PURPOSE

The Incident Action Plan (IAP) is a written plan that defines and communicates the priorities, objectives, and tactics needed to meet the operational objectives of a disaster relief operation (DRO) for a given operational period. It is comprised of multiple forms which can be modified as needed to meet an incident's requirements.

- On a DRO, there is one Incident Action Plan in effect at a time to address one operational period (typically 24 hours).
- Incident Action Plan content is developed by DRO leadership.
- The Incident Action Plan is written by the Information & Planning section and approved by the DRO Director.
- The Incident Action Plan is distributed widely within the DRO and to Red Cross external partners.

INCIDENT ACTION PLAN COVER PAGE

Purpose: The cover page provides a brief overview of the Incident Action Plan and states which forms are attached.

Directions:

Location	Field Title	Instructions
Top Left Corner, First Line	Incident Action Plan [#XX]	Replace [#XX] with the version number of the IAP. Each new report has a new version number. The first IAP is version 1, following IAP numbers run sequentially. For example, the third IAP reads 03. *From "Incident Action Planning Job Tool, DCS JT Information & Planning," page 22.* On the last IAP, after its version number, write FINAL.
Top Left Corner, Second Line	DR XXX-XX	Replace XXX-XX with the DR (Disaster Relief) number. If there is no DR number, remove this line.
Top Left Corner, Third Line	18:00 dd/mm/yyyy to 17:59 dd/mm/yyyy	This is the operational period the IAP is in effect. Enter the start time (using military time or a 24-hour clock). State the start date using a 2-digit day/2-digit month/4-digit year. Enter the end time (using military time or a 24-hour clock). State the end date using a 2-digit day/2-digit month/4-digit year.

Location	Field Title	Instructions
Top Right Corner, First Line	[DR Common Name]	There are 2 IAP file naming options. **If there is a DR number issued**, use: DR###_YYYYMMDD_IAP_V#. This represents the DR Number (DR###), Date (YYYYMMDD), IAP, and Version Number (V#). For example, DR123_20190503_IAP_V4. **If there is no DR number**, use: YYYYMMDD_Region_Event_IAP_V#. This represents the Date (YYYYMMDD), Region Name, Event Type Abbreviation, IAP, and Version Number (V#). For example, 20190503_CentralPA_FLD_IAP_V4.
Top Right Corner, Second Line	[DR Common Name]	Optional: Add a working name. For example: Halifax Tornado or Elizabethtown Parade
Center	[Insert Photo]	• Insert a photograph relevant to the DR. • Change the photo with each version of the IAP. • If no photo is available, use the American Red Cross logo, • Title the photo (optional). • Include a credit of the person that took the photograph (optional). • Add a brief, descriptive narrative explaining the picture (optional).
Bottom	Documents Included Y/N	Answer Y (Yes) or N (No) for each form that is or is not included in the IAP. Work Assignments Line: Include the number of work assignments. For example, if there are 8 work assignments the line reads, "Work Assignments (8)."
Bottom Left	Prepared By:	Insert name and title of the person who prepared the IAP. Sometimes the Planning Team is credited and not an individual.
Bottom Right	Approved By:	Insert name and title of person that approved the IAP. This is typically the DRO Director.

HEADERS AND FOOTERS

Purpose: There are headers and footers on each form in the IAP that convey the same, consistent information to link each form to its specific IAP, DR, and operational period.

Directions:

Location	Block Title	Instructions
Header	Incident Name	Replace [DR common name] with the IAP file name used on the cover page.
	DR Number	Replace XXX-XX with the DR number.

Location	Block Title	Instructions
	Operational Period	Replace the mock times and dates with the actual operational period as modeled or as written on the IAP cover page.
Footer	Prepared By:	Insert name of person/people writing the IAP. Include their titles. Use Planning Team if a group effort.
	[name] AD Planning	Insert name of person and title in Planning that reviewed the document. This is typically the AD of Planning.
	No Title	Page #

DIRECTOR'S INTENT/MESSAGE

Purpose: The Director's Intent/Message is written by the DRO Director as a direct communication to all members of the DRO and is updated at her/his discretion. This message communicates the Director's intent in executing the operation and/or to communicate information to the workforce.

