

# Planning Section

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## CP Cadre Training

**2021**

**Five-Hour Instruction**

By

Emergency Services Division, Major Incident Response Team (ESD/MIRT)

Logistics:

- 1) Command Post Vehicle (Mobile 9, PEGASUS during COVID-19 restrictions)
- 2) Two folding tables and four chairs
- 3) Five cones and one roll of yellow police tape
- 4) Four signs “Check-In” and one sign “Command Post”
- 5) One white dry erase board with four different colored dry erase markers
- 6) Staging and Planning displays
- 7) Student handouts
- 8) Accessible facilities

**LOS ANGELES POLICE DEPARTMENT  
COMMAND POST - PLANNING SECTION  
Course Outline**

**Instructional Goal:** To reinforce the student's knowledge of the Incident Command System, Command Post operations, Planning Section's key principles and applications.

**Performance Objectives:** By participating in group activities:

- ❑ Students will be able to articulate the duties and responsibilities of the *Check-In Recorder, Resource Unit Leader, Situation Unit Leader, Documentation Unit Leader* and the *Demobilization Unit leader*.
- ❑ Students will be able to implement the procedures required by the different positions when assigned to the Planning Section.

**I. ICS PLANNING SECTION TRAINING**

Each student will receive a copy of the following handouts at various intervals of the class:

1. List of Abbreviations
2. Organizational Chart – Planning
  
3. Check-In related photos
4. Check-In Tracking Form (Optional ESD/MIRT Form)
  
5. How to find ICS forms and exemplars on the Department LAN (screenshot)
6. **ICS-211/214** (*PERSONNEL CHECK-IN LIST / ACTIVITY LOG*) – Blank
7. **ICS-211/214** (*PERSONNEL CHECK-IN LIST / ACTIVITY LOG*) – Check-In Exemplar
  
8. **ICS-213** (*GENERAL MESSAGE*) Form – Blank
  
9. Resource Status related photos
10. Resource Status Board Exemplar (RESTAT) – Hand Written
11. Resource Status Board Exemplar (RESTAT) – Electronic
  
12. Situation Status related photos
13. Situation Status Board Exemplar (SITSTAT) – Hand Written
14. Situation Status Board Exemplar (SITSTAT) – Electronic
15. **ICS-209** (*INCIDENT STATUS SUMMARY*) – Blank
  
16. **ICS-221**(*DEMOBILIZATION CHECK-OUT*) (DEMOB) – Blank
17. **ICS-221**(*DEMOBILIZATION CHECK-OUT*) (DEMOB) – Exemplar
18. **ICS-211/214** (*PERSONNEL CHECK-IN LIST / ACTIVITY LOG*) – DEMOB Exemplar
19. OVERTIME CALCULATIONS (12-hour shift)
20. **ICS-211/214**, TIME CALCULATIONS – Exemplar
  
21. **ICS-201** (*INCIDENT BRIEFING*) – Exemplar
22. SAMPLE OBJECTIVES (List of Objectives – ESD/MIRT document)
23. EAP/IAP/AAR DEPARTMENT GUIDELINES – CTSOB NOTICE (2014)

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**A. Introduction.** (5 minutes)

1. Instructors will introduce themselves as the sign-in roster is circulated:
  - a. Name (*without regard to rank, this sets the tone of collaboration amongst the students*).
  - b. Current assignment.
  - c. Experience with incident management, utilizing ICS forms at events and incidents.
2. Students will introduce themselves in the same manner as the instructors as they sign the roster.
3. Overview of the 4-hour training schedule:
  - a. Presentation, discussion and group exercises with instructor facilitation.
  - b. Reasonable time for Q & A sessions prior to each break.
  - c. Five to **ten-minute** break approximately every hour.
4. **Commitment to Leadership** (*Core Value*):

Checking in, monitoring resource status, and demobilizing the numerous personnel resources can be a monumental task. These tasks must be accomplished under time-sensitive circumstances and can be a chaotic experience if not handled properly. It is our goal as the Los Angeles Police Department to be a leader in event and incident management. This commitment to leadership and our dedication to critical review of procedures enhance our ability to efficiently meet the needs of managing complex incidents.
5. Briefly review and familiarize the various resource materials that will be provided to the students. Reinforce the benefit of utilizing the resource materials.
6. Instructional Goal is to instill in students that the goal is for ESD to help them improve on skills they already possess. The ESD is to provide guidance on what is expected of them when they are assigned to the **Planning Section** during an incident or event.

