



# United States Coast Guard



## Incident Command System

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## Incident Commander

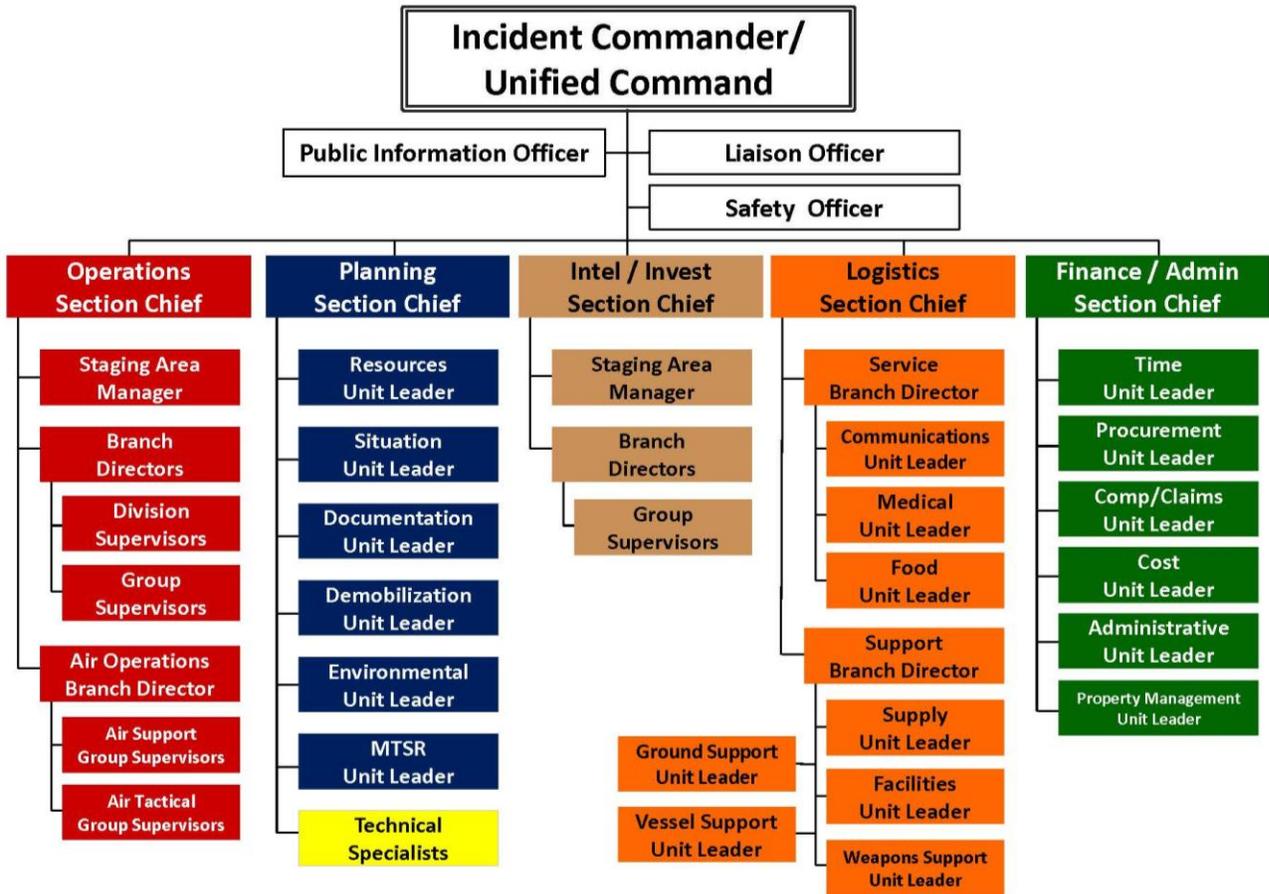
- IC -

## Job Aid



April 2015

# ICS Organization Chart



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## **1.0 Overview**

### **1.1 User**

The user of this job aid will be anyone assigned as Incident Commander (IC), Incident Commander in Unified Command (UC) or Deputy Incident Commander within the National Incident Management System (NIMS) Incident Command System (ICS). Personnel assigned to this position should be qualified as an IC. Throughout the rest of this Job Aid, the generic term “Command” may also be used to denote all the above entities.

Personnel assigned to this position should have a good operational background, experience working with people in other organizations, and with the type of incident to which they are responding. Since this is a key position in the response organization, assignment should be based on experience level versus rank. Past experience as an Operations Section Chief (OSC) or Planning Section Chief (PSC) is highly desirable.

This Job Aid does not cover other important traits of an effective IC, such as: good leadership, interpersonal and communications skills, or experience in risk-based decision making a solid grasp of political, social, environmental, and economic issues; experience in risk-based decision making and an in-depth knowledge of substantive aspects of the incident at hand. A good IC exhibits these traits and many more in addition to properly executing the ICS.

