Handout 2-1: Operational Period Planning Cycle (Planning P)
Handout 2-2 - Incident Complexity

“Incident complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- Community and responder safety
- Impacts to life, property, environment, and the economy
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources
- Potential to extend into multiple Operational Periods
Handout 3-2: Sample Initial Unified Command Meeting Agenda

- Statement of specific jurisdictional/agency goals, based on the overarching response priorities.
- Presentation of jurisdictional limitations, concerns, and restrictions.
- Establishment of and agreement on acceptable priorities.
- Adoption of an overall strategy or strategies to accomplish objectives.
- Agreement on the basic organization structure for the Unified Command. (Note that the Operations Section normally defines their section structure in the Tactics meeting based on objectives, requirements and resources).
- Designation of the best qualified and acceptable Operations Section Chief.
- Agreement on General Staff personnel designations.
- Agreement on planning, logistical, and finance agreements and procedures.
- Agreement on resource ordering process to be followed.
- Agreement on cost-sharing procedures.
- Agreement on informational matters.
- Designation of one the members of the Unified Command to act as the Unified Command spokesperson.
# OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. **Incident Name:** Extreme Weather  
2. **Operational Period:**  
   - Date From: 2/8/20xx  
   - Time From: 1800  
   - Date To: 2/9/20xx  
   - Time To: 0600  

|-----------|-------------------------------|-----------------------------------------|--------------|------------------------|-------------------------------|------------------------|-----------------------------|
| Parking Lot Gp | Remove snow - EOC, FD/PD, and hospital. Snowpile locs on map. | Req. 4 1 4  
Have 4 1 4  
Need 0 0 0 | | 1 Group Supervisor  
4 TF Leaders | None | Public Works Shop | 1700 |
| Division A | Remove snow - roads N of I-20. Monitor roads for drifting. | Req. 8 2  
Have 6 2  
Need 2 0 | | 1 Group Supervisor  
4 TF Leaders | None | Public Works Shop | 1700 |
| Division B | Remove snow - roads S of I-20. Monitor roads for drifting. | Req. 8 2  
Have 5 2  
Need 3 0 | | 1 Division Supervisor  
2 TF Leaders | None | Public Works Shop | 1700 |
| Sanding Group | Monitor ice. Sand 4 way stops and traffic lighted intersections. | Req. 4  
Have 4  
Need 0 | | 1 Group Supervisor | None | Public Works Shop | 1700 |

|-----------------------------|-------------------------------|-------------------------------|-------------------|
| 4 16 8 4  | 4 13 8 4  | 0 5 0 0  | Name: Phil Murray  
Position/Title: RSL  
Signature:  
Date/Time: 2/8/20xx 1300 |
**ICS 215 Operational Planning Worksheet**

**Purpose.** The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

**Preparation.** The ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

**Distribution.** When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

**Notes:**
- This worksheet can be made into a wall mount.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank ICS 215 and repaginate as needed.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Operational Period</td>
<td>Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.</td>
</tr>
<tr>
<td>3</td>
<td>Branch</td>
<td>Enter the Branch of the work assignment for the resources.</td>
</tr>
<tr>
<td>4</td>
<td>Division, Group, or Other</td>
<td>Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.</td>
</tr>
<tr>
<td>5</td>
<td>Work Assignment &amp; Special Instructions</td>
<td>Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.</td>
</tr>
<tr>
<td>6</td>
<td>Resources</td>
<td>Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.</td>
</tr>
<tr>
<td></td>
<td>Required</td>
<td>Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.</td>
</tr>
<tr>
<td></td>
<td>Have</td>
<td>Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.</td>
</tr>
<tr>
<td></td>
<td>Need</td>
<td>Enter the number of resources needed by subtracting the number in the “Have” row from the number in the “Required” row.</td>
</tr>
<tr>
<td>7</td>
<td>Overhead Position(s)</td>
<td>List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).</td>
</tr>
<tr>
<td>8</td>
<td>Special Equipment &amp; Supplies</td>
<td>List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.</td>
</tr>
<tr>
<td>9</td>
<td>Reporting Location</td>
<td>Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).</td>
</tr>
<tr>
<td>10</td>
<td>Requested Arrival Time</td>
<td>Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.</td>
</tr>
<tr>
<td>Block Number</td>
<td>Block Title</td>
<td>Instructions</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>11</td>
<td>Total Resources Required</td>
<td>Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.</td>
</tr>
<tr>
<td>12</td>
<td>Total Resources Have on Hand</td>
<td>Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.</td>
</tr>
<tr>
<td>13</td>
<td>Total Resources Need To Order</td>
<td>Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.</td>
</tr>
<tr>
<td>14</td>
<td>Prepared by</td>
<td>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</td>
</tr>
</tbody>
</table>
# INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