INCIDENT PRIORITIES AND OBJECTIVES

Purpose: Specify the DRO's priorities and objectives for the next operational period.

Priorities – Specify the precedence of capabilities being employed, directs the allocation of limited resources, and guides the ranking of operational objectives to be accomplished.

Objectives – Statements of guidance and direction necessary for the selection of appropriate strategies and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Directions:

Block Title	Instructions
Incident Priorities:	• List the incident priorities in order of importance to the DR. • Review the priorities each operational period. Make revisions if necessary. The most important priority is always number 1. *Note: Incident priorities and their revisions are directed by the DRO Director or Operations leadership.*
Incident Objectives:	Incident objectives are captured on the *Incident Objectives* section of the IAP. They are numbered sequentially for each operational period, in rank order to match the priority assigned to each objective. • Each priority must have at least one objective. The objectives are numbered to match the numbers of the associated priority. If a priority has multiple, associated objectives then they are numbered 2.1, 2.2, etc. • If a priority is renumbered, then all the associated objectives must also be renumbered. • Once achieved, incident objectives are not included on the *Incident Objectives* section of the IAP for subsequent Incident Action Plans.

Block Title	Instructions
	• Incident objectives can be modified and maintain the same tracking number if the intent of the objective does not change.
	Objectives are listed in order of priority and can be reprioritized each operational period. The first listed objective is the highest priority. The last listed objective is the lowest priority. The listing of objectives should align with the listing of priorities.

STATUS OF PREVIOUS OPERATING PERIOD'S OBJECTIVES

Purpose: Provide a status for the objectives listed in the IAP for the previous operational period, with an explanation when required.

Directions:

The objectives evaluated are those in the current published IAP. Once a new IAP is published, then Status reflects the previous operating period.

The ADs provide the Status for each objective to the Documentation Unit at the end of the afternoon Planning meeting. These entries provide the final input for the new IAP.

Block Title	Instructions	
Obj #	The number for the objective in the current published IAP	
Objective	The objective statement as listed in the current published IAP	
Status	Use the dropdown menu to indicate the status of each objective, in accordance with the descriptions below:	
	Status	**Description**
	Achieved	The objective was achieved.
	Partially Achieved	Some portion of the objective was achieved. For example, if the objective was to inspect 5 shelters but only 3 were inspected. Or the objective was to deliver 100 meals but only 50 were delivered.
	In Progress	The objective has not been achieved by the end of the Planning meeting but is anticipated to be achieved within the current operating period. For example, anticipate that 5,000 meals will be served when the meal count is tabulated. This status should be rarely used.
	Did Not Achieve	The objective was not achieved and is not likely to be achieved in the current operational period.
Significant Actions	A brief explanation of the status is required for all objectives that did not achieve the status of "Achieved."	

CONTACT ROSTER

Purpose: The Contact Roster provides designated space for the names and contact information of DRO leadership.

Directions:

The Contact Roster shown in the IAP Template is a guide. The number of titles included on the Contact Roster can be expanded or reduced to accurately reflect the leadership on the disaster relief operation. Only leadership (operational, and those for each group and activity) is included on the roster. Separate Contact Rosters are used for districts.

Leadership titles on DROs are standardized and must comply with Concept of Operations. See, Operational Tables of Organization and Position Assignment Charts for more information.

The Contact Roster(s) mirrors the names and titles included on the Incident Organizational Chart(s) (which are also part of the Incident Action Plan).

Identify all individuals operating virtually with a capital V in parenthesis (V) after the name. Identify individuals on the roster who have the day off by highlighting the name in red and adding the word "off" in parenthesis after the name (off). Do not strike through the name.

Contact Roster DRO Headquarters

Enter the name, phone number, and email in the row for each assigned position. If the position is unfilled, then delete the row. If the position is later filled, insert a row and add the position.

