident Action Planning process has been used by formal organizations and governments for over 4,000 years. It entered the fire and emergency services in the 1970’s as a result of devastating wildland fires in California, but the concepts had been in use in some departments in the United States dating to the early 1800’s. The Incident Action Plan creates a formal business plan for addressing incidents and special events and a formalized plan is required for all hazardous materials incidents as well as type 3 or greater incidents. Any fire or EMS department that intends to receive federal funding, or whose jurisdiction may receive federal funding, is required to adopt and utilize the Incident Command System and Incident Action Planning process. In addition, departments that are seeking funding under a federal disaster declaration or reimbursement following a hazardous materials or WMD incident may use the IAP as supporting documentation for cost recovery.

Objectives Given an ICS IAP forms (hard copy or electric) and a simulated incident with conditions, participants will develop and complete a basic incident action plan utilizing standard ICS documents.
EO 1: Participants will complete an ICS 202
EO 2: Participants will complete an ICS 203
EO 3: Participants will complete an ICS 204
EO 4: Participants will complete an ICS 205
EO 5: Participants will complete an ICS 206

Evaluation

Upon completion of the IAP, instructors will review the documents completeness and accuracy

Lesson

I. Set Up

- a. This lesson is taught using a lap top computer with ICS forms. You may use the ICS worksheet or download ICS forms in advance.
- b. Students will either be working off of a computer with the forms or they will be given blank forms and will complete them by hand. Students will need access to a computer if using electronic forms of the instructor will print out one (1) of each of the following for each student/student group:
 - a. ICS 202
 - b. ICS 203
 - c. ICS 204
 - d. ICS 205
 - e. ICS 206
- c. Print out and have for reference the following optional ICS IAP forms:
 - a. ICS 205 A
 - b. ICS 207
 - c. ICS 208
 - d. ICS 220
- d. Print out and have available for reference the following ICS IAP support forms:
 - a. ICS 209
 - b. ICS 211
 - c. ICS 213
 - d. ICS 213 RR
 - e. ICS 214
 - f. ICS 215
 - g. ICS 215A
 - h. ICS 218
 - i. ICS 221
 - j. ICS 225
- e. Print out page 4 of FEMA's ICS Forms Workbook (included). One copy for every 2 students. This will identify who is responsible for completing which form.
- f. Review ICS forms and their use.
 - a. Review ICS IAP guidance documents
 - b. Review IAPs
 - c. Review after actions reports (AARs)
 - d. Practice with software provided

II. Introduction

- a. Conceptually, ICS dates to middle east over 4,000 years ago
- b. Formerly moved into fire-EMS in the US in the 1970's as a result of catastrophic failures to manage wildland-urban interface fires.

- c. Adopted as standard in many departments and states by early 1980's.
- d. 29 CFR and 40 CFR both require use of ICS and development of IAP's for specific types of emergency incidents (1986) with fire-EMS departments and leadership civilly and criminally liable for failure to develop IAP.
- e. Federal attempts to get full adoption after 1992 terrorist incidents failed due to resistance of fire-EMS communities to be held to a standard of performance.
- f. Gained begrudging acceptance when use of system was tied to federal funding.
- g. This lesson focuses on assembling an incident action plan and does not focus on support or work products that may help with developing the plan.

III. Incident Action Plans

- a. IAP's are the business plan for responding to incidents and events.
- b. Required for all hazardous materials incidents.
- c. Required for all large incidents and special events (Type 3 or larger).
- d. Follow a standardized set of forms that can be customized by jurisdiction as long as certain, specific information is captured.
- e. Provides guidance on incident objectives, strategies selected, assignments, command and control, communications, and emergency actions.
- f. They are shared with the responders and they are discoverable and may (will) be used in any legal action that arises from the incident/event.
- g. They also provide support for reimbursement following incidents and events and can be submitted to support federal reimbursement following a disaster

IV. Use of ICS forms in IAP development

- a. Lesson includes excel versions of ICS forms. This allows the capture of repeated information across multiple ICS forms.
- b. The workbook includes not only the IAP forms, but also some support documents.
- c. The use of the workbook can be used to support the incident as well as cost reimbursement from hazardous materials or special incidents, special events, or disasters.
- d. ICS forms support incident operations by
 - a. Assigning responsibility
 - b. Sharing objectives and tactics across all personnel
 - c. Provide accountability
 - d. Enhance safety
 - e. Control costs
 - f. Ensure efficient use of resources
- e. The use of ICS forms is not required, but is considered a best practice and is the legal standard by which operations will be judged