<table>
<thead>
<tr>
<th>1. Incident Name:</th>
<th>2. Incident Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Date/Time Prepared:</th>
<th>4. Operational Period: Date From: Date To:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date: Time:</td>
<td>Date From: Time From: Date To: Time To:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Prepared by (Safety Officer): Name: __________________________ Signature: _______________________

Prepared by (Operations Section Chief): Name: __________________________ Signature: _______________________

ICS 215A Date/Time: __________________________
ICS 215A
Incident Action Plan Safety Analysis

**Purpose.** The purpose of the Incident Action Plan Safety Analysis (ICS 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

**Preparation.** The ICS 215A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (ICS 215). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

**Distribution.** When the safety analysis is completed, the form is distributed to the Resources Unit to help prepare the Operations Section briefing. All completed original forms must be given to the Documentation Unit.

**Notes:**
- This worksheet can be made into a wall mount, and can be part of the IAP.
- If additional pages are needed, use a blank ICS 215A and repaginate as needed.

<table>
<thead>
<tr>
<th>Block Number</th>
<th>Block Title</th>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Incident Name</td>
<td>Enter the name assigned to the incident.</td>
</tr>
<tr>
<td>2</td>
<td>Incident Number</td>
<td>Enter the number assigned to the incident.</td>
</tr>
<tr>
<td>3</td>
<td>Date/Time Prepared</td>
<td>Enter date (month/day/year) and time (using the 24-hour clock) prepared.</td>
</tr>
<tr>
<td>4</td>
<td>Operational Period</td>
<td>Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.</td>
</tr>
<tr>
<td>5</td>
<td>Incident Area</td>
<td>Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.</td>
</tr>
<tr>
<td>6</td>
<td>Hazards/Risks</td>
<td>List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.</td>
</tr>
<tr>
<td>7</td>
<td>Mitigations</td>
<td>List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).</td>
</tr>
<tr>
<td>8</td>
<td>Prepared by (Safety Officer and Operations Section Chief)</td>
<td>Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.</td>
</tr>
</tbody>
</table>
Handout 5-1: Preparing for the Planning Meeting

Incident Commander/Unified Command Responsibilities:
- Gives direction.
- Communicates.
- Manages.
- Avoids getting unnecessarily involved in details.

Safety Officer Responsibilities:
- Identifies incident risks and hazards.
- Completes ICS Form 215A developed at the tactics meeting.
- Works with the Operations Section Chief on tactical safety issues.
- Identifies safety issues associated with incident facilities and nontactical activities, such as transportation and food service.

Liaison Officer Responsibilities:
- Identifies cooperating and assisting agencies.
- Identifies special agency needs.
- Determines capabilities of cooperating and assisting agencies.
- Determines restrictions on participation of cooperating and assisting agencies.
- Confirms name and contact location of agency representatives.

Public Information Officer Responsibilities:
- Assesses general media coverage to date.
- Identifies incident-related information issues that need to be explained or corrected with the media.
- Determines what Joint Information System (JIS) elements and procedures are in place.
- Determines process for development and approval of media releases and visits.
Operations Section Chief Responsibilities:
- Continues to obtain good incident resource and status information.
- Communicates current information.
- Considers alternate strategies and determines probable tactics.
- Calculates resource requirements.
- Works with the Safety Officer and Planning Section staff to complete ICS Forms 215 and 215A developed at the tactics meeting.

Planning Section Chief Responsibilities:
- Prepares incident maps and displays, as necessary.
- Develops information for the IAP.
- Develops situation status and predictions.
- Acquires information and ICS forms for the IAP.