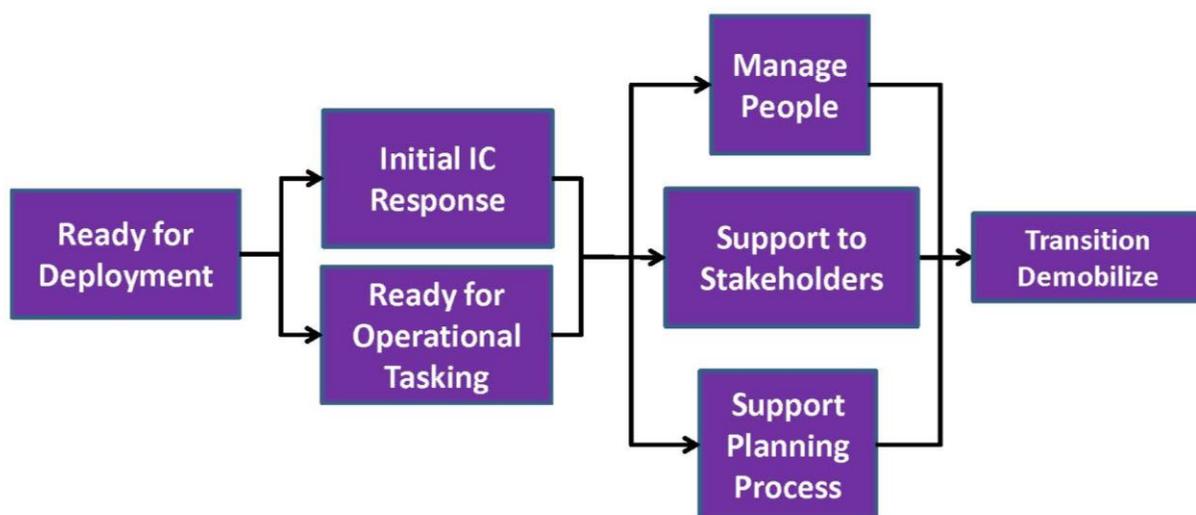
## 1.2 When to Use

This document is intended as a reference Job Aid to assist the IC/UC in understanding the complex tasks and processes they may face when using ICS. It is not a policy document, nor intended to act as or replace official policy, required training or direction from higher authority. It is rather guidance for response personnel requiring application of good judgment.

DISCLAIMER: This Job Aid is intended to provide guidance to Coast Guard personnel and is not intended to, nor does it impose legally-binding requirements on any party outside of the Coast Guard.

Questions about this Job Aid should be directed to the Coast Guard Office of Contingency Preparedness and Exercise Policy (CG-CPE).

## 1.3 Major Accomplishments for the Incident Commander Position



Below is a list of major accomplishments and tasks for the Incident Commander position:

- Pre-Incident Preparedness (Individual readiness)
- Respond as the Initial Incident Commander
- Deploy as On-Coming Incident Commander and be Ready for Operational Tasking
  - Receive Assignment
  - Pre-Deployment Actions
  - Initial Actions Upon Arrival
  - Obtain Situation Assessment
  - Receive Initial Brief
  - Activate/Staff up the Organization
- Support the ICS Operational Planning Process
  - Conduct Meetings and Briefings
  - Approve the Incident Action Plan (IAP)
  - Approve/Manage Incident Support Plans
- Manage Personnel and the Organization
  - Properly implement the Incident Command System to establish effective and efficient management of the incident to resolution and demobilization.
  - Oversee establishment of a Unified Command structure as appropriate for multi-agency, multi-jurisdictional responses.
  - Ensure that the response organization addresses the safety of the public and responders
  - Provide timely Command direction to the response organization such as priorities, key decisions, critical information requirements, objectives and tasks.

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- Maintain a keen grasp of the big picture, while ensuring your management team has a solid grasp of the detailed aspects of the response.
  - Ensure quick recovery.
  - Make Timely decisions
  - Demobilize Personnel and other resources
  - Continually evaluate operation's effectiveness and preparedness for contingencies and quickly make adjustments to optimize the response.
  - Establish appropriate Command and General Staff positions, and oversee their activities. Ensure that appropriate delegation has been given to them to optimize their function including promoting team synergy and communication.
  - Establish and enforce a high standard of conduct among response personnel.
  - Support to Stakeholders
    - Ensure that critical needs and issues are effectively addressed
    - Prevent or mitigate harm to human health, national security, the environment and the economy.
    - Meet the needs of Agency Executives
    - Meet the needs of stakeholders
    - Meet the needs of the public and media.
    - Acquire and maintain the confidence of the public.
  - Transition/Relief and/or Demobilize

## 1.4 References

Below is a list of references that may be required while using this job aid. This list is not all encompassing. Links to many of these references can be found at <http://homeport.uscg.mil/ics/>.

- Incident Management Handbook (IMH) COMDTPUB P3120.17.
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Incident Commander (ICT3) Performance Qualification Standard (PQS)
- Applicable Coast Guard Policy, agency and/or company policy, contingency plans, geographic supplements, and manuals.
- Command and General Staff Job Aids
- Classified Material and Sensitive Security Information (SSI) guidance

## 1.5 Materials and Forms

A complete list of materials necessary is listed in Incident Commander Deployment Kit in 2.4. Ensure these materials are available throughout the incident/event.

ICS Forms can be found on the Coast Guard ICS web pages at <http://homeport.uscg.mil/ics/>.

Generally, the IC will either work with or have responsibility for information on the following ICS forms:

- Incident Briefing (ICS 201)
- Incident Objectives (ICS 202)
- Command Direction (ICS 202A)
- Command Critical Information Requirements (ICS 202B)
- Assignment List (ICS 204)
- Incident Summary Status (ICS 209)
- Unit Log (ICS 214)
- Incident Personnel Performance Evaluation (ICS 225)
- Daily Meeting Schedule (ICS 230-CG)
- Open Actions Tracking (ICS 233)

## **1.6 Other**

In the context of this job aid, the word incident means an incident, event, or exercise unless otherwise noted.

## Incident Commander Checklists

### Pre-Incident Actions (Individual readiness)

	Ensure personal readiness for assignment (see detail on page 18)
	Ensure minimum training is complete and up-to-date (see detail on page 19)
	Assemble IC Deployment Kit (see detail on page 33)

### Initial IC Response to Incident

	Notification of Incident (See detail on page 23)
	Step A: Conduct an On-Scene ORM Evaluation (See detail on page 26)
	Step B: Identify and implement Initial Priorities and objectives and conduct resource needs assessment (See detail on page 26)
	Step C: Evaluate, Organize, Deploy and Lead On-Scene Resources (See detail on page 27)
	Step D: Evaluate and Manage Incident Personnel (See detail on page 29)

**Pre-Deployment Actions for Oncoming IC**

	Receive assignment as Oncoming IC (see detail on page 32)
	Receive travel orders (see detail on page 33)
	Verify/Update personal deployment kit (see detail on pages 20 and 33)
	Verify/Update IC deployment kit (see detail on page 21 and 33)