**B. Incident Command System Review.** (10 Minutes)

1. The Incident Command System (ICS) is a standardized all-hazard management approach. It is a set of procedures for managing personnel, facilities, equipment, and communications. It is used throughout the entire lifecycle of a spontaneous incident or pre-planned event. The same system from agency to agency.
2. Management by Objectives (*One set of objectives*)
  - a. Common goals established by the Incident Commander to address the needs of the incident/event.
  - b. Organized approach to incident/event management
  - c. Effective Resource Management
  - d. Unity of Command (Clear chain of command): Each individual participating in the operation reports to only one supervisor. *This eliminates the potential for individuals to receive conflicting orders from variety of supervisors. This increases accountability, prevents freelancing, improves the flow of information, helps with coordination efforts, and enhances safety.*
  - e. Incident callsigns during the hyperdynamic phase of an incident are provided at Check-In by Check-In Recorders or by the Staging Area Manager (STAM) in the staging area.
  - f. For a preplanned event and the second Operational Period of an incident, incident callsigns and squad configurations are assigned and included in an **Incident Action Plan (IAP) or Event Action Plan (EAP)**.

**C. Hook.**

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1. You are assigned to work the **Planning Section** or as a **Check-In Recorder** at an incident or event.
  - a. You are tasked with quickly processing arriving personnel to ready them for assignment.
  - b. You are tasked with receiving, displaying and constantly updating resource information at the Command Post (CP).
  - c. You are tasked with organizing deployed resources based on End of Watch (EOW) time and demobilizing them in a timely fashion to avoid excessive overtime. **“Are You Ready?”**

## II. ELEMENTS OF THE PLANNING SECTION

- **Resources Unit,**
  - a. Check-In Recorders
- **Situation Unit**
- **Documentation Unit**
- **Demobilization Unit**

### A. Check-In Recorders Responsibilities. (20 Minutes)

1. The Check-In is led by the **Check-In Recorder Supervisor**. The Check-In Recorder Supervisor is assigned by the Planning Section Chief and directly reports to the Resources Unit Leader (Unity of Command).
2. Check-In Recorder Supervisor is responsible for:
  - a. Exchanging information with the Staging Area Manager regarding appropriate signage for arriving resources.
  - b. Further communicate with the Staging Area Manager regarding Check-In progress and resources in Staging Area.
  - c. **Establish Check-In**
    - 1) Coordinate setting up tables, chairs and EZ ups (provided by Logistics) for **Check-In Recorders**.
      - a) Prepare a folder with a **Check-In Tracking Form (ESD/MIRT Form)** for each **GEOGRAPHIC BUREAU (OCB, OVB, OSB, and OWB)** or for each **RESOURCE TYPE (MFF, Motors, Bikes, TSE, CIUV and Shadow Units, etc.)**.  
*(The Check-In Tracking form is to assist with the tracking and managing of resources arriving to the Check-In table. If the form is not available a piece of blank paper can be utilized for this purpose).*
      - b) Have the following check-in and demobilization forms and exemplars available for arriving personnel to enhance the efficiency of check-in and demobilization.
        - **ICS Form 211/214 (Personnel Check-In List/Activity Log) – Blank**
        - **ICS Form 211/214 (Personnel Check-In List/Activity Log) – Check-In Exemplar**
        - **ICS Form 221 (Demobilization Checkout) – Blank**
        - **ICS Form 221 (Demobilization Checkout) – Demob Exemplar**  
*(The forms and exemplars are available on the Department Local Area Network (LAN) under “Infoweb Menu”>” Reference Library”>”*

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*Incident Command System Forms”. ICS forms are also available in  
“LAPD Forms”.)*

