

**[Insert the name of the LSE]**

**CONOPS**

***(Concept of Operations)***

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How to Use This Document

*[This section has been provided for instructional guidance. This entire section should be removed prior to finalizing the Large Special Event (LSE) CONOPS.]*

The Large Special Event (LSE) Concept of Operations (CONOPS) Template provides a standard format for creating and/or customizing an LSE CONOPS. While much of this template is in a fill-in-the-blank format, some of the regional components are static and reflect regional guidelines, procedures, or structure. Please note that not all parts of the template may be relevant for every LSE.

This template is non-technical and should be tailored to the LSE audience(s) and event(s). All text can be edited and each section is formatted in the following manner:

* Text that is *italicized and in blue* contains instructional information and a description of the intent of that section. This text should be removed or modified as appropriate prior to releasing the final LSE CONOPS.
* Text that is introduced by “*Example*” and that is italicized provides examples of LSE language and content. This text should be reviewed carefully and modified as appropriate or removed prior to releasing a final LSE CONOPS.
* Text that is in blue and **[bold brackets]** should be replaced with event-specific information prior to releasing the final LSE CONOPS.

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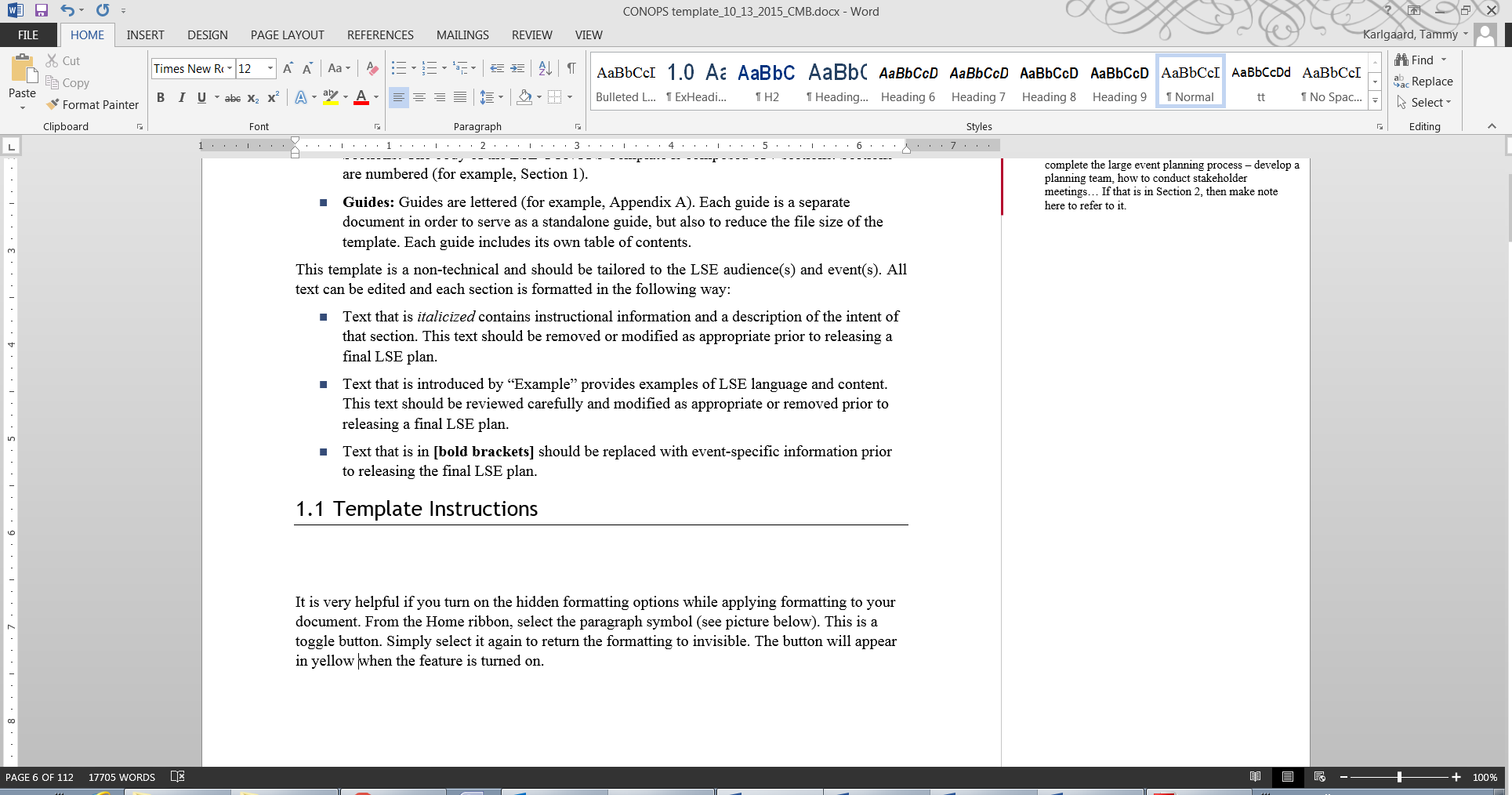
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* Delete all *italicized* text and fill in any **[bold brackets]** prior to finalizing this document. Only your LSE specific information should appear in the final version of this document.
* Delete the “How to Use this Document” section prior to finalizing the LSE CONOPS.
* Delete all “*Example*” text or modify it for your specific LSE CONOPS prior to finalizing this document.
* Customize the cover page with the host jurisdiction Agency/Organization name, CONOPS title and LSE picture(s). Remove the generic template information. To add the cover page photo:
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* Customize the headers and footers throughout the document with the specific title and date of the subject of the LSE.
* Exhibit 3-1, the LSE Organization Chart, may be revised and edited using MS Visio.

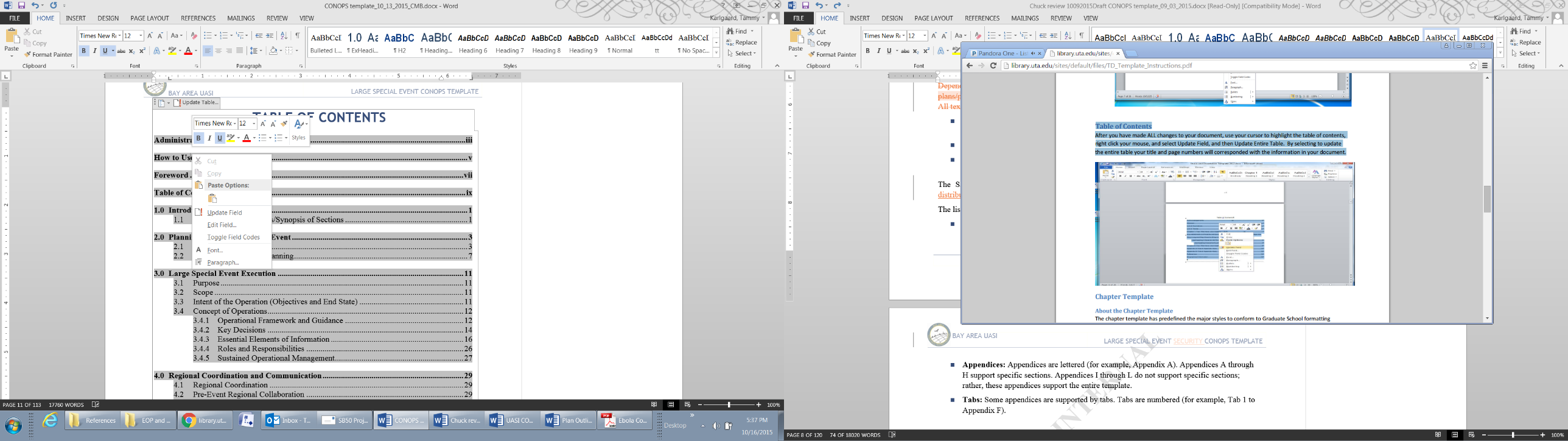
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After you have made ALL changes to your document, use your cursor to highlight the table of contents, right click your mouse, and select Update Field, and then Update Entire Table. By selecting to update the entire table, your title and page numbers will correspond with the information in your document.

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Foreword

*[The foreword should be written from the LSE host jurisdiction. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

Special events can consist of festivals, fairs, awards ceremonies, concerts, major sporting events, political conventions or gatherings, etc. Special events can range in size and scope but typically place a strain on community resources. The Federal Emergency Management Agency (FEMA) defines a special event as a non-routine activity within a community that brings together a large number of people.

This Large Special Event (LSE) Concept of Operations Plan (CONOPS) for **[Insert the name of the LSE]** was created by the **[Insert name of the jurisdiction]** at the direction of its Executive Board and through funding from **[Insert the name of the funding mechanism]**.

The intended audience of this document includes: local, State, Federal, and tribal public safety professionals; NGO’s and private-sector agencies providing **[Insert the name of the LSE]** support; and any other agencies or organizations supporting, or potentially impacted by this LSE.

