RESILIENCE

OPERATIONAL GUIDES & CHECKLISTS

Practical field and Mission Control reference

Readiness • Watch • Red Alert • Handoff

Multi-Agency Coordination • Escalation • Recovery

External Information • Post-Operational Review

These guides support disciplined use of Resilience. They supplement—not replace—the Client's Incident Command System, Emergency Operations Plan, agency procedures, authoritative systems, or authorized human judgment.

Version 1.0 • August 2026

Outcome First. Operational Truth Always. Technology Supports Humans.

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How to Use These Guides

Use the shortest checklist that matches the operational need. Checklists are prompts for disciplined attention, not substitutes for command authority or professional judgment. Material uncertainty, conflicting information, missing acknowledgement, unaccepted handoffs, and unresolved dependencies remain visible until reconciled, transferred, or formally dispositioned.

Cross-Organizational Continuity Principle

When several agencies, utilities, contractors, mutual-aid teams, or specialized responders are involved, each group may complete its own assignment while important dependencies remain elsewhere. Resilience helps keep the next action, current owner, handoff acceptance, unresolved dependencies, escalation path, and carry-forward items visible across operational periods.

Eight-Part Shift Packet

Element	Question
What Changed	What materially changed since the prior operational period?
Current Reality	What is the best current supportable picture?
Open Items	What remains unresolved, unknown, conflicting, or unverified?
Next Actions	What happens next, by whom, and by when?
Drift / Risk	What assumptions, conditions, or dependencies may change?
Escalations	What requires higher authority, coordination, or immediate attention?
Handoff Ready	Has the incoming responsible party acknowledged the current picture?
Close / Carry	What is verified closed, formally transferred, or carried forward?

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1. Readiness Checklist

Use during Normal Operations, onboarding, exercises, and periodic readiness review.

Check	Operational check	Notes / owner
☐	Authorized operational lead and administrative contact are current.	
☐	Primary and alternate liaisons are identified and reachable.	
☐	Contact trees, escalation pathways, and decision authorities are current.	
☐	Primary, secondary, tertiary, and last-resort communications paths are known.	
☐	Required systems, data access, maps, feeds, and client-approved sources are available.	
☐	Mutual-aid relationships, cooperating organizations, and known dependencies are identified.	
☐	Role-appropriate access and credential procedures have been tested.	
☐	Reporting cadence and Shift Packet expectations are understood.	
☐	Watch and Red Alert activation authority is clear.	
☐	All Clear, carry-forward, and closure authority are clear.	
☐	A short scenario or pressure test has confirmed that the workflow is familiar before an incident.	

2. Watch Posture Checklist

Use when conditions require heightened observation and coordination but have not yet required Red Alert.

Check	Operational check	Notes / owner
☐	Reason for Watch and activation time are recorded.	
☐	Current Reality, Known/Confirmed, Unknown/Needs Assessment, and Watch Points are updated.	
☐	Owners and next actions are current for material items.	
☐	External feeds and authoritative sources relevant to the developing condition are reviewed.	
☐	Communication paths and liaison availability are checked.	
☐	Changes that could trigger Red Alert are explicit.	
☐	Conflicting or unverified information remains visibly classified.	
☐	Approximately three structured updates per 24 hours are maintained unless the engagement requires otherwise.	
☐	Incoming personnel can explain current reality, open items, owners, and next actions.	

3. Red Alert Activation & Operational Cycle

Use for active or imminent disruption requiring accelerated coordination and sustained operational awareness.

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Check	Operational check	Notes / owner
☐	Client authorization, posture, start time, and operational period are recorded.	
☐	Life-safety and mission-critical priorities are explicit.	
☐	Current operational picture is opened and timestamped.	
☐	Known, unknown, conflicting, and needs-verification items are separated.	
☐	Every material action has a current owner and next action.	
☐	Critical recipients have acknowledged need-to-know information.	
☐	Primary and alternate communications paths are functioning or workarounds are active.	
☐	External information is attributed to its source and time.	
☐	Material changes since the prior cycle are identified.	
☐	Escalations and decision requirements are explicit.	
☐	Handoff risk and unresolved dependencies are reviewed.	
☐	Conditions required to reduce posture or move toward All Clear are visible.	

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4. Shift & Handoff Checklist

Use before responsibility moves to another person, team, operational period, or cooperating organization.

Check	Operational check	Notes / owner
☐	What Changed is current and material—not a replay of the entire incident.	
☐	Current Reality separates confirmed facts from reports, assumptions, and uncertainty.	
☐	Open Items include unresolved, conflicting, and needs-verification items.	
☐	Each open item has a current owner and next action.	
☐	Dependencies on another agency, utility, contractor, or team are visible.	
☐	Any ownership change is explicitly confirmed.	
☐	Receiving party has acknowledged the handoff; no assumption of receipt.	
☐	Escalations and deadlines are understood by the incoming team.	
☐	Items that cannot close are explicitly marked Carry.	
☐	Incoming responsible party can explain current reality, owners, open work, Watch Points, and next actions.	