**Initial Actions Upon Arrival – Oncoming IC**

	Check-in on ICS 211 (see detail on page 34)
	Check in with Finance (see detail on page 34)
	Check in with Logistics (see detail on page 35)

## Obtain Situation Assessment

	Review ICS 201 or IAP and Situation Status Display (see detail on page 36)
	What kind of incident? (see detail on page 36)
	Who are key players? (see detail on page 36)
	When incident occurred? (see detail on page 36)
	Where is incident location/AOR? (see detail on page 37)
	Incident organization? (see detail on page 37)
	Next meeting or briefing? (see detail on page 37)
	What considerations have been made to move from the ICS 201 to an IAP? (see detail on page 37)

## Incident Brief ICS 201

	Off-Going IC (See detail on page 38)
	On-Coming IC (See detail on page 39)
	Transfer of Command (See detail on page 39)

## Staffing and Work Location Requirements

	Staffing Requirements (See detail on page 47)
	Work Location requirements (See detail on page 50)
	Command and General Staff Meeting (See detail on page 61)

## IC/UC Supporting the ICS Operational Planning Process

	Initial UC Meeting (See detail on page 52)
	IC/UC Objectives Meeting (See detail on page 58)
	Command and General Staff Meeting (See detail on page 61)
	During the Prep for and Tactics Meeting (See detail on page 64)
	Preparing for the Planning Meeting (See detail on page 67)
	Planning Meeting (See detail on page 69)
	IAP Approval (See detail on page 71)
	Operations Brief (See detail on page 77)
	Execute Plan and Assess Progress (See detail on page 79)

**IC/UC Manage Personnel and Organization**

	Personnel Management (see detail on page 84)
	Evaluate Individual Personnel Performance/ Provide Feedback (see detail on page 86)
	Give Feedback on IMT Products (see detail on page 86)

**IC/UC Respond to Stakeholders**

	Keep Agency Executive Informed (see detail on page 87)
	Keep Public Informed (see detail on page 87)
	Coordinate with Stakeholders (see detail on page 88)

**Transition and Demobilization**

	Review and Approve the Transition Plan, if required (see detail on page 89)
	Review and Approve the Demobilization Plan (see detail on page 91)
	Supervise demobilization of personnel (see detail on page 91)
	Supervise demobilization of organization (see detail on page 91)

## **2.0 Pre-Deployment Readiness (Individual Readiness)**

### **2.1 Personal readiness for deployment**

Personal readiness includes: dependent, financial and personal readiness. Should you deploy without being personally ready, it will affect your ability to respond and may cause a burden on the incident management team which now has to assist you with these issues.

- Medical/dental readiness – For military this means you are in the “green” in CG Business Intelligence (CGBI). For civilians and auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed. For example, you have a plan to ensure you have enough medications for the entire period of the deployment.
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy. This means ensuring your financial situation is in order.
  - Government travel credit card (GTCC) – you should check your GTCC limit. If you expect to be deployed more than 30 days, your limit

- should be increased (example from \$2,500 to \$10,000).
- Ensure you have a plan for bills to be paid while deployed.
- Ensure you have a TPAX account.
- Family Readiness
  - Ensure you have a Dependent Care/Pet Care plan for when deployed. Please check [www.militaryonesource.com](http://www.militaryonesource.com) for assistance.
  - Review pet, child and elder care arrangements.
  - Update and check legal and financial documents and details.
  - Make sure all important contact numbers are easy to find.
  - Create a family emergency plan.
  - Talk about how you'll handle finances during the deployment.

## 2.2 Complete Minimum Training

Ensure minimum training is complete and up-to-date (as per COMDTINST(s) and PQS).

- Mandated Training (MT)
- ICS training (e.g. ICS-300, position specific ICS training).

## 2.3 Assemble Personal Deployment Kit

- A personal deployment kit contains your personal items and family assurances needed for the deployment and includes items like: medications, uniforms and/or appropriate clothing, etc.

### Personal Deployment Kit

	Uniforms appropriate for the response including appropriate footwear
	Update your family emergency plan (see <a href="http://www.ready.gov">www.ready.gov</a> for details)
	Emergency contact information
	Dependent care plan (i.e. wills, powers of attorney, etc.)
	Sufficient medications and/or medical supplies for 60 days
	Pet care plan if applicable
	Power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)

## 2.4 Assemble Incident Commander Deployment Kit

- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.

### Incident Commander Deployment Kit

	ITEM	QTY
	Binder Clips, large	5
	Binder Clip, medium	5
	Calculator, battery powered	1
	Dry Erase Markers, multiple colors	1 Set
	Dry Erase "Eraser"	1
	Envelopes, internal routing (pad)	1
	Extension Cord	1
	Incident Management Handbook	1
	IC Job Aid	1
	ICS Forms, in expandable pocketed folder ( <i>inventory on folder</i> )	1
	Paper Clips, large (box)	1
	Paper Clips, small (box)	1
	Paper, lined, pad (8x11 or 8 x14)	2
	Pens	10
	Pencils (lead or mechanical)	10
	Pocket MEMO-booklets	3

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	Post-Its, large (pads)	5
	Post-Its, medium/small (pads)	5
	Record Book (5x7 or 8x11)	2
	Routing Slips, internal (pad)	1
	Ruler (12 or 18 inch)	1
	Scissors	1
	Staples (box)	1
	Staple Remover	1
	Stapler	1
	Tape, Scotch, DISPENSER	1
	Tape, Scotch (rolls)	1
	Tape – Masking / Packing	1
	Vests, White with “Incident Commander” Insert	1

### **3.0 Initial IC Response to Incident**

Pre-deployment actions have two different paths: Are you responding as the **Initial Incident Commander** (see 3.0) or as **Oncoming Incident Commander** relieving an incumbent Incident Commander (see 4.0).

#### **3.1 Notification Phase – Initial IC**

The Initial Incident Commander is notified of an incident (if responding as Initial Incident Commander). Pre-assessment information is collected prior to reporting on scene.