References used during the planning process include:

* **[Insert the name of the jurisdiction]** Emergency Operations Plan
* San Francisco Bay Area Regional Emergency Coordination Plan (RECP) and Annexes
* Bay Area Threat and Hazard Identification and Risk Assessment (THIRA)
* **[Insert name of the jurisdiction]** Hazard Mitigation Plan
* San Francisco Bay Area Earthquake Concept of Operations Plan
* San Francisco Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan
* San Francisco Regional Catastrophic Earthquake Mass Care and Shelter Plan
* **[Insert appropriate guidance, policy, plan, or procedure reference]**
* **[Insert appropriate guidance, policy, plan, or procedure reference]**

This document is intended to assist the **[Insert name of jurisdiction]** and their partners in planning for and supporting a more feasible and seamless LSE using principles and concepts contained in the California Standardized Emergency Management System (SEMS), National Incident Management System (NIMS), FEMA “Whole Community” approach, the Comprehensive Preparedness Guidance 101 (CPG 101), and lessons learned in actual large special events.

Nothing in the document alters or impedes the ability of Bay Area local, State, Federal, territorial, and/or tribal Nation partners to carry out their specific authorities or perform their responsibilities under applicable laws, executive orders, and directives. The **[Insert name of the LSE]** CONOPS is not intended to alter the existing authorities of individual municipal or county agencies and it does not convey new authorities upon anyone, including local, State, or Federal officials.

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The record of distribution indicates the title and the name of the person receiving the plan, the agency to which the recipient belongs, the date of delivery, and the number of copies delivered. The record of distribution is used to prove that tasked individuals and organizations have acknowledged their receipt, review, and/or acceptance of the plan[[1]](#footnote-1). Exhibit 1: Record of Distribution lists the stakeholders that have received this document.

**Exhibit 1: Record of Distribution**

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*.*

1. Introduction

*[This section should explain how and why the document was developed, some key definitions that are used throughout the LSE CONOPS, and how the document is intended to be used. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

The **[insert name of LSE]** CONOPS describes the flow of the operational strategy for accomplishing the mission and objectives of the **[insert name of LSE]** in order to reach the desired end-state. It identifies special coordination structures, specialized response teams or resources needed, and other considerations unique to the **[insert name of LSE]**. The goal of this CONOPS is to ensure that the **[insert name of LSE]** partners adequately understand their roles in providing for the public’s safety and response to any threats or hazards during the **[insert name of LSE]**. There are six sections in this CONOPS and each section may be supported by an Appendix:

Section 1: Introduction

Section 2: Intent of the Operations

Section 3: Operational Framework

Section 4: Essential Elements of Information

Section 5: Transition to Emergency Response Operations

Section 6: Demobilization

* 1. Purpose

*[The purpose statement explains the rationale for developing the LSE CONOPS. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

The **[insert name of LSE]** CONOPS defines the operational structure and responsibilities and provides procedures designed to document the actions needed during the **[insert name of LSE]** and to quickly and efficiently respond in order to prevent or minimize any loss of life or property.

The purpose of this **[insert name of LSE]** CONOPS is to safeguard the lives and reduce the damage to the property of audience, participants, and local citizens during **[insert name of LSE]** in the event of a major emergency.

* 1. Scope

*[The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

This CONOPS outlines key roles, responsibilities, procedures and resources of **[insert name of jurisdiction]** and allied stakeholders that are tasked with providing support to the operational elements for the **[insert LSE name].** This CONOPS is intended to support, not replace, existing emergency operation plans and does not replace or modify the need for individual agencies to coordinate appropriately with the **[insert name of jurisdiction]**’s operational structure. This CONOPS has been customized to fit this particular LSE. The CONOPS may be expanded and extended to support the LSE if it is named as a National Special Security Event (NSSE).

1. Intent of the Operation

*[The desired end state****]*** *describes what the situation will look like if all of the objectives are met and the response efforts are successful. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

**Desired End State:** The **[insert name of jurisdiction]** and allied stakeholderssuccessfullyprovide an enhanced readiness posture for the **[insert name of LSE]** to ensure timely, coordinated response and management of incident consequences, including efforts to protect health and safety, restore essential services, and provide emergency relief to impacted residents, visitors and vulnerable Access and Functional Needs (AFN) populations.

* 1. Mission

*[The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

**[Insert name of jurisdiction]** and alliedstakeholders will develop a unified, coordinated organizational structure, establish communications, pre-position resources, and monitor threats and hazards during the **[insert name of LSE]** to ensure a prompt and coordinated response structure to restore essential services and provide emergency response services to anyone affected by an emergency leading up to, during, or directly after the event.

* 1. Objectives

*[This section should list the established objectives for the LSE. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

**[Insert name of the host jurisdiction]** and allied stakeholders have developed the following objectives to support the **[insert name of LSE].** These objectives reflect the anticipated operations during the **[insert name of LSE]** and support the coordinated response by all agencies involved.

Objective 1: Develop and maintain situational awareness of event activities and monitor potential threats.

Objective 2: Provide for the safety of all event responders and staff.

Objective 3: Assure the security of all event participants through a coordinated and well-communicated law enforcement plan.

Objective 4: Assure the rescue, treatment, and transportation of all patients within the response footprint.

Objective 5: Integrate voice and data interoperable communications to support event operations and potential incident response.

Objective 6: Identify any LSE-related events – sanctioned and unsanctioned.

Objective 7: Keep public informed of LSE-related operations and activities.

Objective 9: **[insert LSE objective]**

Objective 10: **[insert LSE objective]**

Objective 11: **[insert LSE objective]**

1. Operational Framework

***[****The proper mix of participants in your organizational structure will depend on the* ***location*** *of the LSE, which determines the jurisdictions that must be involved and the* ***type*** *of LSE, which dictates the functional agencies of the involved jurisdiction(s), as well as other associated agencies. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

This **[insert name of LSE]** will be executed through a unified command model that includes representatives of participating Bay Area local, state, and federal agencies that have responsibilities to support the **[insert name of LSE]**. Initially, the LSE Unified Command may be able to provide all needed multiagency coordination for the LSE. However, as the event grows in size, complexity, duration or importance, offsite support and coordination may be required.

* 1. Organizational Structure

The command structure will follow the Standard Emergency Management System (SEMS) and utilize the Incident Command System (ICS). The **[insert name of LSE]** Unified Command includes a single, integrated incident organization; collocated facilities; a single planning process and IAP; shared planning, logistical, and finance sections; and unified resource ordering.

In ICS Unified Command, after the objectives, strategies, and interagency agreements are decided, the Operations Section Chief is designated to develop tactical action plans and to direct tactical operations. In ICS Unified Command, resources remain under the administrative and policy control of their agencies. However, they respond operationally to mission assignment under the coordination and direction of the Operations Section Chief, depending upon the requirements of the action plan. See Exhibit 3-1 for the **[insert name of LSE]** management organization.

The **[insert name of LSE]** Unified Command (UC) will facilitate the multiagency coordination for planning and execution of the LSE. The **[insert name of LSE]** UC is organized according to the Incident Command System (ICS) and SEMS.

**Summary of Key Organization Positions and Responsibilities for [Insert name of LSE]**

See Section 3.3 (Roles and Responsibilities) for detailed position responsibilities

**[Insert name of LSE] Unified Command**

* Approves LSE objectives
* Approves the Incident Action Plan (IAP)
* Convenes briefings and other interagency meetings
* Signs off on mission tasking of participating agencies
* Is responsible for allocation of resources and the response strategy

**[Insert name of LSE] Public Information Officer (PIO):** Coordinates, gathers, verifies and disseminates information regarding the event. The PIO will work with the UC to review and approve messages before they are disseminated to the public.

**[Insert name of LSE] Safety Officer:** Monitors LSE preparedness and response activities and takes steps to maintain a safe work environment.

**[Insert name of LSE] Liaison Officer:** Provides coordination among agency representatives and ensures that adequate support is provided to them.

**[Insert name of LSE] Agency Representatives:** Representatives from federal and state agencies, non-governmental organizations, private companies, and other organizations, who may provide liaisons to facilitate communication between the LSE UC and their respective organizations.

**[Insert name of LSE] Planning/Intelligence Section**

The LSE Planning/Intelligence Section is responsible for:

* Collecting and analyzing information for potential threats
* Producing and distributing intelligence that informs the planning process and ultimately determines the organizational level’s response strategy
* Managing the action planning process.

Units within **[insert name of LSE]** Planning/Intelligence include the following.

* **[Insert name of LSE]** Situation Status and Analysis Unit:
  + Collects, evaluates, and disseminates information
  + Manages the action planning process, develops the action plan in coordination with other functions, and develops the LSE situation report
* **[Insert name of LSE]** Advance Planning Unit:
  + Identifies situations that may affect **[insert name of LSE]** operations beyond the current operational period
  + Develops the advance planning report
* **[Insert name of LSE]** Documentation Unit:
  + Compiles records and data pertaining to an event from all sections of the **[insert name of LSE]** UC
* **[Insert name of LSE]** GIS Unit:
  + Compiles threat and hazard data from various sources, including FEMA’s HAZUS loss estimation model, local government, Operational Area EOCs, state agencies such as Caltrans and CAL FIRE, and Federal agencies such as the U.S. Geological Survey and FEMA
  + Compiles incident-specific information, such as location, and quantity of factors, such as road closures
  + Prepares maps and analytical tools for decision making
* Technical Specialists:
  + Provide specialized skills and knowledge relevant to a critical aspect of the LSE
  + May include specialists in law enforcement; chemical, biological, radiological, nuclear and explosive threat detection, cyber security, trademark infringement, and other areas of expertise May be federal or state agency employees, although they may be from Operational Areas or local governments
  + May participate in the action planning process, provide technical assistance to Operational Areas, help make resource allocation decisions, and staff task forces

**[Insert name of LSE] Operations Section**

The **[insert name of LSE]** Operations Section is responsible for coordinating and supporting all jurisdictional operations in support of the **[insert name of LSE]**. The Section is staffed with the following positions.