- c) Have markers, highlighters, rulers, staplers, etc. ready for Check-In Recorders.
  - d) Ascertain capabilities for duplication needs (*Request more than one copy machine with additional cartridges from Logistics Section during the Planning phase*).
  - e) When Check-In is established at a separate location from the Command Post, have Logistics set up a fax connection or have alternate capabilities (*such as scanning in/taking photos*) to forward copies of the incoming ICS-211s to the CP/Resources Unit without delay.
- c. Monitor the check-in process and supervise/assist Check-In Recorders.
  - d. Review original ICS-211/214s received from the Check-In Recorders prior to making copies. Ensure that the copies of the ICS-211s are promptly forwarded to the Resources Unit at the Command Post (CP).
  - e. Be prepared to answer current deployment related questions from CP’s Command Staff and/or Resources Unit personnel.
2. **Check-In Recorders** report to the Check-In Recorder Supervisor and are responsible for:
- 1) Record Check-In information on a **Check-In Tracking Form** (*ESD/MIRT Form*) or if not available, on a piece of blank paper.
  - 2) Process the **ICS Form 211/214** (*Personnel Check-In List/Activity Log*).
  - 3) Work with the Staging Area Manager to manage available resources to enhance deployment.
  - 4) Transmit Check-In information to the Resources Unit Leader.

**B. Check-In Procedures.** (*20 Minutes*)

- *Spontaneous incident:* Check-In Recorders will provide supervisors with Incident Call Signs from either a pre-established unit assignment list provided by the Planning Section Chief or by assigning the by following Department guidelines (see *Command Post Reference Guide*, page 7).
- *Pre-planned event:* Supervisors reporting to Check-In should already have unit designations and have their personnel assembled in squad formation in the Staging Area (If they don’t, then the same Check-In process would be utilized as that of a spontaneous incident).

Each supervisor shall complete his/her own **ICS Form 211/214** (*Personnel Check-In List/Activity Log*) containing the following information (*Check-In Recorders should advise supervisors that all boxes that apply SHALL be filled out completely. The importance of the “Supervisor Cell Phone”, “Assigned Vehicles” and “Activity Log” portions of the form should also be emphasized*):

- a. Incident Name (as per IAP/EAP)
- b. Operational Period (as per the IAP/EAP)
- c. Unit Name / Designation (as per IAP/EAP)
- d. Unit Leader (Name/Position as per the IAP/EAP)
- e. Supervisor’s Cell Phone (printed legibly)
- f. Resources Assigned to the specific supervisor only, to include:
  - 1) Incident Call Sign (as applicable from the IAP/EAP)

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- 2) Name (last/first, list supervisor first)
  - 3) Serial Number
  - 4) Rank
  - 5) Shift length (Flexible work Schedule)
  - 6) Division of assignment
  - 7) Actual Start of Watch
  - 8) Shift End of Watch
  - 9) Incident Start of Watch
  - 10) Incident End of Watch
  - 11) Incident Regulars Hours
  - 12) Incident Overtime Hours
- g. Assigned Vehicles:
- 1) Driver Serial Number
  - 2) Vehicle Type
  - 3) License Number
  - 4) Shop Number
  - 5) Starting Mileage
  - 6) Ending Mileage
  - 7) Total Mileage
  - 8) Notes
- h. Prepared By:
- 1) Name / Serial Number
  - 2) Position / Title
  - 3) Date / Time
  - 4) Signature
- (Page 2)*
- i. Incident Name (as per IAP/EAP)
- j. Operational Period (as per the IAP/EAP)
- k. Unit Name / Designation (as per IAP/EAP)
- l. Unit Leader (Name/Position as per the IAP/EAP)
- m. Supervisor's Cell Phone (printed legibly)
- n. Resources Assigned:
- 1) Name (last, first)
  - 2) ICS Position Serial Number
  - 3) Type of Less Lethal & Number of Rounds
- o. Activity Log
- 1) Date
  - 2) Time
  - 3) Notable Activities / Events
- p. Prepared By:
- 1) Name / Serial Number
  - 2) Position / Title
  - 3) Date / Time
  - 4) Signature