- Determine what happened. Document on ICS 201.
- Determine injuries, illnesses, fatalities and the threat to the uninjured.
- Ensure that pre-deployment operations risk assessment is conducted. Consider using ICS 215A.
- Determine real and probable threats to responders.
- Identify hazard, exclusion and safety zones. Determine areas of safe refuge and evacuation zones.
- Initiate notification checklists in accordance with approved contingency plans.

- Report to the field with ICS 201 and appropriate assessment tools and references.
- Determine or establish initial incident priorities and objectives.
- Determine area of responsibility for the incident.
- Receive executive-level direction, delegation or considerations. See Executive and Incident Commander Agreement Checklist below.

## **Executive and Incident Commander Agreement Checklist**

The following items should be discussed/agreed upon between an Agency or Company Executive and an Incident Commander:

- Cost limitations, constraints, sharing
- Procurement guidelines
- Agency Executive Priorities
- Agency Executive over-arching objectives
- Pre-Existing Plans, Memorandums of Agreement (MOAs), and Memorandums of Understanding (MOUs)
- Legal authorities and basis
- Rules of engagement
- Scope of work
- Jurisdictional boundaries and area of responsibility
- Limitations and constraints

- ❑ Critical information requirements including schedule, thresholds, and points of contact
- ❑ Political, social and cultural implications and responsibilities
- ❑ Local resource limitations including draw-down limits
- ❑ Resource management issues such as use of trainees, release priorities, and use of local resources
- ❑ Reporting and relationship with other response facilities such as an Emergency Operations Center (EOC), Joint Field Office (JFO), Area Field Office (AFO), Area Command (AC) or agency operating center.
- ❑ Information management requirements with media and stakeholders
- ❑ Contingency guidance or authority
- ❑ Sunset clause
- ❑ Documentation requirements such as case packages, cost documentation packages and performance evaluations

### **3.2 Initial IC Step A: Conduct an on-scene operations risk management evaluation.**

- Verify and validate information from the notification phase.
- Confirm injuries, fatalities, and threats to public and responders.
- Verify existing responder support services.
- Confirm exclusion, hazard and safety zones; evacuation areas; and places of safe refuge.
- Provide direction as necessary to minimize risks to responders and the public.
- Consider assigning a Safety Officer to the incident. If a response under the National Contingency Plan (NCP), a Safety Officer is required.
- Continue building the ICS 201.

### **3.3 Initial IC Step B: Identify and implement initial priorities and objectives and conduct resource needs assessment.**

- Determine additional risks: security, weather, unstable situation, etc. Review contingency plans.
- Determine initial response Area of Responsibility.

- Identify primary factors that may cause rapid incident escalation or significant change.
- Identify at-risk locations and populations.
- Develop or update initial incident priorities.
- Develop or update initial incident objectives.
- Conduct a needs analysis by reviewing objectives and identifying resource shortfalls. Consider tactical resources, incident management team personnel, incident facilities, etc. Also consider escalation potential and other contingencies or “what if” possibilities.
- Continue building the ICS 201.

### **3.4 Initial IC Step C: Evaluate, organize, deploy and lead on-scene resources.**

- Establish Incident Command, organize existing on-scene resources to address objectives. Determine need for additional ICS Command and General Staff positions.
- Communicate priorities and objectives to responders; update as conditions change.
- Order resources to fill gaps identified in needs analysis.
- Ensure effective communications exist between on-scene operational resources and the Incident Command Post (ICP).

- Examine span of control and sub-divide operations organization into manageable work units (divisions and groups).
- Evaluate support requirements, and obtain as needed.
- Deploy response resources to protect sensitive areas such as environmental, historical, cultural, and critical infrastructure.
- Ensure scene integrity and evidence protection (as required).
- Document decisions and actions. Communicate them to incident personnel.
- Coordinate with other response entities such as EOCs and Command Centers and ensure that roles and responsibilities are clear.
- Evaluate need to expand / contract response and/or pass IC to a person of greater jurisdictional authority and resource capability. (see Command Checklist for Shifting from an ICS 201 to developing an IAP on page 30).

### **3.5 Initial IC Step D: Evaluate and Manage incident personnel.**

- Examine forecasts, predictions, models, and THSP products. Consider whether incident is still escalating, is stable, is contracting, or is likely to change characteristics. Determine initial incident type (Type 1, 2, 3, 4, or 5).
- Determine most probable incident duration and consider extent of work hours or shifts (whether 24 hour or daylight only). Also consider hours of operation for support aspects of the response organization like the Joint Information Center (JIC) or Command and General Staff.
- Determine potential cross-jurisdictional issues and the need for Unified Command.
- Determine capacity of the existing response structure to manage demands for the most probable duration of the incident, and to address secondary impacts and site-specific emergencies.
- Evaluate need to expand/contract ICS organization and/or to pass IC to a person of greater jurisdictional authority, experience, and resource capability.

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## **Command Checklist for Shifting from an ICS 201 to developing an IAP**

### Assessment and Briefings:

- Were you able to conduct an on-scene assessment to get a first-hand perspective on the incident?
- How thorough was the ICS 201 briefing you received?
- How thoroughly were your Command and General staff briefed?
- Do you as the Incident Commander/Unified Command, have a solid grasp of the overall situation and incident potential?
- Do you have a solid grasp of the resource picture and any competing interests?

### Incident Characteristics

- Is the incident stabilized enough to allow for a 12-hour or longer operational periods?
- How effective has the response effort been thus far?
- What measures of effectiveness are you using?
- Do you expect the incident to be more than 2 or 3 operational periods or will it be resolved quickly?

- Is there likely to be an “incident within an incident” or other major contingency during the response effort?

### Staffing and Support

- Do you have the key positions staffed effectively to execute the Operational Planning Process and simultaneously manage current operations?
- Is the ICP adequate to support the level of effort needed to plan for and proactively manage the execution of the response?
- Does your organization have a solid grasp of the situation and resource picture?
- Is there good communications and interaction between the operations resources and the incident management team?
- If in a Unified Command, do all members agree it is best to move forward with IAP development?