5. Multi-Agency / Outside Participant Checklist

Use when the response expands beyond the Client's core team.

Check	Operational check	Notes / owner
☐	Authorized outside participant is identified by organization and operational role.	
☐	Access is approved by the Client and limited to role-appropriate permissions.	
☐	Participant establishes individual credentials; shared passwords are not used.	
☐	Contact method and operational responsibility are visible.	
☐	Primary owner and supporting organizations are distinguished where practical.	
☐	Cross-organizational dependencies are recorded rather than assumed.	
☐	Handoff acceptance is confirmed when work or responsibility crosses organizational boundaries.	
☐	Unresolved items remain active even if one participating organization has completed its portion.	
☐	Escalation path is known when responsibility or acceptance is disputed or unclear.	
☐	Carry-forward items survive shift, agency, and operational-period transitions.	

6. External Information / Connector Checklist

Use for client-authorized feeds, systems, sensors, websites, GIS, and other external information sources.

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Check	Operational check	Notes / owner
☐	Source, timestamp, and information type are captured.	
☐	Authoritative source is distinguished from supplemental context.	
☐	Information state is classified: Confirmed, Reported, Unknown, Needs Verification, or Conflicting.	
☐	Operational consequence of the information is identified.	
☐	Required human verification is assigned where appropriate.	
☐	Feed failure, stale information, or synchronization delay is visible.	
☐	Alternate or backup information path is known.	
☐	Other is available for incident-specific sources that do not fit a predefined category.	
☐	Connector information supplements—not replaces—Client systems, field verification, or human judgment.	

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7. Escalation Checklist

Use when uncertainty, ownership, acknowledgement, handoff, evidence, communications, or operational consequence requires higher attention.

Check	Operational check	Notes / owner
☐	Issue and operational consequence are stated plainly.	
☐	Current owner is confirmed—or explicitly marked Unassigned / Ownership Unconfirmed.	
☐	Required action and deadline are visible.	
☐	Missing acknowledgement or unaccepted handoff is explicitly identified.	
☐	Conflicting information remains visible until reconciled.	
☐	Most authoritative available source or corroborating evidence is sought.	
☐	Interim safeguard or workaround is documented where needed.	
☐	Correct escalation pathway and decision authority are engaged.	
☐	Item remains active until responsibility is confirmed, corrected, transferred, or otherwise directed by the Client.	
☐	Resolution updates the current picture without erasing the historical record.	

8. Recovery / All Clear Checklist

Use as the immediate threat is contained and the operation transitions from active incident response into recovery and follow-through.

Check	Operational check	Notes / owner
☐	Client-authorized All Clear or posture change is recorded.	
☐	Immediate threat status and remaining operational risk are distinguished.	
☐	Open work, residual risks, and unresolved dependencies remain visible.	
☐	Owners and next actions are current for every carried item.	
☐	Clear to Leave, restoration, crew completion, permanent repair, and Full Closure are not treated as interchangeable unless the Client defines them that way.	
☐	Reported Complete is verified before Full Closure where verification is required.	
☐	Required evidence, approvals, and closure authority are present.	
☐	External participants know what remains theirs after the active incident.	
☐	Recovery communications and review cadence are established.	
☐	Nothing disappears merely because Red Alert billing or active incident posture ends.	

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9. Post-Operational Review Checklist

Use after the incident or exercise to preserve lessons and improve readiness without rewriting history.

Check	Operational check	Notes / owner
☐	What was understood well?	
☐	Where did operational clarity begin to drift?	
☐	What restored clarity?	
☐	Which handoffs worked and which required correction?	
☐	Were owners, acknowledgements, dependencies, and escalations visible when needed?	
☐	Which external feeds or communications paths were most useful or unreliable?	
☐	What remained unresolved after the active incident?	
☐	What procedure, configuration, training, connector, or checklist should change?	
☐	Corrective actions have owners and review dates.	
☐	Lessons are incorporated into future readiness exercises and implementation guidance.	

Quick Reference - When Responsibility Crosses a Boundary

A party reporting its portion complete does not automatically close the shared operational obligation. Before the item leaves the active picture, confirm:

☐ Who owns the next action?

☐ Did the receiving party acknowledge and accept the handoff?

☐ What dependency remains?

☐ What evidence or verification is still required?

☐ What is the escalation path if ownership or acceptance is unclear?

☐ What must carry forward to the next operational period?

Closing principle: The objective is not to create the appearance of certainty or completion. It is to preserve an accurate, usable operational picture so authorized people can decide.

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