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*(Page 3)*

- q. Page 3 is an Activity Log Continuation sheet which can be utilized as needed.
3. Check-In Recorders need to review every incoming **ICS Form 211/214** for completeness.
4. Check-In Recorders should provide a blank ICS Form 211/214 and **Check-In Exemplar** (if available) when personnel arrive to Check-In without incident documentation.
5. Check-In Recorders should indicate the count for an **ICS Form 211/214** by writing the actual number of personnel (broken down by rank) on the top left of each original form [e.g. *“1/2/15”* would indicate that the **ICS-211 (Personnel Check-In List)** has (1) Lieutenant, (2) Sergeants or Detective Supervisors (D-2, D-3) and (15) Officers/Detective-1s listed].
6. Check-In Recorders should also write the assigned Incident Call Sign on the top right of each original ICS-211 forms prior to making a copy (e.g. *“1P220”*).
7. Check-In Recorder Supervisor reviews the **ICS Form 211/214s** for completeness and approves the copying/forwarding of the forms.
8. Check-In Recorders make one or two copies (*Too many copies can cause confusion later in the process*) of the original **ICS-211s**:
  - a. Original ICS Form 211/214 is given back to the supervisor checking in after a copy(s) is made. When the capability is available, an electronic copy of the **ICS-211** must be forwarded to the CP/Resources Unit without delay. An open line of communication should be established between Check-In and the Resources Unit at the CP to periodically verify the proper information flow. If an electronic option is available than making one copy of the original **ICS-211** would be sufficient (*If there is no power due to a major disaster, utilization of handwritten copies may become necessary*).
  - b. The first copy; when the forms are hand carried to the CP/Resources Unit from Check-In, one of the two copies should be delivered to the CP without further delay to provide real-time data regarding available resources.
  - c. The second copy is retained by the Check-In Recorder Supervisor to assist with monitoring the Check-In process (*Check-In Board*) then it is provided to the Demobilization Unit for preparation of the Demobilization Plan. When demobilization is conducted by Check-In personnel the secondary copies are utilized to ensure appropriate demobilization process.
7. After returning the original **ICS Form 211/214s** to the supervisors, Check-In Recorders should provide a blank demobilization form **ICS Form 221** to them.  
Along with the demobilization form, Check-In Recorders should also provide an explanation why the demobilization forms are being provided at the time of checking-in (Enhancement of demobilization).
8. Check-In Recorders should also provide a **DEMOB Exemplar** for the **ICS Form 221** to assist with proper form completion.
9. Demobilization forms and exemplars can also be handed out to supervisors during check-in utilizing pre-prepared packages.
9. Supervisors, as soon as practical, shall complete a corresponding **ICS Form 211** leaving the timekeeping portion blank until demobilization.
11. The **ICS Form 221** should only be completed at the time of demobilization.
12. It is advisable that Check-In personnel run a Check-In Board similar to the Resource Status (RESTAT) Board using the check-in copies of the **ICS Form 211s**. The board will assist with monitoring the check-in process and it will also serve as a reference/back-up for RESTAT Board.
13. Check-In Recorder Supervisor or Designee should maintain an open line with the Resources

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Unit in the CP in order to provide real-time updates of the Check-In process.

14. **ICS Form 211/214s** are also available electronically in the **Deployment Planning System** (DPS). However, in order to get correct times for DPS generated ICS Form 214s and ICS Form 211s, the watch commander at the divisions must actualize the DPS Start of Watch (SOW) time and End of Watch (EOW) time for that day in the DPS system first.

\*\*\*\*\***Break (10 Minutes)**\*\*\*\*\*

**C. Resources Unit Responsibilities. (20 Minutes)**

1. The Resources Unit is led by the **Resources Unit Leader (RESL)**, who directly reports to the Planning Section Chief (PSC) or in his/her absence to Deputy Planning Section Chief (DPSC) and is responsible for:
  - a. Informing the **Check-In Recorder Supervisor** to establish the Check-In function at staging location(s).
  - b. Upon receipt of information from the Check-In Recorder Supervisor (or designee) of Strike Team(s) and/or Task Force(s) that have completed the Check-In process, immediately post the information on the resource tracking tool (*e.g. dry erase board, electronic display board*).
2. **Resources Unit must:**
  - a. Track the status of the tactical resources assigned to the event or incident (The Operations Section is responsible for tracking the location of the tactically assigned resources).
  - b. Display a total count of all personnel assigned to the event or incident (*broken down by rank and updated periodically as the information comes in from the Check-In Recorders*).
  - c. Have two separate columns on the display broken down by rank; one for “CP” and one for “FIELD” personnel.
  - d. Maintain and post current status (“ASSIGNED”, “AVAILABLE” and “OUT of SERVICE”) of all tactical resources.  
*(The most efficient way to address the issue is dedicating part of the Restat Board (or a separate dry erase board) and indicate the headings “ASSIGNED”, “AVAILABLE” and “OUT of SERVICE”. Then post a folded in half copy of each ICS Form 211 received from Check-In under the corresponding heading. The order of the forms displayed on the board under “AVAILABLE” should follow the order of resources indicated on the corresponding ICS Form 207, Organization Chart (LAPD Form 14.20.07) if available. This system will provide a clear overview of current status of all tactical resources. This method can also be utilized when there is no power available during a major disaster.*
  - e. Maintain a master roster of all tactical resources checking in at the event or incident. For a spontaneous incident, multiple pages of a **Check-In Tracking Form (ESD/MIRT Form)** can be utilized. For a preplanned event, prepare a multiple page spreadsheet indicating “**Section**”, “**Branch**”, “**Group/Division**”, “**Unit Name/Position**”, “**Unit Designation**”, “**Personnel**”, “**Supervisor**” and “**Cellphone #**”. The spreadsheet can be used to document resources checking in and also to provide pre-assigned unit designations (call signs) to supervisors during Check-In.
  - f. Have at least one dedicated phone line to exchange information with Check-In (supply the number to the **Check-In Recorder Supervisor** as soon as the number is available.)