## 4.0 On-Coming IC Ready for Operational Tasking

Pre-deployment actions have two different paths: Are you responding as the **Initial Incident Commander** (3.0) or as **Oncoming Incident Commander** relieving an incumbent Incident Commander (4.0).

### 4.1 Receive assignment – Oncoming IC

Receive assignment as Oncoming Incident Commander (relieving an incumbent Incident Commander). You may receive your assignment in many ways, via message, phone call, supervisor, or on orders. You should verify reporting location, date and time, as well as ICP contact numbers for assistance with reporting.

- Finalize personal readiness for assignment
  - Review the pre-incident actions checklist (see page 13) to ensure readiness for assignment which includes personal, dependent, and financial readiness.
  - Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.
- Does this expected assignment position require special authority? See Executive and Incident Commander Agreement Checklist (see 3.1

## Notification Phase – Initial IC) and Appendix B – Example Delegation of Authority Memos

### **4.2 Receive Travel Orders**

Receive Travel Orders (order number) if applicable. Obtain counseling on entitlements and responsibilities from a travel authorizing official.

- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

### **4.3 Verify/update personal deployment kit**

- Verify that your personal deployment kit is up to date (see 2.3 Assemble Personal Deployment Kit on page 20)
- Is there special PPE or special weather clothing required?

### **4.4 Verify/update Incident Commander deployment kit**

- Verify that your personal deployment kit is up to date (see 2.4 Assemble Incident Commander Deployment Kit on page 21)
- Is there special equipment or special manuals/references required?

## 4.5 Travel to Incident

- Make Travel arrangements/Travel to Incident

## 4.6 Check-in on the Incident

### 4.6.1 Check-in on the ICS 211:

Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS 211.

- Check In - Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:
  - Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics)
- In some cases the incident may be using the 16 digit government TONO assigned to you as the Order Number.
- The incident will want a number where you can be reached, your home base, how you got to the incident, as well as any additional qualifications you may have.

### 4.6.2 Check-in With Finance:

- Travel Orders: Leave copy of orders or other travel documents with FSC or Admin Officer. More often than you realize, travel to an incident may take place on a unit TONO with the

understanding that the incident will correct this when you arrive. Take care of this early so it doesn't hold you up when you are ready to leave!

#### 4.6.3 Check-in With Logistics:

- **Berthing assignment:** The incident is responsible for ensuring you have adequate berthing, unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are berthed
- **Meal schedule:** The size, complexity and location of an incident will impact the availability of meals. On most Coast Guard responses, meals are the responsibility of the individual. If meals are provided the incident generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim.
- **Incident credentials:** On some incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.

## **4.7 Obtain Situation Assessment.**

### **4.7.1 Review the current ICS 201 and/or IAP**

The purpose of this task is to acquire additional background on the incident prior to starting your assignment. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident.

### **4.7.2 What is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)?**

This gives you an idea of the resources that Operations will probably be requesting.

### **4.7.3 Who are key players (Federal, State, local, industry)?**

This may give you some insight to establish incident objectives.

### **4.7.4 When did the incident take place?**

An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.

#### 4.7.5 Where did the incident take place?

Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit AOR and the incident AOR? Generally, there should be a difference.

#### 4.7.6 What is the incident organization?

You must know who is in your direct chain of command as well as other key players such as the other Incident Commander(s), Operations Section Chief (OSC), Planning Section Chief (PSC), Logistics Section Chief (LSC), Finance Section Chief (FSC), and Safety Officer (SOFR), if assigned.

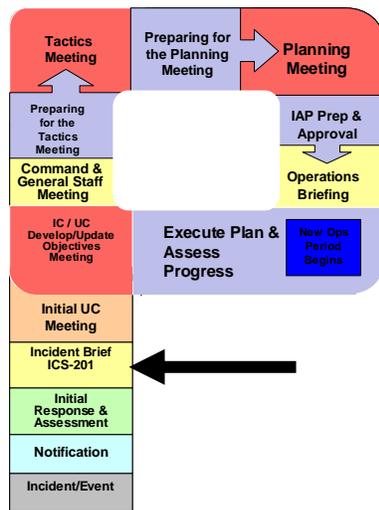
#### 4.7.7 When is the next meeting or briefing that should be attended?

Obtain a copy of the meetings and briefing schedule (ICS- 230) from the PSC, if developed.

#### 4.7.8 What considerations have been made to move from the ICS 201 to an IAP?

See Command Checklist for Shifting from an ICS 201 to developing an IAP on page 30.

## 4.8 Incident Brief



The initial IC may have determined the need to hand over the position of IC to someone of greater authority or resource capability. The initial IC may have determined a need for a Unified Command and is therefore using the ICS 201 to conduct a briefing for new

personnel in the Unified Command.

The following tasks are broken into two paths – either the Off-going Initial IC or the Oncoming IC or UC and should be accomplished after checking-in to the incident.

**4.8.1 Off-going IC** completes the following steps:

- Determine the time and location for the briefing. Prepare copies of the most up-to-date ICS 201 (or ICS 209) for new IC or UC and any others in attendance.
- Initial IC designates someone to manage on-scene operations while you are conducting this briefing.
- Determine who else should attend this briefing in addition to the new IC/UC.

- Prepare and use maps, charts and other visual aids to paint a picture of the situation.
- Using ICS 201 Briefing Checklist for Off-Going IC as a guide, organize your thoughts and conduct the briefing.

4.8.2 **Oncoming IC** or UC completes the following steps:

- Determine the best time and location for the briefing with the off-going IC.
- Communicate any expectations you may have of the person you are relieving.
- Using ICS 201 Briefing Checklist for On-Coming IC or UC as a guide, organize your thoughts and ensure you have all the details of the current and projected situation and are ready to assume command of the incident.