Logistics Section Chief Responsibilities:
- Determines service and support needs for the incident.
- Determines responder medical and rehabilitation needs.
- Determines incident communications needs.
- Confirms resource ordering process.

Finance/Administration Section Chief Responsibilities:
- Collects information on rental agreements and contracts.
- Determines potential and actual claims.
- Calculates incident costs to date.
- Develops cost-benefit analyses as requested.
Handout 5-2: Sample Planning Meeting Agenda

☐ Planning - Introduction (Brings meeting to order, covers ground rules, and refers to agenda)

☐ Incident Commander/Unified Command – Opening Remarks

☐ Situation Unit Leader (and any needed Technical Specialists) Current Situation, Weather, and Incident Projections

☐ Planning - Incident Objectives and Priorities (Reads the Incident Objectives for the group)

☐ Operations – Current Operations and Proposed Plan (Provides overview of the current operations and the proposed operations plan. This includes strategies, tactics/ work assignments, resource commitments, Ops Section organization, facilities, using the Operational Planning Worksheet (ICS Form 215).

☐ Logistics -Communications, Medical, Supply Approval (Validates that Communications, Medical, transportation, and Supply units concur with and capable of supporting the proposed plan)

☐ Finance - Indicates fiscal constraints and verifies proposed plan fits with financial constraints)

☐ PIO - Provides public information plan and methodologies to meet objectives. Verifies that public information outreach meets objectives)

☐ Liaison - Confirms interagency issues are being addressed

☐ Other Staff or Technical specialists as needed


☐ Planning- Final Confirmation and Support (Polls Command and General Staff members to solicit their final input and commitment to the proposed plan)

☐ IC/UC - Approval of the Plan (Provides approval as presented and committed to by C&GS.

☐ IC/UC Closing Comments (Provides any final or closing comments)

☐ Planning - Assignments and Deadlines (Issues assignments and deadlines to appropriate IMT members for developing IAP components)

☐ Planning - Meeting/Briefing Reminders (Reminds students of upcoming schedule and adjourns meeting)
Handout 5-3: ICS Form Descriptions

ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

- **Incident Briefing ICS Form 201**: Provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS Form 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

- **Incident Objectives ICS Form 202**: Describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

- **Organization Assignment List ICS Form 203**: Provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS Form 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. Not all positions need to be filled. Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

- **Assignment List ICS Form 204**: Informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

- **Incident Radio Communications Plan ICS Form 205**: Provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS Form 204).

- **Communications List ICS Form 205A**: Records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS Form 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS Form 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.
• Medical Plan ICS Form 206: Provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

• Incident Organization Chart ICS Form 207: Provides a visual wall chart depicting the ICS organization position assignments for the incident. The ICS Form 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

• Safety Message/Plan ICS Form 208: Outlines safety message(s), priorities, and key command emphasis/decisions/directions, safety hazards and specific precautions to be observed during this Operational Period.

• Incident Status Summary ICS Form 209: Summarizes incident information for staff members and external parties, and provides information to the Public Information Officer for preparation of media releases. The ICS Form 209 is designed to provide a "snapshot in time" to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared.

• Resource Status Change ICS Form 210: Used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS Form 213). The form could also be used by Operations as a worksheet to track entry, etc.

• Incident Check-In List ICS Form 211: Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS Form 211). The ICS Form 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

• General Message ICS Form 213: Used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS Form 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.
- Activity Log ICS Form 214: Records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any After Action Report.

- Operational Planning Worksheet ICS Form 215: Communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS Form 215 is used by the Resources Unit to complete the Assignment Lists (ICS Form 204) and by the Logistics Section Chief for ordering resources for the incident.