* Operations Section Chief: Responsible for coordinating the activities of various functional branches, when activated.
* Branch Directors: Responsible for providing support to their corresponding branch. Also responsible for providing branch reports to the **[insert name of LSE]** Operations Section Chief that detail status, priorities, and resource needs, and for representing the particular discipline in section meetings.
* Mission Coordinators: The **[insert name of LSE]** Operations Section Chief may request additional staff to assist the Branch Directors and unit leaders to coordinate mission tasks. Those staff may be assigned to individual branches or units within the Operations Section, or may report directly to the LSE Operations Chief or Deputy Operations Chief, if one is assigned.
* Fire and Rescue Branch:
  + Monitors fire mutual aid activities
  + Serves as liaison to the Region II Fire and Rescue Mutual Aid Coordinator, CAL FIRE and Operational Area fire branches
  + Provides support to Urban Search and Rescue efforts
  + During LSE events where fire and rescue resources are needed, conveys resource allocation requests and any other information through the Branch Director to the Region II Fire and Rescue Mutual Aid Coordinator, who then makes resource allocation decisions accordingly
  + May activate additional units, depending on the type of event, to include Urban Search and Rescue, hazardous materials, and/or Emergency Medical Services
* Law Enforcement Branch:
  + Coordinates and monitors law enforcement activities
  + Serves as a liaison to state and federal law enforcement agencies.
  + May activate additional units, depending on the type of event, to include coroner, search and rescue, terrorism, and/or waterborne
* Medical and Health Services Branch:
  + Serves as liaison to the Regional Disaster Medical Health Coordinator
  + Convenes medical health operational area coordinators, the Public Health Officer, and other regional decision makers for regional medical health decision-making conference calls
  + During regional multidisciplinary events, the Branch Director works with other disciplines in the LSE Operations Section and/or the Regional Coordination Group to coordinate regional resource allocation decisions
* Construction and Engineering Branch:
  + Provides construction and engineering support to the affected Operational Areas during an emergency event
* Transportation Branch:
  + Coordinates requests for transportation resources
  + Monitors the status of critical transportation infrastructure and provides information to the Section Chief on damage, inaccessible routes and/or inoperable systems, and projected restoration timelines
  + Coordinates with the LSE Operations Section Chief through the Branch Director to mission task state agencies and/or elevate requests to the SOC
* Utilities Branch:
  + Coordinates information and resources for utility providers, including water, wastewater, power, and telecommunications
  + Provides information to the Operations Section Chief on service loss, projected restoration timelines, and resource needs
  + Coordinates with other branch directors to provide utilities access to critical infrastructure
  + Coordinates the provision of assistance through the Water Area Response Network mutual assistance to support restoration of services
* Hazardous Materials Branch/Unit:
  + Coordinates and monitors hazardous materials incidents, as well as the provision of resources for response to such incidents, including CBRNE incidents

**[Insert name of LSE] Logistics Section**

The Logistics Section coordinates the provision of resources and tracking requests that are not handled by the **[insert name of LSE]** Operations Branches. In addition to the Section Chief, the following branches may be activated (see the RECP Logistics Subsidiary Plan for more information).

* Information Systems and Communications: Coordinates all aspects of telecommunications to include computer systems, telephones, radios, fax, and satellite communications.
* Facilities: Responsible for ensuring that the **[insert name of LSE]** and all supporting facilities are completely operational with required supporting infrastructure.
* Personnel: Coordinates the provision of staff from local, state, and federal agencies and develops a staffing plan and shift assignments (in coordination with the **[insert name of LSE]** UC). Arranges for travel and lodging for staff from other areas. The Logistics Section Chief may also activate a Check-In Unit to record the position, shift, and the time-in/time-out of all staff assigned to the LSE.
* Procurement: Procures goods and services to support emergency operations.

**[Insert name of LSE] Finance/Administration Section**

The Finance/Administration Section is responsible for financial activities and EOC administrative functions. Units that may be activated within the Finance/Administration Section include a:

* Time Unit, which ensures that employees maintain and submit accurate records of their time and expenses
* Cost Accounting Unit, which maintains records of costs associated with response activities.
* Finance and administrative functions may be managed from the SOC.

Exhibit 3-1: [Insert name of LSE] Organization Chart



* 1. Regional Coordination

*[Regional coordination describes how the Bay Area stakeholders will collaborate at the regional level for the planning and execution of an LSE. Inter-jurisdictional collaboration creates a forum for the Bay Area stakeholders to engage in collaborative decision-making, build rapport, solve problems related to issues of mutual concern, and engage in information and resource sharing*. *Regional Coordination Reference: San Francisco Bay Area Regional Emergency Coordination Plan, Base Plan, October 2007.]*

Due to the complex nature of **[insert name of LSE],** the additional resource demands that the **[insert name of LSE]** places on **[insert name of host jurisdiction],** and the impact on the region, engaging in collaborative partnerships within the Bay Area is an essential part of this **[insert name of LSE]** CONOPS. This **[insert name of LSE]** CONOPS does not supersede or exclude any existing plans or procedures; rather, it augments relevant plans in the context of the **[insert name of LSE]** within the region.

Notably, transportation planning and management especially has to be coordinated regionally. The large movement of visitors to/from the **[insert name of LSE]**, the number of transit and transportation systems that span multiple jurisdictions as well as the interrelationship among these systems all require a significant regional focus and partnership. Refer also to the Bay Area Regional Emergency Coordination Plan (RECP) and supporting plans (ex. Transportation Subsidiary Plan).

* 1. Roles and Responsibilities

*[Roles and responsibilities includes the agencies and personnel that will serve in the organizational structure for the LSE. The organization chart below is only a recommendation of potential positions. The chart should be adjusted to reflect the positions filled to support the LSE and completed to the extent possible to ensure that all participating agencies are aware of the role they will be filling. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

To support the **[insert name of LSE]**, the following roles and responsibilities listed in Exhibit 3‑2 are fundamental for maintaining successful operations. These are the baseline roles and should not be considered the only responsibilities of the listed positions.