4.8.3 Transfer of command takes place from the off-going IC to the new IC/UC.

- See Reasons for Transfer of Command on page 41
- See ICS 201 Briefing Checklist for Off-Going IC on page 42
- See ICS 201 Briefing Checklist for On-Coming IC or UC on page 43

- Oncoming IC/UC acknowledges effort of off-going IC (i.e. good job – if warranted).
- Oncoming IC/UC may assign off-going IC to a new position if it is still early in the incident. Most often, this position is the Operations Section Chief to help maintain continuity with field personnel.
- New IC/UC formally announces assumption of command and provides any direction necessary. Provide interim direction to responders as needed to ensure clarity and communication between Command and all other elements of the response organization. Ensure documentation of transfer of command.

## **Reasons for Transfer of Command**

As an incident expands, it may require different levels of command such as single command, Unified Command or Area Command. After an incident is initially established into a single command, it may either expand, contract, or end. A transfer of command may be required. As the incident progresses, there are many reasons why a transfer of command is necessary:

- Complete an operational period
- Extend to long-term operational period
- Becomes a more complex incident
- Requires more qualified/more experienced person
- Expands to become a nationally significant incident or catastrophic incident
- Addresses an issue with the IC such as illness, sleep or personal emergency or leadership issue
- Complies with legal requirement
- Request by Agency Administrator
- Good for the effectiveness or efficiency of the incident
- Need to scale down due to contraction of the incident or during demobilization

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## **ICS 201 Briefing Checklist for Off-Going IC**

- ❑ Ensure that there are sufficient ICS 201 copies for everyone in attendance.
- ❑ Use maps, charts, photos, projections and other aids to provide details about the incident.
- ❑ Brief on the current situation.
- ❑ Brief on key decisions made thus far such as evacuations, closures, and incident name.
- ❑ Brief on current priorities and objectives.
- ❑ Discuss current actions and tactics.
- ❑ Discuss planned actions including any specific timeframes.
- ❑ Review the current organization and projected expansion or contraction to meet needs of the incident.
- ❑ Communicate critical management, response and support needs.
- ❑ Review incident facility locations and their functions.
- ❑ Review how on-scene resources are being utilized and supported.
- ❑ Discuss resources that have been ordered and their use upon arrival.
- ❑ Brief on any significant limitations or constraints.
  - ❑ Discuss safety and communications status.

- Provide key information related to stakeholders such as political, corporate, agency, private, and media.
- Discuss incident potential, including contingency or “what if” possibilities, as well as additional emergencies that could occur during the incident.
- Ensure proper documentation of relief of command.

## **ICS 201 Briefing Checklist for On-Coming IC or UC**

- Prior to the ICS 201 briefing, conduct an on-scene assessment. If possible, conduct this assessment jointly with the off-going IC. Try to gain a sense for the following:
  - Responder working conditions and safety
  - Nature of operations activities such as firefighting, Hazmat, search and rescue, oil spill response, investigation, etc.
  - Resource effectiveness
  - Scope and characteristics of the incident such as size, distances, quantities, lethality, and stability.
  - Support activities and effectiveness
  - Risks to the public and responders
  - Overall command and control effectiveness

- Obtain a copy of the ICS 201 or IAP, maps, charts, photos, projections, and other details about the incident. The purpose of this task is to acquire additional background on the incident prior to starting your assignment. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident so that when you do have a briefing you can ask more detailed questions:
  - What is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? This gives you an idea of the resources that Operations will probably be requesting.
  - Who are key players (Federal, State, local, industry)? This may give you some insight into why Command is setting particular objectives.
  - When did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.
  - Where did the incident take place? Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to

- know the area. Also, what is the difference between the unit AOR and the incident AOR? Generally, there should be a difference.
- What is the incident organization? You must know who is in your direct chain of command as well as other key players such as the other Incident Commander(s) in Unified Command (UC), Operations Section Chief (OSC), Planning Section Chief (PSC), Intelligence/Investigation Section Chief (ISC), Logistics Section Chief (LSC), Finance Section Chief (FSC), Public Information Officer (PIO), Liaison Officer (LOFR) and Safety Officer (SOFR), if activated.
  - When is the next meeting or briefing that should be attended? Obtain a copy of the meetings and briefing schedule (ICS- 230) from the IC, if developed.
  - During the briefing, try to obtain the following information at a minimum:
    - Most current situation
    - Key decisions
    - Current priorities and objectives
    - Current actions and tactics
    - Planned actions including any specific timeframes
    - Current organization and its projected expansion or contraction

- Incident Facility locations and their function
- How on-scene resources are being utilized and supported
- Ensure that incident personnel are made aware of your assumption of IC or UC.
- Begin your documentation process by recording the date and time of assumption of command. This can be done on an ICS 213 with language like: “The following transfer of Command has been completed: on-coming IC name/signature/date/time and off-going IC name/signature/date/time.”
- Continue using the ICS 201 until superseded by other ICS documents.
- Consider reassignment of the off-going IC as appropriate.
- Provide direction to Command and General staff as necessary.
- Prepare staff to move forward in the ICS Operational Planning Process.

## 4.9 Staffing requirements.

USCG IMH Organizational Guides found in Chapter 12 are helpful in establishing a baseline staffing requirement. Keep in mind the recommendations are based on 12 hour work schedules and may need to be doubled for round the clock response.

Determine optimal assignment for incident personnel already on scene and develop resource requests to fill gaps and projected IMT needs.

- If the ICS 201 is complete and available, you can determine the assignment and status of personnel already on-scene. This can be done by reviewing the Current Organization (ICS 201 pg.3), Resource Summary (ICS 201 pg.4). The resource summary will provide you with the details of personnel qualifications.
- If the ICS 201 is not complete obtain your information from the IC, check-in lists, organization charts and personal observations.
- Assign on-scene personnel based on availability and qualifications as determined in Steps 1 & 2 above.
- Determine IMT staffing needs considering incident response activities, command expectations, support needs of the Command

and General Staff and Operational Planning Process needs.

- Order staff and materials necessary to establish and effectively execute necessary IMT functions. (ICS 213RR-CG)

Additional Personnel Considerations derived from actual experience on real incidents and events.