Contact Roster District X

Directions:

Note: Replace "X" in the form title with the district number. Every district contact roster requires its own form.

Only include the contact information for the activity leads. Assure titles match *Concept of Operations.* Names and titles on the district contact roster must match the "Incident Organization Chart District 1."

INCIDENT ORGANIZATIONAL CHART

Purpose: The Incident Organizational Chart shows every person on the DRO how they fit into the overall organization. Only DRO leaders are listed by name, but every Group and Activity is reflected. The Incident Organizational Chart helps operational management assure the organizational reporting structure is compliant with *Concept of Operations*.

Directions

Note: DRO Headquarters and each district has its own Incident Organizational Chart.

DRO Headquarters

Block Title	Instructions
Incident Organization Chart	Click on the boxes inside the organizational chart to populate names and titles. A box opens on the left side of the form's margin. Type in this box to the left to configure and shape the organizational chart.

Incident Organization Chart District 1

Directions:

Note: If there is more than one district, each district requires its own organizational chart.

Block Title	Instructions
Incident Organization Chart District 1	Click on the boxes inside the organizational chart to populate with names and titles. A box opens on the left side of the form's margin. Type in this box to the left to configure and shape the organizational chart.

WORK ASSIGNMENT

Purpose: The Work Assignment Form informs supervisors and their staff of specific tasks and assignments to be performed during the operational period. It also assists DRO leadership in assuring that daily tasks are aligned to meet the DRO's overall priorities and objectives.

Directions:

Note: This information is compiled by Information & Planning primarily from the Operational Planning Worksheets. The Operational Planning Worksheet is not part of the Incident Action Plan.

Block Title	Instructions
District/Zone/County	If there are multiple districts/zones include the district/zone number.
Operations Leadership: • AD Operations- • District Director- • Deputy District Director-	Write the first and last name of those holding these titles.
Resources Assigned	
Resource Identifier	State the Work Location or Resource Identifier on the Operational Planning Worksheet. Include only resources that are in service delivery, such as Sheltering or Distribution of Emergency Supplies.
Leader Name	Insert first and last name from the Operational Planning Worksheet. This can be scaled up if there is more than one leader and/or more than one shift.
Leader Contact Information	Write telephone number(s) from Operational Planning Worksheet.

Total # of persons	List the total number of workers on the assignment per Group/Activity/Position (GAP) from the Operational Planning Worksheet. Examples: MC/FF/SA-2 or IDC/DHS/SV-1.
Work Assignment	Enter the Work Assignment from the Operational Planning Worksheet.
Reporting Location/Time	Write the address of the location and the time workers are to arrive from the Operational Planning Worksheet.
Special Instruction, additional information	Include special information that workers need at this site (For example, parking sites or meeting locations.)

WORK SITES

Purpose: This form shows people assigned to the DRO where Red Cross' sites are located. Sites listed should only include sites not captured within the work assignments (eg DRO Headquarters, Warehouses, District Offices).

Directions:

Block Title	Instructions
Site Type/Location	- Write the name of the facility - Include the full address (city, state, & zip code) underneath the name of the facility - State the facility's identifier above the name and address of the facility. Identifiers include: Rally Point, Warehouse (WH or DFSC), Kitchen (ARC or SB), DRO (HQ or D), Staff Housing, Chapter Facility, and Staging (HQ or ERV)
District/Zone/County	- List facility jurisdiction as headquarters (HQ) or a district (D). If there are multiple districts/zones, include the district/zone number (i.e D1, D2, or D3…) - Write the name of the county where the facility is located. The name is written next to HQ or D.
Site Operational Hours	State the days of the week and hours (using a 24-hour clock) the facility is open.
Contact Information	State the name and telephone number of the person in charge of the facility.
Additional Information	Include information that is relevant to the site (For example: the date the site permanently closed, special parking or transportation directions, pick up/drop off locations, etc.). *Note: The next IAP period after a site closes should show the site with a line (strike) through all its information. The exception is the Additional Information Block. State the site's closure date (without a line through it).* Remove the closed site from the Work Sites list after it reflects as closed on the IAP for one operational period.