Exhibit 3-2: Roles and Responsibilities

| **[Insert name of LSE] Unified Command** | |
| --- | --- |
| **Agency** | **Roles and Responsibilities** |
| **Unified Command** | Liaison with event representatives.  Ensure that all appropriate pre-event risk analyses, plans, checklists, and forms are completed and available to event personnel.  Develop the mission, objectives, strategies, and command structure for the event.  Establish immediate priorities.  Establish an appropriately located event Incident Command Post (ICP).  Develop an effective Operational Period schedule, including the contingency of extended operations.  Ensure that planning meetings are scheduled as required.  Approve and authorize the implementation of an Incident Action Plan (IAP) for each Operational Period.  Coordinate activity for all Command and General Staff.  Approve requests for additional resources or for the release of resources.  Approve or disapprove the use of trainees, volunteers, and auxiliary personnel.  Approve the demobilization of the event/incident when appropriate.  Authorize information to be released to the media.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Public Information Officer** | Develop public information messages needed for the event.  Coordinate with the Unified Command for approval of messages to the public.  Coordinate release of information to the news media.  Address inquiries from the news media.  Monitor news and social media coverage of the event and make efforts to correct any inaccuracies.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Safety Officer** | Identify any hazardous conditions.  Create a safety plan.  Ensure safety messages are developed.  Ensure safety briefings are conducted.  Initiate investigations of accidents.  Stop unsafe operations and practices when necessary.  Ensure that adequate safety measures are in place.  Review the IAP for safety considerations.  Review and approve the medical plan.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Liaison Officer** | Be the point of contact for key agencies and organizations.  Maintain a list of key contacts for agencies and organizations involved in planning and execution of the LSE.  Monitor operations for any interagency issues.  Keep agency administrators informed of event status.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Planning Section Chief** | Collect and process situation information about the event.  Establish information requirements and reporting schedules for Planning Section units (Resources and Situation Units).  Supervise preparation of the IAP.  Provide input to the Incident Commander and Operations Section Chief in preparing the IAP.  Establish special information collection activities (for example, weather, environmental, and toxic substances) as necessary.  Compile and display event status information.  Report any significant changes in the status of the event.  Assemble information on alternative strategies.  Provide periodic predictions on event/incident potential.  Coordinate with local, regional, and state transit and transportation agencies to develop and monitor transit operations that support and accommodate LSE-related missions.  Determine the need for any specialized resources in support of the event.  Reassign out-of-service personnel already onsite to ICS organizational positions, as appropriate.  Oversee preparation of event/incident demobilization plan.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Logistics Section Chief** | Manage all event command infrastructure logistics.  Provide logistical input to the Incident Commander in preparing the IAP.  Brief Branch Directors and Unit Leaders, as needed.  Identify anticipated and known event service and support requirements.  Request additional resources, as needed.  Review and provide input to the Communications, Medical and Traffic Plans.  Coordinate with regional transit providers and the MTC.  Supervise requests for additional resources.  Oversee demobilization of Logistics Section.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Finance/Admin Section Chief** | Manage all financial aspects of an event’s command infrastructure.  Provide financial and cost analysis information, as requested.  Gather pertinent information from briefings with responsible agencies.  Develop an operating plan for the Finance/Administration Section to fill supply and support needs.  Determine the need to set up and operate an event/incident commissary.  Meet with assisting and cooperating agency representatives as needed.  Maintain daily contact with agency administrative headquarters on Financial/Administration matters.  Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.  Provide financial input to demobilization planning.  Ensure that all obligation documents initiated at the event/incident are properly prepared and completed.  Brief agency administrative personnel on all event/incident-related financial matters needing attention or follow-up.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Operations Section Chief** | Develop tactical action plans and direct tactical operations.  Manage tactical operations.  Interact with the next lower level of the Operations Section (Branch,  Division/Group) to develop the operations portions of the IAP.  Request resources needed to implement the Operation’s tactics as a part of the IAP development.  Assist in developing the operations portion of the IAP.  Supervise the execution of the IAP for Operations.  Maintain close contact with subordinate positions, and  Ensure safe tactical operations.  Request additional resources to support tactical operations.  Approve release of resources from assigned status (not released from the event/incident).  Make or approve expedient changes to the IAP during the operational period as necessary.  Maintain close communication with the UC.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Operations Section – Emergency Response Branch** | Assess the situation.  Determine whether human life is at immediate risk.  Establish the immediate priorities and objectives.  Determine if there are adequate and appropriate resources on-scene or ordered.  Establish an appropriately located on-scene Incident Command Post (ICP), if needed.  Establish an appropriate initial response structure, if needed.  Develop an action plan.  Ensure that adequate safety measures are in place.  Consider whether the span of control is approaching, or will soon approach, practical limits, taking into account the safety of all personnel.  Determine whether there are any environmental concerns that must be considered.  Review and modify objectives and adjust the action plan as necessary.  Approve requests for additional resources or for the release of resources.  Keep the Planning Section Chief informed of incident status.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Operations Section – Law Enforcement Branch** | Coordinate crowd management, including measures to prevent crushing.  Control of access to stage or performance areas.  Conduct security control at entrances and exits.  Patrol to minimize risk of fire.  Manage vehicle traffic and marshaling.  Conduct searches for drugs, alcohol, and weapons as needed.  Coordinate security for large sums of money and confiscated goods.  Provide assistance for emergency services, as needed.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |

| **Supporting Entities** | |
| --- | --- |
| **Agency** | **Roles and Responsibilities** |
| *Example: City of Santa Clara* | *Santa Clara is the host jurisdiction for all* ***[insert name of LSE]*** *activities occurring within their city limits. Santa Clara will operate a Unified Command in accordance with the National Incident Management System, including the Secret Service (USSS) as the Federal Agency responsible for security at this National Special Security Event (NSSE), and the Federal Bureau of Investigation (FBI) as the lead Federal agency for collecting intelligence.* |
| *Example: City of San Jose* | *Example: San Jose Horse Mounted Unit will assist in crowd control, VIP protection, patrol, and public relations at Levi’s Stadium.* |
| Northern California Regional Intelligence Center (NCRIC) | Provide criminal intelligence to the Unified Command leading up to and during the event.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Operational Area** | Coordinate planning for the LSE.  ☐ Activate the Operational Area EOC and emergency operations plans as needed.  Establish and maintain communications with the REOC, local EOCs, county Department Operations Centers (DOCs), region, state and federal agencies involved in planning and execution of the LSE.  Coordinate local resources for the LSE.  Maintain situational awareness within the Operational Area by verifying and aggregating local government situation assessments, discipline-specific status updates, and data from sources outside the Operational Area.  Participate in Regional Coordination Group conference calls to provide input to regional resource allocation and other decisions.  Request resources through mutual aid and the state as necessary.  Coordinate with planning and response partners in the development and dissemination of public information messages regarding the LSE.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Adjacent Operational Area** | Participate in Regional Coordination Group conference calls to provide input to regional resource allocation and other decisions.  Request resources through mutual aid and the state as necessary.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Non-Adjacent Operational Area** | Participate in Regional Coordination Group conference calls to provide input to regional resource allocation and other decisions.  Request resources through mutual aid and the state as necessary.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **California OES Coastal Region/Mutual Aid Region II** | Establish communication with Operational Area EOCs and the SOC  Develop and distribute regional situation reports to Operational Areas within the region and to the SOC  Allocate and track resources in response to requests from Operational Areas.   * Forward the requests to discipline-specific Mutual Aid Coordinators * Forward the requests to the SOC if the request cannot be filled quickly within the region * Mission-task state agencies in the region to provide resources * Coordinate the activities of the Operational Areas in situations in which the actions of an individual Operational Area may affect other Operational Areas (for example, an evacuation) * Convene the Regional Coordination Group * Convene task forces to address specific regional emergency response activities (for example, transportation, evacuation or recovery)   Track the progress of resource requests and mission tasks.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **California Office of Emergency Services (OES)** | Serve as a link between the Governor, state agencies, and local governments  Coordinate with the Operational Area in managing public information functions, and providing the public with information about the LSE.  Fill requests for resources from the REOC by:   * Broker the provision of mutual aid resources from other regions * Request Federal resources * Request National Guard assets. * Manage the allocation of all state airborne resources   **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **California Highway Patrol (CHP)** | In coordination with the LSE Traffic Plan, support traffic management.  Integrate and de-conflict traffic management plans of jurisdictions across the Bay Area  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **DHS Customs and Border Protection (CBP)** | Scan cargo entering the venue for contraband (e.g. narcotics, explosives, weapons)  Assist in providing airspace security around the venue.  Monitor vendors for counterfeit items.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **DHS FEMA Region IX** | Assist in the coordination of DHS assets and personnel deployed to assist in preparing for and conducting the LSE (e.g. bomb detection, biological threat detection, radiological and nuclear threat detection devices)  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **DHS US Secret Service** | Conduct threat and risk assessments.  Provide intelligence in regards to threats against public officials.  Monitor social media.  Conduct cyber security assessments.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **DOJ Federal Bureau of Investigation** | Conduct threat and risk assessments.  Provide intelligence.  Provide security resources.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **DOJ U.S. Marshal’s Office** | Assist in coordinating law enforcement resources.  Provide security resources.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Federal Aviation Administration** | Organize flights to ensure air control systems are not over-taxed.  Establish temporary flight restrictions as needed for LSE security.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **Immigration and Customs Enforcement (ICE)** | ☐ Monitor vendors for counterfeit merchandise and tickets.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |
| **National Weather Service** | Provide onsite and/or customized weather forecast support for the LSE.  Consult with the NWS Space Weather Prediction Center on the potential for solar flares to interrupt radio transmissions.  **[Insert additional responsibilities]**  **[Insert additional responsibilities]** |

Exhibit 3-2 provides a form to record details regarding the location, operation and point of contact for any Incident Command Posts (ICPs), Department Operations Centers (DOCs), Emergency Operations Centers (EOCs) or Multiagency Coordination Centers (MACCs) that may be used during **[insert name of LSE].**

Exhibit 3-3: [insert name of LSE] Management Centers

|  |  |  |  |
| --- | --- | --- | --- |
| **ICPs / DOCs / EOCs / MACCs** | | | |
| **Site** | **Address** | **Hours of Operation** | **Contact Information** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
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|  |  |  |  |

1. Execution

*[The execution section should address the operational periods, essential elements of information, and key decisions that will be made during the event. It should explain the “how” of the LSE operations. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

Regardless of the size or complexity of the **[insert name of LSE]**, the IC/UC is responsible for both mission execution and public perception to achieve a successful event and emergency response (if necessary). Successful mission execution may not equate to a successful response operation if the IC/UC fail to properly manage public perceptions of the response – before, during, and after operations.

This **[insert name of LSE]** will be executed by coordinated operational management during the actual event. This phase begins **[insert date of execution starting point]**, which isjust before spectators, officials, crowds, media, and others begin to assemble at the event sites.