#### 4.9.1 Deputy Incident Commander(s)

DIC's can be utilized in many different ways, and can be invaluable to multiplying the IC's efforts in effectively managing responsibilities. Deputy IC's should be fully qualified (e.g. have an IC qualification). They may specialize and can support specific aspects of the overall planning effort. Deputy IC's may also be used to manage and/or lead extended or round-the-clock IMT activities.

#### 4.9.2 ICS Facilitator or Coach

Not all response agency personnel are at the same level of ICS training. Consequently in order to level the playing field, an ICS facilitator can be used. The advantage of an ICS facilitator is that they can guide the IC through the ICS operational planning process. They also may serve as an impartial facilitator in order to promote agreement

throughout the IAP development process. One other beneficial activity of having an ICS facilitator is to be able to prioritize the Incident Commander's time, activities, and other demands. An ICS facilitator will be able to discern whether such demands are a priority and if they are worth delaying the operational planning process. The ICS facilitator can also assist the IC with the IAP documents.

#### 4.9.3 Technical Specialists

In today's complex world of "All Risk / All Hazard ICS" it is the rare person that can effectively manage all of the detailed technical aspects of the major response effort. It is highly encouraged of IC's to include Technical Specialists (THSP) on their staff to better ensure success. These THSP's are particularly valuable for helping to conduct briefings, in the development and approval of operation plans, as well as in overseeing the implementation of those same plans. These THSP's can be placed anywhere within the organization, at any time in order to maximize the benefit of their expertise. Consider these people to be your subject matter experts for a particular aspect of a response effort.

## **4.10 Establish Work Location**

Ensure adequate work space for the number of personnel and equipment expected including the possibility for expansion. A rough guide to space needs can be found on the ICS 235.

The following are items to consider when planning out a room for a Unified Command (UC) to work in. This is not an all inclusive list:

### **4.10.1 Tables**

Tables should have enough room to seat all the members of the UC, and allow ample room for their equipment such as computers, printers, phones, etc. There should also be tables set aside for laying out drawings, charts, or other large papers needed.

### **4.10.2 Easels and Wall Space for Posting Work Products**

The room should include wall space for hanging charts, maps, photos, and poster-size paper for UC members. An easel should be available with poster size paper (preferably the self-stick variety) with multi-colored markers.

### 4.10.3 Phones

A conference call or speaker phone should be accessible in the UC space that is large enough to allow multiple people to hear and use.

All calls going into the UC space should be filtered by a phone watch stander, therefore, it might be preferable to have a second phone in the space for a watch stander to answer, but have the capability of transferring the call to the conference phone if necessary.

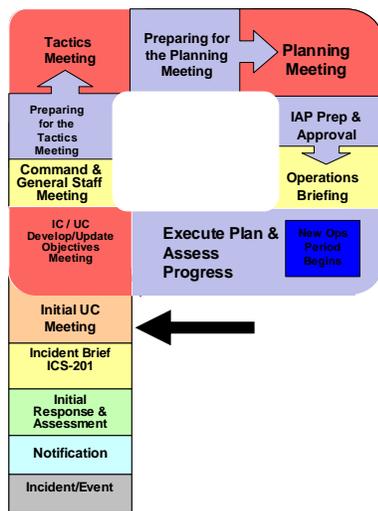
## **4.11 Acquire work materials.**

Acquire the appropriate equipment and consumable materials/ supplies as listed in Incident Commander Deployment Kit).

- Submit Resource Request (ICS 213-RR) in accordance with incident resource request process

## 5.0 Supporting the ICS Operational Planning Process

### 5.1 Initial Unified Command Meeting



This meeting is for assembling the Unified Command, identifying jurisdictional roles, responsibilities, limitations, setting incident priorities and building the response organization. The Planning Section Chief facilitates this meeting if available.

- Ensure the UC room is properly outfitted.
- Ensure IC/UC support personnel are available.
  - Assistant Documentation Unit Leader or Documentation Specialist for recording key decisions and actions by the UC and writing decision memos
  - UC Administrative Specialist to act as an aide to support the UC,
  - UC phone watch, to answer and screen all incoming phone calls.
- Validate makeup of the UC. Ensure UC composition is documented. See the IMH Chapter 5 for more information on UC validation.

- UC members identify and clarify roles and responsibilities including jurisdictional responsibilities and individual agency policies. If needed, see Executive and Incident Commander Agreement Checklist.
- Agree on UC Area of Responsibility (AOR).
- Decide on UC Operating Procedures:
  - Spokesperson(s) at meetings and briefings
  - Process for resolving disagreements.
  - Staff product review & approval processes
  - See Chapter 4 of the IMH for examples
- Make critical/key decisions with high immediacy (i.e. close waterway). Summon appropriate persons to execute the most time-critical decisions. Other key decisions that may be discussed include:
  - Name of the Incident
  - Location of Incident Command Post
  - Location of other support facilities
  - See chapter 4 of IMH for more examples.
- Define the operational period. Typically 12 or 24 hour operational periods are suggested depending on the incident characteristics and the ability of the IMT to develop an effective IAP. 12-hour operational periods should be reserved only for the most experienced and appropriately

staffed management teams. As the response stabilizes, even longer operational periods may be advisable.

- Determine work shifts in the operational period and hours of operation for IMT.
- Identify best qualified Operations Section Chief (OSC) and deputy(s). Identify personnel for other Command and General Staff positions.
- Agree on other technical support and specialists as needed.
- Decide on the Operations and Situation Unit briefing schedule (1, 2, 3 hour intervals). Notify OSC/SITL of next briefing (use Documentation Specialist). Notify OSC and SITL of next Briefing.
- Consider documenting on ICS 202A Command Decisions form (see Appendix E - Example ICS 202A Command Direction).
- Begin documenting incident Critical Information Requirements (CIRs) on ICS 202B (see Appendix F – Example ICS 202B Critical Information Requirements). Page 12-8 in the IMH lists the six parts of a fully actionable CIR.
- Begin documenting Open Actions on the ICS 233 form (see Appendix G – Example ICS 233 Incident Open Action Tracker). This form is

designed to list tasks from the UC to other positions within ICS. See Chapter 4 of the IMH for example tasks.