V. All forms

- a. All forms will include the following:
 - a. Incident Name
 - b. Date
 - c. Time
 - d. Operational Period

- e. Who prepared the document
- f. Who approved the document

VI. IAP Parts and Forms

- a. Required Forms
 - a. Incident Objectives (ICS 202)
 - b. Some form of organizational listing (usually ICS 203)
 - c. Assignment list (ICS 204)
 - d. Communications plan (ICS 205)
 - e. Medical plan (ICS 206)
- b. Optional Forms
 - a. Safety plan (ICS 208)
 - b. Maps
 - c. Weather report
 - d. Air Operations Summary (ICS 220)
 - e. Incident Summary (ICS 209)
 - f. Other non-standardized information deemed appropriate by the Incident Commander
- c. The IAP does not include:
 - a. Tactical worksheets
 - b. Unit Logs (ICS 214)
 - c. Message forms (ICS 213)
 - d. Operations Planning Worksheets (ICS 215)
 - e. Incident Safety Analysis (ICS 215A)
 - f. Incident Check In (ICS 211)
 - g. Demobilization Check Out (ICS 221)

VII. ICS Form 202

- a. Form captures operational objectives during the operational period.
- b. A checklist of operational objectives is included.
- c. Operational objectives are overarching desires of the incident and tend to revolve around life safety, incident stabilization, property conservation, environmental and historic preservation, economic stability, and returning the area to pre-disaster levels.
- d. When appropriate, the form will also include:
 - a. Weather forecast
 - b. General safety message
 - c. Indications of which other forms are included in the IAP.
 - 1. The IAP may also include:
 - a. Safety plan (ICS 208)
 - b. Maps
 - c. Weather report
 - d. Air Operations Summary (ICS 220)
 - e. Incident Summary (ICS 209)
- e. Lesson Activity
 - a. Completed both overhead and by participants

- b. Recommended Scenario (you may localize as appropriate)
 - 1. Incident Description: A series of tornadoes has struck your community, resulting in damage to buildings and injuries over a large area. You are assembling an IAP for the next operational period, which begins at 0700 (approximately 4 hours after the tornadoes struck) and will run for 12 hours.
- c. ICS 202
 - 1. Before showing the ICS 202 on screen, have the class provide some incident objectives for the next 12 hours.
 - 2. Capture the objectives
 - 3. Refer to the example as needed
 - 4. Capture weather and safety information

VIII. ICS Form 203

- a. Lists leadership positions, down to the division/group level, within the organization
- b. Supports the organization chart (ICS 207)
- c. Identifies leaders, their organization, and their incident assignment
- d. Lesson
 - a. Have class discuss what actions that they would like to take in the next 12 hours
 - b. Identify and describe the resources needed to complete the tasks
 - c. Describe how the units will be organized and assigned
 - d. Complete the form based on the description

IX. ICS Form 204

- a. Identifies the work assignments of all operational components
- b. Describes reporting requirements
- c. Address task/assignment specific hazards and mitigation
- d. Describes communication methods
- e. Lesson
 - a. Based on the discussion from the ICS 203, divide the room into groups and have them complete one ICS 204 for a Branch/Division/Group/Task Force/ or Strike Team

X. ICS Form 205

- a. Overall communications plan
- b. Does not list personal phone numbers
 - a. An ICS 205A is often developed to list out phone numbers
 - b. The ICS 205A is considered a work document and is not part of the official incident record
 - c. It is not released outside of the incident
- c. Lesson
 - a. Develop a communications plan for the incident based on local procedures

XI. ICS Form 206

- a. Provides emergency medical information
 - a. Location of first aid treatment areas
 - b. EMS transport agencies
 - c. Hospitals and capabilities
 - d. Medical emergency procedures
 - 1. Who is notified of medical emergencies
 - 2. Incident landing zones, coordinates, and datum
 - 3. Hospital landing zones, coordinates, and datum
 - e. Lesson
 - 1. Complete a medical plan based on local capabilities and the needs of the incident

XII. Optional and Support Products

- a. A lesson on how to use the optional and support products will occur in another lesson
- b. Cover sheet
- c. Maps
- d. Weather information
- e. ICS Form 208/223
 - a. Safety information
 - b. Safety message
- f. ICS Form 209
 - a. Summary of incident to date
- g. ICS Form 220
 - a. Summary of air operations
- h. Other documents as approved by the Incident Commander