* 1. Operational Periods

*[The operational period(s) required to support the* ***[insert name of LSE]*** *are determined by the scope and duration of the* ***[insert name of LSE]*** *itself. Many events will be able to be handled within a single operational period while others will need to be sustained over multiple operational periods. While the language and schedule below reflect a 24 hour operation, they should be modified to fit the demands of the LSE.]*

At the start of **[insert name of LSE]** operations, the command structure will define the shift start time for the upcoming shift and may make adjustments to the timeline throughout duration of event operations. Generally, the **[insert name of LSE]** operational periods are 12-hour shifts. The schedule below outlines the necessary staff meetings, planning meetings, and operations meetings to support 24-hour functionality and ensure that the jurisdiction is prepared for the upcoming 12 hour operations period. Exhibit 4-1: **[insert name of LSE]** Operational Rhythm provides the activity, time, and outside requirements to maintain the operational rhythm

*[Modify times/activities/details as needed.]*

Exhibit 4-1: [Insert name of LSE] Operational Rhythm

| **Day Shift Times** | | **Activity** | **Night Shift Times** | |
| --- | --- | --- | --- | --- |
| 0800 | | **Meal  Command & General Staff Meeting** | 2000 | |
| 0900 | |  | 2100 | |
| 1000 | |  | 2200 | |
| 1100 | |  | 2300 | |
| 1200 | 1200 | **Meal** | 0000 | 0000 |
| 1230 |  | 0030 |
| 1300 | |  | 0100 | |
| 1400 | |  | 0200 | |
| 1500 | | **Planning Meeting** | 0300 | |
| 1600 | | **Develop Incident Action Plan and Situation Report** | 0400 | |
| 1700 | | **Approve Incident Action Plan** | 0500 | |
| 1800 | 1800 | **Prepare Operations Brief Meal** | 0600 | 0600 |
| 1830 | **Begin Shift Turnover** | 0630 |
| 1900 | | **Shift Change**  **Operations Briefing** | 0700 | |

**Planning Cycle**

The purpose of the planning cycle is to establish the objectives and response plan for the upcoming operational period. The product of the planning cycle is, at a minimum, an updated Situation Report and an Incident Command System (ICS) 201 Incident Briefing form. The Incident Commander may elect to develop a more comprehensive Incident Action Plan using additional ICS forms, based on the needs of the **[insert name of LSE]**.The **[insert name of LSE]** CONOPS uses the planning cycle to establish the operational cadence with the various entities supporting the **[insert name of LSE]**. Additionally, by using the planning cycle from the start of the **[insert name of LSE]**, the organizational structure and rhythm is already in place if an emergency occurs during the **[insert name of LSE]**.

At the beginning of the **[insert name of LSE]** and then again at the beginning of each operational period, the Incident Commander will determine which briefings and meetings are necessary and update the **[insert name of LSE]** Operational Rhythm accordingly.

* 1. Key Decisions

*[Exhibit 4-2 should be completed during the CONOPS development to outline the key issues that may be experienced during the LSE. Each issue should be addressed and provided with key evaluation points, emergency actions to mitigate the issue, the equipment and resources necessary to address the issue, and what entity/entities should be notified. The chart should consider issues that would bring immediate closure of the event, issues that would bring a temporary stop to the LSE, and issues that could be easily mitigated and not require an impact to the LSE operations. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

The IC/UC will need to make key decisions in a timely manner if an emergency incident occurs during the LSE. Exhibit 4-2 lists the means of evaluating the situation and provides guidance for making the necessary key decisions. For each issue, if the criteria listed in the ‘How to Evaluate’ is true, then the IC/UC should consider taking the Emergency Action.

Exhibit 4-2: Key Decisions

| **Issue** | **How to Evaluate** | **Emergency Action** | **Required Equipment and Resources** | **Notification** |
| --- | --- | --- | --- | --- |
| *Example: MCI* | *Number of injured requiring treatment is greater than 5; cause is known/assumed to be non-criminal* | *Suspend/stop event and/or evacuate immediate area; maintain access points and routes for EMS personnel.* | *Fire, EMS, Law Enforcement, reserve Fire, EMS resources* | *On-site personnel; MHOAC, local trauma centers,*  *Operational Area mutual aid coordinators, EOC* |
| **Availability of first responders is too low** | Availability of first responders and resources falls below 80% or personnel have extended past the operational period;  Reserve assets have been deployed | Request reserve or mutual aid assets to supplement or replace existing staff and resources. | Law Enforcement, Fire, EMS, Traffic Control | On-site personnel, Operational Area mutual aid coordinators, EOC |
| **Current Incident Management capabilities are insufficient** | Existing IC/UC organization is not able to adequately manage or support incident-driven operations, planning or logistics functions | Consider augmenting current organization or implementing alternate incident management structure. | Incident management staff, communications, expanded or separate ICP, staging | On-site personnel, Operational Area mutual aid coordinators, EOC, Region II mutual aid coordinators |
| **Status of food, water, shelter, power, and communications is compromised** | LSE is impacted by loss or disruption in infrastructure or utility systems; public safety protections including security, warning, evacuation, fire suppression, or public health controls are compromised;  Identify potential secondary threats | Completely or partially suspend/stop event;  Provide alternate resources/systems; Request reserve or mutual aid assets to supplement existing resources. | Law Enforcement, Fire, EMS, Traffic Control, Communications, Public Health | On-site personnel, Operational Area mutual aid coordinators, Fire Marshal, EOC, Region II mutual aid coordinators |
| **Critical resource gaps, unmet needs, and medical shortfalls** | Public safety response is prevented/ disrupted/delayed by lack of resources;  EMS response times fall below host jurisdiction target;  Personnel report inability to accomplish assigned missions/tasks. | Completely or partially suspend or stop event;  Request reserve or mutual aid assets to supplement existing resources. | Law Enforcement, Fire, EMS, Traffic Control, Communications | On-site personnel, Operational Area mutual aid coordinators, EOC, Region II mutual aid coordinators |
| **Availability of reserve personnel is too low** | Availability of reserve personnel falls below 50% or personnel have extended past the operational period. | Request additional reserve or mutual aid assets to supplement or replace reserve personnel. | Law Enforcement, Fire, EMS, Traffic Control | On-site personnel, Operational Area mutual aid coordinators, EOC |
| **Major health concerns and estimates** | Public or first responder safety is impacted or endangered by public health threat severity or frequency exceeding hosting jurisdiction acceptable risk levels;  Public health controls are compromised or insufficient. | Completely or partially suspend/stop event;  Provide alternate resources/systems; Request reserve or mutual aid assets to supplement existing resources. | Public Health, Law Enforcement, Fire, EMS, Traffic Control, Communications, Public Information | On-site personnel, Operational Area mutual aid coordinators, Fire Marshal, EOC, Region II mutual aid coordinators |
| **Public information is incomplete or inaccurate** | Feedback from public, media, and/or social media monitoring indicates incomplete or inaccurate information being distributed, and/or no information being received, and/or significant rumors. | Re-prioritize public information tasks;  Request reserve or mutual aid assets to supplement existing resources; verify information with Planning. | Public Information, Communications | On-site personnel, EOC |

In support of the key decisions listed above, the command structure should consider the following key questions during the planning stage and if an emergency incident occurs during the **[insert name of LSE]**:

* Are resources adequate to support event? Are our resources properly positioned? If additional resources are necessary how will they be ordered and arrive to the event? Are mutual aid agreements in place that could be utilized to order resources?
* Have adequate security measures been implemented? Example: Requesting a Temporary Flight Restriction (TFR) from the FAA, etc.
* Are communications between agencies operating effectively? If not, what strategies should be implemented to support effective communications?
* Is Command and Control functioning effectively? If not, what elements should be added or removed from the structure to support effective operations?
* Do we have additional information requirements from the event operators? How will this information be obtained and utilized?
* Has there been, or could there be, a significant change in the expected duration of the event, due to an emergency or other unforeseen circumstances?
* Is there any intelligence information that changes the threat landscape of this event?
* Do we have adequate reach back capabilities and systems in place in the event of a crisis?
* Is there an operational plan in place for sustained ops in the event of a crisis? How will this plan be implemented if necessary?
* Is our command communication system uncluttered so we are getting critical information in a timely fashion?
* Are the communications channels sufficient to handle information coming in as well as information that needs to go out? If not, what changes should be made?
* Are there identified security needs (including Cyber) that we are not meeting? How will we address these needs?
* Do we have adequate mechanisms that filter out false positives and provide rumor control?
* In the event of a threat or a secondary incident, the following critical information will be delivered to the Command Staff to provide situational awareness:
  + Nature of the threat to the event or the impact of the emergency
  + Expected or assessed impacts to the immediate event area and surrounding jurisdictions
* What county, state, and federal assets are in place in support of the emergency response?
* What is the radio communications plan for mutual aid and other such resources?
* What plan is in place to provide the necessary information to the public if they are in danger at any time during the LSE?
  + 1. Decisions

As needed, the IC/UC in coordination with the host jurisdiction may need to make decisions and/or clarify policies in the key areas. If not addressed during planning, the IC/UC and host jurisdiction may discuss these issues during operations.

* Issues of legal and jurisdictional authority
* Delegation of problem solving authority
* Potential conflicts with hosting jurisdiction’s authority structure (ex. Fire Marshal authority)
* Significantly expanding the existing operational response
  1. Essential Elements of Information

It will be important to collect the right information to make those decisions in a timely manner. The Essential Elements of Information (EEIs) in Appendix A provide the details needed to inform the IC/UC. **[Insert name of LSE]** and allied stakeholders will use the EEIs to direct and prioritize information gathering, management, and analysis. The EEIs must be reported to the host jurisdiction in order to enable a timely and proper response. In some cases, this information is also passed to state / federal agencies to improve the response support from that level of government.