- Incident Action Plan Safety Analysis ICS Form 215A: Aids the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

- Support Vehicle/Equipment Inventory ICS Form 218: Provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

- Air Operations Summary ICS Form 220: Provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

- Demobilization Check-Out ICS Form 221: Ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.
<table>
<thead>
<tr>
<th>Component</th>
<th>Normally Prepared By ICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>Command Staff</td>
<td>Officer</td>
</tr>
<tr>
<td>Section</td>
<td>Deputy</td>
</tr>
<tr>
<td>Branch</td>
<td>Director</td>
</tr>
<tr>
<td>Divisions/Groups</td>
<td>Supervisors</td>
</tr>
<tr>
<td>Unit</td>
<td>Unit Leader</td>
</tr>
<tr>
<td>Strike Team/Task Force</td>
<td>Leader</td>
</tr>
<tr>
<td>Single Resource</td>
<td>Boss, Leader</td>
</tr>
<tr>
<td>Technical Specialist</td>
<td>Specialist</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Potential Components (Incident Dependent)</th>
<th>Normally Prepared By ICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Operations Summary</td>
<td>Air Operations</td>
</tr>
<tr>
<td>Traffic Plan</td>
<td>Ground Support Unit</td>
</tr>
<tr>
<td>Decontamination Plan</td>
<td>Technical Specialist</td>
</tr>
<tr>
<td>Waste Management or Disposal Plan</td>
<td>Technical Specialist</td>
</tr>
<tr>
<td>Demobilization/Deactivation Plan</td>
<td>Demobilization Unit</td>
</tr>
<tr>
<td>Site Security Plan</td>
<td>Law Enforcement, Technical Specialist, or Security Manager</td>
</tr>
<tr>
<td>Investigative Plan</td>
<td>Intelligence/Investigations Function</td>
</tr>
<tr>
<td>Evacuation Plan</td>
<td>As needed</td>
</tr>
<tr>
<td>Meeting Schedule (ICS Form 230)</td>
<td>Situation Unit</td>
</tr>
<tr>
<td>Sheltering/Mass Care Plan</td>
<td>As needed</td>
</tr>
<tr>
<td>Other (as needed)</td>
<td>As needed</td>
</tr>
<tr>
<td>Agenda Item</td>
<td>Who Performs Action</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>1. Introduction and Welcome</td>
<td>Planning Section Chief</td>
</tr>
<tr>
<td>2. Review of Incident Objectives</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>3. Review of Current Incident/Objective Status</td>
<td>Operations Section Chief Technical Specialists (as necessary)</td>
</tr>
<tr>
<td>4. Incident Boundaries, Branch/Division Locations, and Group Assignments (Map)</td>
<td>Operations Section Chief</td>
</tr>
<tr>
<td>5. Review of Division/Group Assignments (ICS Form 204)</td>
<td>Operations Section Chief</td>
</tr>
<tr>
<td>6. Review of Safety Issues, Safety Message</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>7. Logistics (Communications and Medical Plans)</td>
<td>Logistics Section Chief (Communications Unit Leader/Medical Unit Leader)</td>
</tr>
<tr>
<td>8. Other personnel</td>
<td>Incident Dependent (Finance Section Chief, Liaison Officer, Public Information Officer, etc)</td>
</tr>
<tr>
<td>9. Closing remarks</td>
<td>Agency Administrator/Incident Commander</td>
</tr>
<tr>
<td>10. Conclusion</td>
<td>Planning Section Chief</td>
</tr>
</tbody>
</table>
### Handout 6-1: Incident Management Teams