DAILY SCHEDULE

Purpose: The purpose is to communicate the DRO's significant meetings, events, or deadlines for an operational period.

Directions:

Note: The Daily Schedule is a prepopulated guide. The Incident Action Plan preparer alters the fields to reflect the schedule of a specific DRO and the Incident Action Plan's operational period. The form is scalable: times, products and meetings may be added or subtracted as necessary.

Block Title	Instructions
Time	Enter the times meeting are scheduled and products are due. Times are set by DRO Leadership. There is a minimum of 4 key meetings routinely held on a DRO and at certain times of the day: 1. **DRO Leadership Staff Meeting**–early in the day, typically around 8:00 AM DRO time 2. **Tactics Meeting**—typically at 11:00 a.m. DRO time 3. **Planning Meeting**—midafternoon, typically around 4:00 p.m. DRO time 4. **Operations Briefing**—typically around 6:00 p.m. DRO time From: Incident Action Planning Job Tool
Product/ Meeting	• List the meetings and products that leadership is noting on the Daily Schedule. The meetings and products are listed in the order they happen or are due, from earliest in the day to the latest. • **Products**: Products, or items, listed here relate to planning. The ones most often included are Operational Planning Worksheets, 5266s, and IAPs or draft forms included in the IAP. • **Meetings**: Typically, there are a minimum of 4 key meetings, see the box above for more information.
Location	• State the meeting place, including the room name or number of the location. • Some meetings are by conference call or a blended gathering of people meeting in person and via phone. Provide the conference call and participant code numbers. • Some meetings are virtual, provide this information.
Required Attendance/ Participation	List the people that are required to attend the meeting or meet product deadlines. The list of attendees/participants on the prepopulated Daily Schedule is thorough. All the attendees/participants are DRO leaders except for the All-Hands Standup, which is a required attendance by everyone on the DRO.

INCIDENT OPEN ACTION TRACKER

Purpose: This is a mission, goal, or task tracking tool. It allows the operation to capture known information such as advance operational plan goals and tasks that extend further into the future than one operational period. The tracker assists DRO leaders to ensure missions requiring action within the next 24 hours are supported with work assignments.

Directions:

Note: There is no prescribed criteria for task inclusion on the Incident Open Action Tracker. Examples of tasks that should be included are notable events or activities that, if overlooked, will degrade service delivery. Examples of tasks that should be included are noteworthy briefings, VIP visits, reentry into a community, a shelter closing, a kitchen closing, mandatory evacuations, trainings, etc.

Block Title	Instructions
ID	• Enter the task number. The tasks are numbered in the order they are added to the Incident Open Action Tracker Form. • Note each ID number is unique and should not change. As tasks are completed, their ID numbers are retired.
Mission Title	• Write the name of the task. For example: Westside High Shelter Closing or Halifax Community Meeting.
Status	• List the degree the mission is complete. Choose from **Not Started**, **Waiting on Others**, **Stalled**, **Ongoing**, **As Needed**, or **Completed**.
Request Type	• Note the type of request (i.e. internal, partner, or external)
Requestor Agency Type	• State the kind or organization making the request. • An internal request comes from within the DRO, note the requesting group, such as Information & Planning or Operations Management. • Partner requests shows as the kind of partner (county government, NGO, etc.). • Private partner is listed as private.
Mission Owner Name	• List the point of contact responsible successful task completion.
Due Date	• Post the intended date the mission is expected to be completed.
District/ Zone	• State where the task originates, headquarters (HQ) or a district (D). If there is more than one district, identify the exact district (D1, D2, D3, etc.)

From: *"Process Modeling for American Red Cross, Preparing the Plan"*

GENERAL MESSAGE

Purpose: The purpose is to communicate general information to the members of the DRO.

Directions: Information on this page includes administrative, safety, or other information that needs to be communicated to the DRO workforce.