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1. Transition to Emergency Response Operations

*[The language below should be adjusted to reflect the actual transition to emergency response operations that the host jurisdiction and allied stakeholders will use during an emergency. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

Should an emergency incident occur during the **[insert name of LSE]**, the Unified Command may decide to stop the **[insert name of LSE]**, or allow it to continue with limited interruption or no interruption at all. In order to make this decision the Unified Command should collect all available intelligence on the incident, evaluate the situation, review potential outcomes and determine which of the below incident management options should be selected:

Terminate the **[insert name of LSE]** and utilize all existing resources to address the emergency incident.

Establish a new, separate incident management structure dedicated to the emergency incident response. The **[insert name of LSE]** organization continues to manage the LSE and provides support as possible. Detach existing LSE resources, or assign new resources to the incident.

Continue with existing **[insert name of LSE]** organization structure. Isolate the incident management by expanding the Emergency Response Branch within the Operations Section to incorporate resources as needed. Delegate incident command for the incident to the Response Branch or Operations Section.

Continue with existing **[insert name of LSE]** organization structure but utilize and expand the existing functions and resources. Maintain incident command at the Unified Command.

Once Command has made the decision on how to best address the emergency incident, the selected incident management option should be implemented and communicated to all personnel. Once the emergency incident response has concluded, the resources assigned to it should be demobilized or returned to their original operation supporting the **[insert name of LSE]**.

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1. Demobilization

*[This section provides examples of demobilization processes and procedures. The language below should be adjusted to reflect the actual demobilization process for the LSE. The following is sample language that should be modified as appropriate before releasing the final LSE CONOPS.]*

Demobilization will not be implemented until the Unified Command approves demobilization. The **[insert name of host jurisdiction]** Emergency Operations Center (EOC) Planning SectionDemobilization (Demob) Unit will facilitate tracking all external resource releases from each Incident Command Post (ICP). Each IC will be responsible for approving the release of resources and directing the resource to report to staging for the formal process of demobilization.

* 1. Demobilization Process

1. With each incident commander’s (IC) approval, ICP chiefs will notify resources external to the **[insert name of host jurisdiction]** that they are being demobilized. ICP chiefs will direct resources being demobilized to the EOC Demob Unit station at the staging area located at **[list location of staging area]**.
2. Demobilized resources will report to EOC Demob Unit at the staging area.
3. EOC Demob Unit will out-process the demobilized resource.
4. Once out-processing is complete, the EOC Demob Unit Leader will formally release the resource from the incident.
5. The demobilized resources will redeploy to their home station.
6. The demobilized resources will call the EOC Demob Unit to report once the demobilized resources have arrived at their home station.

The following general guidelines are to be followed by the Demob Unit at the staging area for resources that are leaving the incident:

1. All personnel assigned to the incident will be briefed prior to leaving the incident. Briefing to include:
2. Method of Travel
3. Passengers (if any)
4. Destination
5. ETD/ETA at destination
6. Transportation arrangements
7. If necessary, the Planning Section (Demob Unit) and Logistics Section (Ground Support Unit) Chiefs/Leaders will coordinate to provide ground transportation of released personnel and equipment. Logistics Section will make flight arrangements; with at least twenty-four (24) hours advance notice.
8. All vehicles assigned to the incident must have a vehicle inspection before leaving to document all incident-specific damages to vehicles and equipment. The Demob Unit will photograph all reported damage.
9. The Demob Unit at the staging area will ensure all demobilization forms (see Appendix B) are completed and collected by the demobilizing resources prior to formally releasing the resources for return to their parent organization/jurisdiction.
10. The Demob Unit Leader will provide all the completed demobilization forms to the EOC Logistics Section Chief.
11. The EOC Logistics Section Chief will make copies and maintain a record of all submitted demobilization forms. The EOC Logistics Chief will submit the original forms to the appropriate agency.
    1. Demobilization Responsibilities
12. Incident Command
    1. Maintain a current list of all deployed resources.
    2. Make the decision when to demobilize a resource.
       1. It is recommended that no resources will be released without having a minimum of eight (8) hours off shift, unless specifically approved by the IC.
       2. It is recommended that all resources be able to arrive at their home base prior to 2200 (10:00 P.M.), unless specifically approved by the IC.
    3. When the ICP is ready to demobilize a resource, direct the resource to report to the Demob Unit Station located at **[insert location of Demob Unit Station].**
13. EOC Logistics Section
    1. Take custody of all demobilization forms for each day from the Demob Unit Leader.
    2. Make copies of all demobilization forms for each demobilized resource.
    3. Provide the original demobilization forms for each resource to the appropriate agency.
14. EOC Demob Unit Leader
    1. Establish the Demob Station at the incident staging area.
    2. Operate the Demob Station at the incident staging area until the Demob Station is directed to be demobilized by the **[insert name of host jurisdiction]** Emergency Management Director. The Demob Station will not be demobilized after the last external resource has been formally released.
    3. Staff the Demob Station.
    4. Out-process each demobilized resource that reports to the Demob Station. Ensure all demobilization forms (see Appendix B) are completed for each demobilized resource before formally releasing the resource from the incident.
    5. Once the demobilization process is complete, formally release demobilized resources from the incident.
    6. Call the demobilized resource’s home station/jurisdiction to inform them that their resource has been demobilized and when they can expect the resource to arrive at their home station/jurisdiction.
    7. Record the date and time each demobilized resource calls in to report they have arrived at their home station/jurisdiction.
    8. Daily at 2200, provide the original demobilization forms to the EOC Logistics Chief.
15. Demobilized Resources
    1. Once directed to begin the demobilization process, report to the Demob Unit Station at the incident staging area.
    2. Comply with all instructions and complete all forms required by the Demob Unit at the Demob Unit Station.
    3. Once formally released from the incident by the Demob Unit, return to your home station/jurisdiction.
    4. Call the Demob Unit Station to report once you have arrived at your home station/jurisdiction.
    5. Report to the Demob Unit Station if you have any difficulties returning to your home station/jurisdiction.
    6. Once at your home station/jurisdiction, report in to your home agency that you have returned under their control.
    7. Safety Advisory Information

The following safety advisory information is recommended for all non-local resources:

Any heavy or oversized 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.

All resources flying commercial aircraft should be showered and in clean clothes.

It is recommended that no resources will be released without having a minimum of eight (8) hours off shift, unless specifically approved by the IC.

It is recommended that all resources be able to arrive at their home base prior to 2200 (10:00 P.M.), unless specifically approved by the IC.

* 1. Internal Demobilization Process

Follow the checklist found in Appendix B: Demobilization Forms for each agency that completely demobilizes from the **[insert name of LSE]** and returns to normal activities. The following forms are used for demobilization:

1. Demobilization Check-Out Form (ICS 221)
2. Incident Demobilization Vehicle Inspection Form (ICS 212)

Appendix A

**[Insert Name of LSE] Essential Elements of Information**

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Exhibit A-1: [Insert name of LSE] Essential Elements of Information