<table>
<thead>
<tr>
<th>Basic IMT Functions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deployment</strong></td>
<td>• Mobilization</td>
</tr>
<tr>
<td></td>
<td>• Staff roster</td>
</tr>
<tr>
<td></td>
<td>• Personnel accountability</td>
</tr>
<tr>
<td></td>
<td>• Coordination with other units</td>
</tr>
<tr>
<td></td>
<td>• Matching team to incident needs</td>
</tr>
<tr>
<td></td>
<td>• Self-sufficiency for appropriate time period</td>
</tr>
<tr>
<td><strong>Transfer of Command</strong></td>
<td>• Jurisdiction established</td>
</tr>
<tr>
<td></td>
<td>• Coordination with local agencies</td>
</tr>
<tr>
<td></td>
<td>• Ongoing communication with local agencies</td>
</tr>
<tr>
<td></td>
<td>• Delegation of authority</td>
</tr>
<tr>
<td><strong>Coordination of On-Scene Operations</strong></td>
<td>• Management and coordination of efforts</td>
</tr>
<tr>
<td></td>
<td>• Procedures for assigned functional areas</td>
</tr>
<tr>
<td></td>
<td>• Development and modification of an Incident Action Plan (IAP)</td>
</tr>
<tr>
<td></td>
<td>• Oversight of the incident action planning process</td>
</tr>
<tr>
<td><strong>Demobilization</strong></td>
<td>• Demobilization requirements</td>
</tr>
<tr>
<td></td>
<td>• Personnel accountability</td>
</tr>
<tr>
<td></td>
<td>• Coordination with other units</td>
</tr>
<tr>
<td></td>
<td>• Returning resources to service</td>
</tr>
<tr>
<td><strong>Documentation</strong></td>
<td>• Incident files</td>
</tr>
<tr>
<td></td>
<td>• Financial claims</td>
</tr>
<tr>
<td></td>
<td>• Workers compensation issues</td>
</tr>
<tr>
<td></td>
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Additional information on All Hazards IMTs can be found on the USFA website [https://www.usfa.fema.gov/training/imt](https://www.usfa.fema.gov/training/imt)
## INCIDENT CHECK-IN LIST (ICS 211)

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### Check-In Information

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15. Prepared by (Name and Position) SCKN-RESL – Steve Santiago

Sent to RESL Unit Leader: Date: 12/12/2019  Time: 1000  By: Steve Dillon

Updated by 8/2012
Handout 7-1: Sample Demobilization Plan

SAMPLE DEMOBILIZATION PLAN (Page 1 of 5)
NORTH SMITHMAN INCIDENT

Prepared by
Demobilization Unit Leader

Reviewed by
Planning Section Chief

Reviewed by
Logistics Section Chief

Reviewed by
Operations Section Chief

Reviewed by
Finance Section Chief

Reviewed by
Supervisor-Expanded Dispatch

Approved by
Incident Commander

Date

Date

Date

Date

Date

Date
SAMPLE DEMOBILIZATION PLAN

The Demobilization Plan contains five (5) sections:

1. General Information
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. Travel Information

1. GENERAL INFORMATION

The demobilization process at the North Smithman Incident will require coordination with the Unified Command Team and the Dispatch function. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.
B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.
C. All Party Chiefs, Crew Supervisors, and Strike Team (Resource Team) / Task Force Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by
posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

Performance Ratings are required for:
- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the Incident Base.

2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:
- Compiling "Tentative" and "Final" Release sheets. (Any Incident-formed Strike Teams (Resource Teams) and Task Forces must be disbanded before Incident Commander approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Check-Out form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:
- Establishing the release priorities through consultation with Unified Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:
- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.

Communications—that all radios have been returned or are accounted for.

Food Unit—that there will be adequate meals for those being released and for those remaining.

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the State Coordination Center.

3. RELEASE PRIORITIES

The following release priorities have been established by the Unified Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

4. RELEASE PROCEDURES

Critical resources will be identified in the IAP. These resources cannot be released from the Incident without Unified Command approval.

All resources requiring airline travel must be submitted to Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Dispatch 24 hours in advance of planned release. The Demobilization Unit will also
give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Section Chiefs or Deputies will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the Incident Commander for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

After Incident Commander approval, Demob will notify Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the ICS Form 221, Demobilization Check-Out form, to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card (ICS Form 219) information is complete.
- Notify Dispatch of Estimated Time of Departure (ETD), Estimated Time of Arrival (ETA), destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews should be given time for personal hygiene and should dress in clean clothes prior to departure. Any heavy or oversize equipment MUST have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Dispatch when a resource is released, so the home Agency can be advised of ETA. It will then be up to the sending Agency to keep track of released
resources and report back if there are any problems or if more information is needed.