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- g. If a fax is set up at the CP for receiving copies of **ICS Form 211s**, provide the phone number to the *Check-In Recorder Supervisor* as soon as the number is available to avoid delay in the information flow.
  - h. Monitor End of Watch (EOW) times of all tactical resources deployed to avoid excessive overtime issues (*A simple way to monitor EOW times is to **color-code** the corner of each ICS Form 211 presented on the RESTAT Board based on the “Regular EOW” time. Then a corresponding “legend” should be displayed on the board (e.g. “■ 1400-1459 hours”, “■ 1500-1559 hours”, “■ 1600-1659 hours”, “■ 1700-1759 hours”, etc.) making the reading of the color-codes effortless*).
  - i. Resources Unit should be able to provide overtime related information at any time to the Command Staff upon request.
  - j. Resource Unit should provide periodic updates to the Planning Section Chief or his/her deputy beforehand regarding units going on overtime.
4. During demobilization the Resources Unit should maintain an open line of communication with Demobilization Unit (DEMOB) in order to display the latest information on the board regarding the status of all tactical resources.

**D. Situation Unit Responsibilities. (15 Minutes)**

1. The **Situation Unit** is led by the **Situation Unit Leader (SITL)**. The Situation Unit Leader (SITL) reports to the Planning Section Chief (PSC) or in absence the Deputy Planning Section Chief (DPSC). The **Situation Unit Leader (SITL)** is responsible for:
  - a. Preparing and maintaining Incident Situation Displays (e.g. *maps, forms, weather reports, victim or damage assessment information and other reports from technical specialists*).
  - b. Maintain and display a Chronological Narration (chrono log) at the CP during an event or incident.
  - c. Collect, maintain and display current incident data.

*A practical way to display information related to an event or incident is to have a dry erase board dedicated as the Situation Status Board (SITSTAT Board) or an electronic display (e.g. projector, large screen TV) set up at the CP. The board would indicate information monitored by Situation Unit. The information monitored is based on the request of the Incident Commander and/or dictated by the event or incident (e.g. “**Crowd Location/Size/Demeanor**”, “**Sound Truck Deployed/Location/Operators Contact**”, “**Videographer Deployed/Location/Contact**”, “**Arrests**”, “**Field Jail Location/Contact**”, “**Use of Force**”, “**Injuries**”, “**TC-s**”, “**Guns**”, “**Weather**”, etc.). A portion of the board should be dedicated to monitor specific incidents during an event or incident (Information displayed on the Chronological Log at the CP is constantly updated, therefore; information related to a particular incident is quickly pushed off the screen by the incoming fresh information related to the entire event or incident (e.g. Monitor situation regarding a suspicious package located near by the Academy Awards).*

- c. Maintain an open line of communication with the Operations Section in order to display the latest information on the SITSTAT board.
- d. Monitor radio traffic (include relevant information in chrono log).
- e. Also have a designee attend command and general staff briefings to capture pertinent information (include information in chrono log).
- e. Provide photographic services and maps.
- f. Prepare periodic predictions as requested by the PSC.

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- g. Prepare, post and disseminate resource and situation status information.
- h. Provide status report to the Planning Section Chief (PSC).
- i. Prepare the **Public Information Summary – Incident Status** (*ICS Form 209 (LAPD Form 14.20.08 (07/08))*) when requested. The form is used to provide updated information to the Incident Commander and/or the Operations Section Chief prior to command and general staff briefings.