| **Essential Element of Information** | **Specific Information** | **Methodology/Source** | **Responsible Entity** | **Product** | **Timeline** |
| --- | --- | --- | --- | --- | --- |
| **GENERAL** | | | | | |
| **What is the name of the special event and description?** | Name of the Event  Description of the special event | Incident Command  On-scene reports | Operations Section | Situation Report  Status briefing | Planning briefings upon establishment of EOC and every operational period |
| **What are the physical boundaries of event area?** | Geographic footprint of event  Number of people attending event | Map  Geographic Information System (GIS) database | Operations Section | GIS impact maps  Situation report  Status briefing | Planning briefings upon establishment of EOC and every operational period |
| **What are the Jurisdictional boundaries of the event(s)?** | Identification of jurisdictions impacted  Cities  Counties  Congressional districts  Special districts | Existing maps  GIS database | Joint State and Federal ESF-5  NSSE/SEAR | GIS maps  Jurisdictional profiles | Initial estimate no later than 12 hours and updated every operational period |
| **What is the incident command organization?** | Organization chart  IMT? | Incident command  On-scene reports | Operations Section  Planning Section | Organization Chart | Same as above |
| **Who is in command at each location?** | Name of person(s) in command and the agency the person(s) belong  Method of communicating with person in command | Incident command  On-scene reports | Operations Section | Situation Report  Status briefing | As soon as possible post-incident/event and ongoing as required |
| **What other EOCs are activated to support regional event?** | State EOC  Regional EOCs  DOCs  NOC  JFO | Local Emergency Management Agencies | Responsible jurisdiction EOC | List of EOCs  Incident Action Plans | As soon as possible during the incident planning, or after an emergency incident occurs |
| **What resources are at the incident/event scene?** | Status of resources at the incident/event scene | On-scene reports  Situation reports | Operations Section  Planning Section  Logistics Section  Liaisons | Same as above | Initial estimate no later than 4 hours and updated every 12 hours |
| **What are the incident command’s pending resource requests?** | Actual or potential resource shortfalls of the affected counties  Anticipated requirements for regional resources  Anticipated requirements for state resources  Anticipated requirements for federal resources  Potential or actual federal shortfalls  Potential sources for resource shortfalls  Resources available and where located | On-scene reports  Situation reports  EOC reports  SEOC reports  Rapid needs assessment team reports  Community relations field reports  ESF reports | Planning Section  Logistics Section | Situation briefings  Situation reports  GIS products | Initial assessment no later than 6 hours following incident and updated every operational period |
| **Where are the staging area(s) for resources?** | Area needed to support resources  Open areas outside immediate footprint | Agency providing resources  GIS database  Maps | Operations Section  Planning Section  Logistics Section  Liaisons | Map  GIS products | As soon as possible so that resources have a location to report to upon dispatch. |
| **What resources have been dispatched to the incident/event but have not yet arrived?** | Status of resources dispatched to the incident/event | On-scene reports  Situation reports  911 reports | Same as above | Operations planning worksheet | As soon as possible so that resources can be utilized to support operations. |
| **What mutual aid agreements need to be leveraged for additional resources, if needed?** | EMAA  EMAC | Mutual aid agreements  Local Emergency Management agencies | Operations Section  Logistics Section | Same as above | Initial assessment no later than 4 hours and updated every 12 hours |
| **What is the greatest potential threats/risks posed to this specific event by secondary incidents?** (Hazardous, toxic, and radiological issues; criminal, terrorism, explosive devices, safety hazards, natural disasters, crowd management?) | Hazardous materials in the vicinity  Projected size of the attending crowd  Threats posed against the event | Assessment Team reports  NCRIC  On-scene reports  Predictive modeling  Nuclear Regulatory Commission (NRC)  U.S. Environmental Protection Agency (EPA)/MDNR/Missouri Division of Fire Safety  USCG  National Weather Service | Operations Section  Safety Officer | Threat Briefing  Risk Assessment  GIS product depicting actual or potential threats  Situation report  Status briefing  Daily intelligence summary  Safety briefings/ messages | Initial estimate no later than 4 hours and updated every 12 hours |
| **Is there any intelligence information indicating a manmade/terrorist threat to the event or its attendees?** | Intelligence collected by law enforcement  Threats called into law enforcement agencies | NCRIC  NOC | Operations Section | Same as above | As soon as possible post-incident/event and ongoing as required |
| **Where are LSE visitors and workers staying?** | Numbers of visitors and workers forecasted to come into and stay in the areas | Poll local hotels  Poll local chambers of commerce and tourism boards  Poll on-line housing services (ex. Airbnb) | Planning Section | Situation reports  Status briefings (as warranted) | Developed prior to event if possible. As soon as possible post-incident/event and ongoing as required |
| **What is the current weather report?** | Forecast post-incident and implications for impeding operations | National Weather Service (NWS) | Operations Section | Status briefings  Situation report  Daily intelligence summaries | Same as above |
| **What is the weather report for the next 24-hours?** | Same as above | Same as above | Planning Section | Same as above | Same as above |
| **INTERAGENCY COORDINATION** | | | | | |
| **What is the briefing schedule?** | List of all of the briefing schedules for the incident command, JIC, EOC, SOC, and policy groups | On-scene reports  Situation reports | Operations Section  Planning Section | Same as above | Initial estimate no later than 6 hours and updated every 12 hours |
| **When are the situation reports due?** | List of when the situation report is due and to whom | EOC  SOC | Planning Section | Same as above | Same as above |
| **What is the incident command organization?** | Organization chart | Incident command  On-scene reports | Operations Section  Planning Section | Same as above | Same as above |
| **How can we communicate with the command and established sections?** | Other methods of communication to each section of the general staff, the command staff, the JIC, and supporting EOCs, MACCs and supporting agencies (e.g., hospitals, NGO, private sector, etc.).  Reliability of cellular service in affected areas  Potential requirement for radio/satellite communications capability  Status of emergency broadcast (TV, radio, cable) system and ability to disseminate information | On-scene reports  Situation reports  TICPs  Coastal REOC Report  State Liaison/Incident Management Assistance Teams (IMAT)/Federal Coordinating Officer (FCO)  State and Federal ESF-2  News media/open sources  Telephone companies  Internet service provider/telephone companies  NCS member agencies | Operations Section  Planning Section  Logistics Section | Same as above | Same as above |
| **What resources are at the incident/event scene?** | Status of resources at the incident/event scene | On-scene reports  Situation reports | Operations Section  Planning Section  Logistics Section  Liaisons | Same as above | Initial estimate no later than 4 hours and updated every 12 hours |
| **Where is the staging area(s) for incident command?** | Location and designation for each staging area  Name of each staging area manager  Method of communication with each staging area manager | On-scene reports  Situation reports | Operations Section  Planning Section  Logistics Section | Same as above | Initial assessment no later than 2 hours following incident and updated every operational period |
| **What are the completed actions of incident command?** | Incident, local, and State priorities | On-scene reports  Situation reports  Local EOC reports | Operations Section  Planning Section | Situation briefings  Situation reports | Initial assessment no later than 6 hours following incident and updated every operational period |
| **What are the current actions of incident command?** | Incident, local, and State priorities | On-scene reports  Situation reports  Local EOC reports | Operations Section | Situation briefings  Situation reports | Ongoing |
| **Coordination with private security entities?** | Is communication effective?  What issues do they see  Are issues being reported to EOC | Incident Command  Local law enforcement agencies | Incident Commander | Situation report | Ongoing |
| **What are the projected actions of incident command?** | Incident, local, and State priorities | On-scene reports  Situation reports  Local EOC reports | Planning Section | Situation briefings  Situation reports | Updated every operational period |
| **PUBLIC INFORMATION / MEDIA RELATIONS** | | | | | |
| **Has a joint information center (JIC) been established? If so, where?** | Time and location the JIC was established  Name of the lead PIO  Method of communicating with the JIC | Incident Command  Local EOC | Same as above | Same as above | As soon as possible post-incident/event and ongoing as required |
| **What are the emergency public information requirements?** | Messaging priorities  Methods of communicating to the public  Timeline to communicating to the public | Incident Command  Local EOC  SOC  JIC  Media | PIO  JIC | Situation briefings  Situation reports  Media briefings | Initial assessment no later than 4 hours following incident and updated every operational period |
| **Has safety and security information been distributed prior to the event?** | Potential threats  Safety hazards | Safety Officer  OSHA | JIC  Safety Officer | Talking Points  Written information  Safety Message | As soon as possible post-incident/event and ongoing as required |
| **What information needs to be actively communicated to the public?** | Threats  Safety information  Evacuation routes | Safety Officer  Local EOC  JIC  Media | JIC  EM | Media Briefing  Talking Points | Same as above |
| **SECONDARY EVENT** | | | | | |
| **What is the nature of the secondary incident?** | CBRNE  Extreme Weather Event  Natural Event  Crowd Violence | Field Reports  Local EOC | Operations Section  Intelligence | Situation briefings  Situation reports  Media briefings | Same as above. |
| **Physical boundaries of secondary incident areas** | Exact location of event  Area(s) impacted | Field Reports  Maps  GIS database | Planning Section | GIS Maps  Displays | Same as above |
| **Access points to impacted areas** | Location of access points located  Credentials needed to enter  Best routes to approach the impacted area | SEOC Reports  FEMA State Liaisons  CalTrans Reports  MSHP and Law Enforcement Reports  Operations | Operations Section  Planning Section | GIS maps  Displays  Briefings | Initial estimate no later than 6 hours and updated every 12 hours |
| **Are there confirmed injuries? How many?** | What is the extent of the injuries? | Field Reports | Operations Section | Status Briefing  Situation Report | As soon as possible post-incident/event and ongoing as required |
| **What special teams are needed to respond to the incident?** | Hazmat Teams  Bomb Squad  SWAT Teams  Federal resources | Field Reports | Operations Section | Same as above | Same as above |
| **Is EMS response required? Implement Triage?** | Number of injured victims and responders | Field Reports | Operations Section | Same as above | Same as above |
| **Should hospitals be notified of incoming patients?** | Number of level 1 and level 2 victims | EMS triage of injured | Operation’s Section | Same as above | Same as above |