Incident Phone Numbers

North Smithman Demob: XXX-XXX-XXXX  Dispatch: XXX-XXX-XXXX

Individual resources are to notify either the North Smithman Incident or Dispatch at the above numbers and their home unit dispatcher if significant delays occur en route to their next destination.
Handout 7-2: After-Action Review Tips

Overall Tips

- Schedule an After-Action Review as soon after the incident as possible.
- Keep it short and focused.
- Focus on WHAT, not WHO.
- Establish clear ground rules: encourage candor and openness (this is dialog—not lecture or debate); focus on items that can be fixed; keep all discussions confidential.
- Use a skilled facilitator to conduct the After-Action Review.

After-Action Review Process Steps

Use the following questions to facilitate the After-Action Review process:

1. **What did we set out to do?**
   - Establish the facts.
   - Determine purpose of the mission and definition of success:
     - Identify key tasks involved.
     - Specify conditions under which each task may need to be performed (weather, topography, time restrictions, etc.).
     - Define acceptable standards for success (explain what “Right” looks like).

2. **What actually happened?**
   - Continue to establish the facts.
     - Students should come to agreement on what actually happened.
     - Pool multiple perspectives to build a shared picture of what happened.

3. **Why did it happen?**
   - Analyze cause and effect.
     - Focus on WHAT, not WHO.
     - Provide progressive refinement for drawing out explanations of what occurred. This will lead into developing possible solutions.

4. **What are we going to do differently next time?**
   - Solutions will arise naturally once problems are identified and understood.
     - Focus on items you can fix, rather than external forces outside of your control.
     - Identify areas where groups are performing well and that should be sustained. This will help repeat success and create a balanced approach to the After-Action Review.
Areas To Sustain/Maintain Strengths:

Areas To Improve:

5. **Are there lessons learned that should be shared immediately?**
   - Identify the process for sharing lessons learned.
     - Option 1: Document the Issue, Discussion, Recommendation
     - Option 2: Document the Concept of the Operation, Results, Trends, Recommendation
   - Determine and describe the most notable successes from the incident.
   - Determine and describe the most difficult challenges faced and how they were overcome.

6. **What followup is needed?**
   - Be specific about actions, timelines, and responsibilities.
     - What changes, additions, or deletions are recommended to SOPs, plans, or training?

What issues were not resolved to your satisfaction and need further review?
Handout 7-3: Recovery Continuum

Prediaster Preparedness Examples:
- Predisaster recovery planning.
- Mitigation planning and implementation.
- Community capacity and resilience building.
- Conducting disaster preparedness exercises.
- Partnership building.
- Articulating protocols in disaster plans for services to meet the emotional and health care needs of adults and children

Short-Term Recovery Examples:
- Mass Care/Sheltering
  - Provide integrated mass care and emergency services.
- Debris
  - Clear primary transportation routes.
- Utility Infrastructure
  - Re-establish electrical distribution system.
  - Re-establish potable water system.
  - Re-establish sanitary waste water system.
- Business
  - Establish temporary or interim infrastructure to support business reopenings.
  - Reestablish cash flow.
- Emotional/Psychological
  - Identify adults and children who would benefit from counseling or behavioral health services and begin treatment.
- Public Health and Health Care
  - Provide emergency and temporary medical care and establish appropriate surveillance protocols.
- Mitigation Activities
  - Assess and understand risks and vulnerabilities.
Intermediate Recovery Examples:

- Housing
  - Provide accessible interim and housing solutions.

- Debris/Infrastructure
  - Initiate debris removal.
  - Plan immediate infrastructure repair and restoration.

- Business
  - Support reestablishment of businesses where appropriate.
  - Support the establishment of business recovery one-stop centers.

- Emotional/Psychological
  - Engage support networks for ongoing care.

- Public Health and Health Care
  - Ensure continuity of care through temporary facilities.

- Mitigation Activities
  - Inform community members of opportunities to build back stronger.

Long-Term Recovery

- Housing
  - Develop permanent housing solutions.

- Infrastructure
  - Rebuild infrastructure to meet future community needs.

- Business
  - Implement economic revitalization strategies.
  - Facilitate funding to business rebuilding.

- Emotional/Psychological
  - Followup for ongoing counseling, behavioral health, and case management services.

- Public Health and Health Care
  - Reestablishment of disrupted health care facilities.

- Mitigation Activities
  - Implement mitigation strategies.