XIII. How to use worksheet

- a. Enable macros (File-trust center-macros)
- b. Open worksheet and save as unique file that identifies:
 - a. Incident name
 - b. Operational Period (to – from)
 - c. Save early and often
- c. Go to warning tab and clear out information
 - a. Clears previous day/incident information
 - b. When it is gone, it's gone
- d. Go to menu tab
 - a. Enter incident operational period data
 - 1. This will pre-populate across all forms
- e. Go to ICS 202 tab
 - a. Incident operational period data is pre-populated
 - b. Complete
 - 1. General objectives
 - 2. Weather information
 - 3. Safety message
 - 4. Identify other documents in the IAP

5. Provide your name
- f. Go to ICS 203 tab
 - a. Insert personnel assigned in the appropriate line
 - b. If someone is filling two positions (i.e. finance section chief and time unit) list them in both locations
 - c. Any blank positions are filled by the supervisor above them
- g. Go to ICS 204 tab
 - a. You will complete one of these for every branch/division operating. If no branches or division are assigned, then one will be filled out for each strike team/task force. If there are not ST/TF assigned, then one will be complete for each assignment.
 - b. Lists all units assigned to work as a team
 - c. Lists reporting requirements (who works for who)
 - d. Describes
 1. Who is assigned
 2. Where they are assigned
 3. What they are to do
 4. Any special information
 - a. Safety
 - b. Relief
 - c. Food
 - d. Etc.
5. Communications channels
- h. Go to ICS 205 tab
 - a. List all radio channels being used for the incident and why the channel is being used
- i. Go to ICS 206 tab
 - a. Identify where first aid can be found
 - b. Identify EMS agencies
 - c. Identify transport agencies
 - d. Identify hospital locations and specialties
 - e. Describe what to do if a medical emergency occurs
 - f. Describe who is to be notified if a medical emergency occurs
 1. Always notified
 - a. Section Chief
 - b. Incident Commander
 - c. Safety Officer
 - d. Medical Unit Leader

XIV. Optional forms included

- a. ICS Form 207 – organizational chart
- b. ICS Form 209 – intelligence/incident summary data
- c. ICS Form 211 – Incident check in
- d. ICS Form 214 – Incident Log
 - a. One should be completed for every operational period by every unit leader or above.

- b. Documents
 - 1. Actions taken
 - a. When started
 - b. What was done
 - c. Issues, problems
 - d. When action was complete
 - e. Next action
 - 2. Issues
 - 3. Agreements made
 - 4. Deviations from plan and why
 - 5. Ideas (future actions, AAR, etc.)
 - 6. Information
 - a. For others
 - b. For command
 - c. To be passed on to next shift
 - 7. Safety issues
 - 8. Emergencies
 - 9. Findings
- e. ICS Form 220 – Air Operations Summary
- f. ICS Form 221 – Demobilization/Check-Out
- g. ICS Form 223 – Health and Safety Message
- h. Generic cover sheet
- i. Tips
- j. Putting the IAP in order
 - a. Incident
 - b. Planned Event or Conference

XV. Other locations for fillable ICS forms

- a. ICS forms may also be found at
 - a. <https://training.fema.gov/icsresource/icsforms.aspx>
 - b. <https://www.nwcg.gov/publications/ics-forms>
 - c. <https://www.fda.gov/emergency-preparedness-and-response/national-incident-management-system-implementation/fda-incident-command-system-ics-forms>
 - d. https://www.fema.gov/media-library-data/1425992150044-22337affef725b5f9d5fd8c7e9167ad8/ICS_Forms_508_12-7-10.pdf

XVI. Remember that there are other ICS forms that can be used as part of the IAP or as work products to assist with developing an IAP.

XVII. Conclusion

- a. Using ICS forms for putting together an Incident Action Plan
 - a. Is a best practice
 - b. Improves safety
 - c. Improves operational efficiency
 - d. Legally defensible

- e. Improves cost recovery
- f. Improves accountability operationally
- g. Improves accountability to policy makers
- h. Improves coordination
- b. Not using an incident command system
 - a. Can result in federal funding being withdrawn from the department and jurisdiction
 - b. Result in civil and criminal penalties if not used when required
 - c. Is a basic skill down to the rookie level