| **HAZARDOUS MATERIAL RELEASE** | | | | | |
| **What is the hazardous material that was released or is threatening to be released?** | Chemical  Biological  Radiological/Nuclear  Toxic | On-site Hazmat | Operations Section | Situation briefing  Situation Report | As soon as possible post-incident/event and ongoing as required |
| **When did the release occur?** | Field Reporting | On-site Hazmat | Operations Section | Same as above | Same as above |
| **What is the exact location of the release?** | Chemical released | On-site Hazmat  Field Reports | Operations Section | Same as above | Same as above |
| **What was the method of release?** | Accidental v. Weaponized | On-site Hazmat  Law Enforcement  Field Reports | Operations Section | Same as above | Same as above |
| **How much of the hazardous materials were released?** | How much of the hazardous material was originally in the container(s) prior to the release? | On-Site HazMat | Operations Section | Same as above | Same as above |
| **Is hazardous materials still being released?** | HazMat Team | On-site Hazmat  Field Reports | Operations Section | Same as above | Same as above |
| **What are current weather conditions?** | Wind  Temperature  Other weather factors | National Weather Service | Planning Section | Situation report | Same as above |
| **What are the hot, warm and cold zones for the release incident?** | Hazmat Team | Incident Command  Maps  GIS Database  Plume Modeling | Operations Section | Plume Map  Situation Map | Same as above |
| **What teams are in place?** | Hazmat Teams  Federal Assets | Operations Chief  Incident Command | Operations Section | Situation briefing | Same as above |
| **FACILIITY COMPROMISE (Infrastructure) / UTILITIES** | | | | | |
| **What critical infrastructure has been destroyed and damaged?** | Status of potable and non-potable water and sewage treatment plants/distribution systems  Status of medical facilities (hospitals and nursing homes)  Status of schools and other public buildings  Status of fire and police facilities  Status of levees and dams | Predictive models  Remote sensing/aerial reconnaissance (CAP)  SEOC Reports  ESF-3  ESF-8  ESF-12  GIS | Operations Section | Situation Report  Unit Logs | Initial estimate no later than 6 hours and updated every 12 hours |
| **What critical infrastructure is threatened by the hazard?** | Same as above | Same as above | Same as above | Same as above | Same as above |
| **Has power to the facility/area been impacted?** | What systems will the loss of power impact? Communications, Access Controls | Utility providers  Private sector power companies | Operations Section  Planning Section | Situation Reports  Situation Briefings | Same as above |
| **Has water to the facility/area been impacted?** | What systems will the loss of water impact?  Fire Suppression, public health | Same as above | Same as above | Same as above | Same as above |
| **Is the physical security of the facility affected/damaged?** | Damage to security systems  Damage to building foundation  Damage to building structural materials | Same as above | Same as above | Same as above | Same as above |
| **Is the physical security of CI in the surrounding area impacted? (roads, bridges, public transportation hospitals)** | Damage to buildings  Damage to roads  Damage to bridges | Same as above | Same as above | Same as above | Same as above |
| **EARTHQUAKE** | | | | | |
| **What time did the earthquake occur?** | Geological Reporting | State Warning Center  CalTech | Operations Section  Planning Section | Situation Report | As soon as possible post-incident/event and ongoing as required |
| **What is the earthquake’s epicenter?** | Jurisdiction Impacted | State Warning Center  CalTech | Operations Section  Planning Section | Same as above | Same as above |
| **What is the magnitude of the earthquake?** | Geological Reporting | State Warning Center  CalTech | Operations Section  Planning Section | Same as above | Same as above |
| **What are the resulting aftershocks?** | Geological Reporting | CalTech  State EOC | Operations Section  Planning Section | Same as above | Same as above |
| **Are physical structures within event footprint damaged?** | Observed Damage  Field Damage Reports | Field Reports | Operations Section | Same as above | Same as above |
| **How many collapsed structures requiring USAR teams?** | Observed Damage  Field Damage Reports | Field Reports  USAR Team reporting | Operations Sections | Same as above | Same as above |
| **What is the impact to the transportation infrastructure?** | Observed Damage  Field Damage Reports | Field Reports | Operations Section | Same as above | Same as above |
| **Does the event area/facility need to be evacuated?** | Observed Damage  Field Reports  Anticipated Crowd Size  Estimated Current Crowd Size | Facility Emergency Operations Plan  Field Reports | Incident Command | Same as above | Same as above |
| **Are other facilities/areas evacuating?** | Field Reports  Reported evacuations | Local Emergency Management agencies  Private Sector Partnerships | Planning Section  Incident Command  Operations Section | Same as above | Same as above |
| **EXPLOSIVE DEVICES** | | | | | |
| **What is the nature of the explosive device?** | Reported Package  Bomb Squad Reports | Bomb Squad | Operations Section | Situation Reports | As soon as possible post-incident/event and ongoing as required |
| **What areas have been pre-searched/cleared for explosive devices?** | Law Enforcement Searches  Canine Searches | US Secret Services  Transportation Security Administration (TSA) Canine Squads  Local Law Enforcement Canine Squads  Law Enforcement Patrols | Operations Section | Situation Reports  Maps | Same as above |
| **Are there confirmed injuries?** | Number of injured  Type of injuries reported | Bomb response protocol  EMS Field Reporting | Operations Section | Situation Reports | Same as above |
| **Has the area been surveyed for potential secondary devices?** | Law Enforcement Searches  Canine Searches | US Secret Service  TSA Canine Squads  Local Law Enforcement Canine Squads  Law Enforcement Patrols | Operations Section | Situation Reports | Same as above. |
| **What roads need to be closed?** | Road closures related to the LSE  Proximity to the package  Determined hot and cold zones | Regional EOC  CA DOT | Operations Section | Evacuation Plan  Maps | Developed prior to event if possible. As soon as possible post-incident/event and ongoing as required |
| **What areas need to be evacuated?** | Proximity to the package  Determined hot and cold zones | Bomb squad protocols  Field Reports | Operations Section | Same as above | Same as above |
| **EVACUATION** | | | | | |
| **What areas need to be evacuated? Entire area or only partial area?** | Location of incident  Location needing to be evacuated  Severity of incident  Potential growth/expansion of incident | Field Reporting  Local Emergency Management Agencies | Incident Command  Operation Section  Planning Section | Map  Evacuation Plan | Developed prior to event if possible. As soon as possible post-incident/event and ongoing as required |
| **What is number of people in need of evacuation?** | Estimated crowd size  Anticipated crowd growth | Stadium/Event Evacuation Plan | Incident Command  Operation Section  Planning Section | Evacuation Plan | As soon as possible post-incident/event and ongoing as required |
| **What public address systems are in use to notify attendees of evacuation routes?** | Public Address System  Staff  Lighting and signage | Stadium/Event Evacuation Plan  Media  PIO | PIO | Press Release  Press Briefing  Public Address System | Developed prior to event if possible. As soon as possible post-incident/event and ongoing as required |
| **How/What information re: evacuation is being communicated to facility staff?** | Routes  Procedures | Stadium/Event Evacuation Plan  PIO | PIO  Operations Section | Press Release  Press Briefing | As soon as possible post-incident/event and ongoing as required |
| **Functional Needs: How many people will need assistance leaving the area?** | Types of assistance necessary (transportation, language, medical) | Field Reporting | Operations Section  Planning Section | Evacuation Plan | Same as above |
| **What roads need to be closed?** | Road closures related to the LSE  Location needing to be evacuated | Regional EOC  CA DOT | Operations Section | Evacuation Plan  Maps | Developed prior to event if possible. As soon as possible post-incident/event and ongoing as required |
| **Are other locations in the jurisdiction being evacuated simultaneously?** | Footprint of the incident causing the evacuation  Evacuation routes being used | Regional EOC  Local Emergency Management Agencies | Planning Section | Situation Reporting | As soon as possible post-incident/event and ongoing as required |
| **ACCESS CONTROL AND PHYSICAL SECURITY** | | | | | |
| **Are access credentials being enforced?** | Number of credentials issued for the LSE  Type of credentials issued for the LSE  Location of credential check points | US Secret Service  Local Law Enforcement  Federal Bureau of Investigation | Operations Section | Situation Reporting  Credentialing Plan | Developed prior to event if possible. As soon as possible post-incident/event and ongoing as required |
| **VIP security** | Who is providing VIP Security  Number of law enforcement officers assigned | Local Law Enforcement Agencies | Operations Section | Situation Reporting | Same as above |
| **CROWD MANAGEMENT** | | | | | |
| **Are there areas for public demonstration?** | Reports from Law Enforcement  Required public demonstration areas | Field Reports | Operations | Map  Situation Report | As soon as possible post-incident/event and ongoing as required |
| **What is the plan for family reunification plan for missing children?** | Safe location for holding children  Support from Law Enforcement | Field Reports  Location of mobile command post | Planning  Operations | Map  Reunification plan | Developed prior to event if possible. As soon as possible post-incident/event and ongoing as required |
| **Are there incidents of fan violence within the facility or parking lots?** | Reports from Law Enforcement  Arrest reports | Field Reports | Operations | Situation Report  Situation Briefing | As soon as possible post-incident/event and ongoing as required |
| **TRAFFIC/TRANSPORTATION** | | | | | |
| **Points of entry and exit** | Entry areas to LSE  Manned entry and exit points | Mapping  Event Footprint | Operations | Map of venue/area | As soon as possible post-incident/event and ongoing as required |
| **Are parking lots at capacity?** | Reports from law enforcement in parking areas | Mapping  Event Footprint | Operations | Map of venue/area | Initial estimate no later than 4 hours and updated every 12 hours |
| **What roads are closed?** | Requests for closures supporting LSE | Mapping  Event Footprint | Operations | Situation report | As soon as possible post-incident/event and ongoing as required |
| **Are there any problems with public transportation in the area?** | Disruption/delays in service  Demands on service | Public transit/transportation providers  MTC | Operations  Logistics | Situation report | Initial estimate no later than 4 hours and updated every 12 hours |
| **Are there any reported problems with traffic flow on major highways in the area?** | Reported accidents  Reported disabled vehicles | GPS  CHP  DOT | Operations | Situation report | As soon as possible post-incident/event and ongoing as required |
| **MEDICAL RESPONSE/EMS** | | | | | |
| **Do cooling areas needed to be implemented? Location of cooling locations?** | Temperatures  Anticipated changes in temperatures | National Weather Service  GIS database | Planning Section  Operations Section | Map of venue with cooling locations outlined. | Initial estimate no later than 4 hours and updated every 12 hours |

Appendix B

**Demobilization Forms**

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1. Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010. [↑](#footnote-ref-1)