**E. Documentation Unit (DOC) Responsibilities. (5 Minutes)**

1. The Documentation Unit is led by the **Documentation Unit Leader (DOCL)**, who directly reports to the Planning Section Chief (PSC) or in absence to the Deputy Planning Section Chief (DPSC). The **Documentation Unit Leader (DOCL)** is responsible for:
  - a. The collection and distribution of any (original and copies) incident/event related documents (*e.g. Incident Action Plan/Event Action Plan (IAP/EAP), communication logs, situation status reports, General Message forms, injury claims, ICS forms, notes, maps, ICS Form 214 (copies) to Resources Unit...etc.*). Some documents may originate in other sections.
  - b. Ensuring that each section is maintaining and providing appropriate documents.
  - c. Providing duplication and copying services for all other sections utilizing copy machine(s) at the CP that were provided by Logistics Section.
  - d. Providing the collected documents to the Planning Section Chief or his/her designee at the conclusion of the event or incident.

*(\*Thorough collection of documentation is critical to post-incident analysis, and the completion of an After Action Report (AAR). The documents then will be stored for legal, analytical, and historical purposes.)*

**F. Demobilization Unit (DEMOB) Procedures and responsibilities. (15 Minutes)**

1. The Demobilization Unit is led by the **Demobilization Unit Leader (DMOB)**, who directly reports to the Planning Section Chief (PSC) or in absence to the Deputy Planning Section Chief (DPSC).
2. The location for demobilization and personnel handling the demobilization may be same as the original Check-In location and personnel. In case of an extended incident or event, original personnel may be replaced by another crew (*If time permits, have the original Check-In personnel conduct demobilization since they are familiar with the tactical resources deployed*).
3. Start preparing the Demobilization Report at the beginning of event/incident to assist with orderly, timely demobilization of personnel deployed and to avoid overtime liability issues.
4. The Incident Commander (IC) approves demobilization of squads (*\*No one is allowed to demobilize without the authorization coming from the Incident Commander*).
5. Every supervisor should demobilize in person in order to complete all appropriate paperwork.
6. Maintain an open line of communication with Resources Unit to ensure timely information exchange.
7. DEMOB should verify the status of each and every unit arriving to demobilize with Resources Unit prior to accepting any documents from the supervisors.
8. Once a supervisor is approved to demobilize and is present, DEMOB shall retrieve their demobilization packet, which must contain:
  - a. Completed **ISC Form 221 (Demobilization Checkout)**

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- b. Completed, signed, original *ICS Form 211/214 (Personnel Check-In List/Activity Log)*
- 9. All the forms should be filled out completely, without leaving any portions of the forms blank (*Even if a box doesn't apply, it should still indicate "N/A" or "None"...etc*).
- 10. The submitted *ICS Form 221 (Demobilization Checkout)* must recap reportable occurrences and provide detailed information on *ICS Form 214 (Activity Log)* under "Notable Activities/Events" portion of the form.
- 11. Forms should not be accepted without reviewing them for completeness.
- 12. DEMOB personnel shall have supervisors verbally confirm that they have accounted for ALL personnel assigned to them as listed on their original *ICS Form 211*.
- 13. Copies of the *ICS Form 211s* made during check-in can be utilized to reconcile that all units have checked out.
- 14. Demobilization Unit Leader or Designee reviews all forms for completeness and once reviewed, releases the supervisor from the incident.
- 15. Demobilization Unit Leader should collect and provide all original demobilization packets (*ICS Forms 221s and 211/214s*) to Documentation Unit Leader or to Planning Section Chief at the conclusion of event/incident. Delivery of the packages and person receiving should be documented in the chrono log.

----- **LEAVE NO ONE BEHIND!** -----

**G. Planning Section Chief and Operations Section Chief.**

- 1. Never demobilize prior to ensuring that no personnel have been left on post and/or are otherwise unaccounted for.

\*\*\*\*\**Break (10 Minutes)*\*\*\*\*\*

**H. Written Test. (20 Minutes)**

**I. Application (Group A Scenario). (35 Minutes)**

\*\*\*\*\**Break (10 Minutes)*\*\*\*\*\*

**J. Application (Group B Scenario). (35 Minutes)**

**K. Review (Group A and Group B). (5 Minutes)**

**L. Critique. (5 Minutes)**