- Consider need to assign an Information management specialist to the Situation Unit, Deputy Planning Section Chief for information management or Deputy Incident Commander for Information management to manage information management processes.
- Establish a policy for release of information to media, stakeholders, and agencies.
- Assess the ability of the current organization to move from reactive response operations to proactive response management, and assess their ability to produce an effective IAP.

*Note: ICS Technical Specialists can help facilitate the Unified Command to move the meetings along and keep them on schedule!*

*Deputy ICs can also perform this role and also provide the added advantage ensuring compliance with ICS processes at all levels.*

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## Unified Command Validation Checklist

Necessity of UC (any single check indicates it is appropriate to use a UC):

- Crosses geographical boundaries
- Involves multiple government levels
- Impacts different disciplines, owners, operators and agencies
- Involves different statutory responsibilities

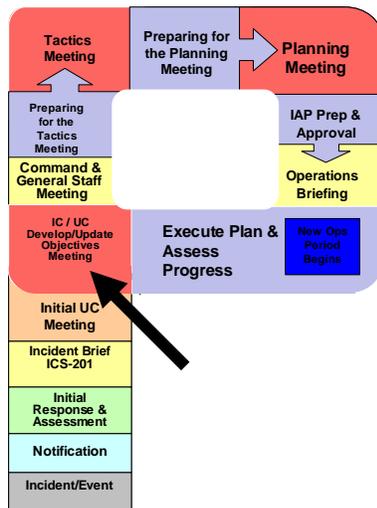
Specific organization inclusion in UC (each organization desiring to be a member of the UC must be able to check all four boxes):

- The organization has jurisdictional authority or functional responsibility under a law, legislation, treaty, MOU/MOA, ordinance, or agency contingency plan for the incident or event
- The organization is specifically charged with commanding, coordinating, leading or managing a major aspect of the response
- The organization has the resources to support participation in the response organization
- The incident or event impacts the area of responsibility of the organization

UC representative responsibilities and authority (each UC representative should have the authority to execute the following responsibilities on behalf of their organization):

- Speak for their organization in directing response efforts; making UC decisions; agreeing on common UC priorities, objectives, and critical information requirements; approving plans and other documents; and in media, stakeholder and public interactions.
- Sustain the resource commitment of their organization to the response for 24 hours, 7 days a week, if needed.
- Spend their agency's or organization's funds.
- Help determine and agree on an appropriate response organization and specific assignments for Command and General staff positions.
- Share support responsibilities as appropriate such as resource ordering and acquisition, cost sharing, integrated communications and responder health and safety.

## 5.2 IC/UC Develop/Update Objectives Meeting



The UC will identify/review response priorities, constraints, and incident objectives. For reoccurring meetings, objectives are reviewed and revised as needed. The Planning Section Chief facilitates this meeting and may present draft objectives for IC/UC consideration.

- Review or Establish and agree on response priorities. Use the ICS 201 as a starting point. Example priorities can be found in Chapter 4 of the IMH. Arrange all priorities in order of importance and document on the ICS 202A (see Appendix E - Example ICS 202A Command Direction)
- Identify or review incident limitations and constraints. Examples can be found in Chapter 4 of the IMH. Arrange in order of importance and document on the ICS 202A.
- From the list of priorities and using the ICS 201 form developed earlier, begin developing objectives for the next operational period. Example objectives can be found in Chapter 4 of the IMH. Document on the ICS 202 (see

Appendix D – Example ICS 202 Incident Objectives).

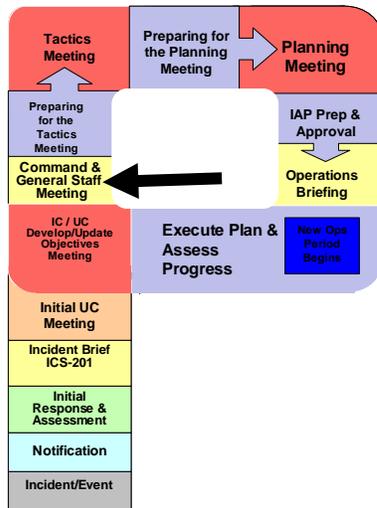
- Review and/or update Key Decisions. Document on the ICS 202A.
- Review or Discuss and agree on processes to be followed such as: resource ordering, cost accounting, operational security and sensitive information. Example processes can be found in Chapter 4 of the IMH. Document on the ICS 202A.
- Identify or update Incident Management Team Operating Procedures. The development of these procedures should be tasked out to the appropriate Command and General Staff element Examples include:
  - Secure information handling
  - Intelligence management procedures
  - Press release clearance and review procedures
  - Resource ordering review and clearance procedures
  - Interagency cost tracking
  - Information management flow
  - Human relations infraction handling procedures.

- Accident reporting and documentation procedures.
- Social Media policy for responders
- Review/Update/Develop Critical Information Requirements (CIRs) and document on ICS 202B (see Appendix F - Example ICS 202B Critical Information Requirements). Examples can be found in Chapters 4 and 12 of the IMH.
- Review/Develop tasks for the Command and General Staff using the Open Actions ICS 233. Examples can be found in Chapter 4 of the IMH.
- Agree on division of UC Workload. For example; press briefings, agency briefings, etc.
- Review priorities, constraints, decisions, critical information requirements and objectives in preparation for the Command and General Staff meeting.
- Decide on sharing UC tasks for the upcoming Command and General Staff Meeting.

*Note: It is beyond the scope of this Job Aid to train Incident Commanders on how to draft priorities, limitations and constraints, objectives, decisions, and critical information requirements. Samples of these are found in the Coast Guard Incident Management Handbook and ICs are encouraged to use them. Nevertheless, always keep in mind that these are crucial Unified Command directives that steer the operation*

*toward addressing an incident priority, without describing what specific resources and actions are needed. **Always keep the primary user, the Command and General Staff, in mind!***

### 5.3 Command and General Staff Meeting



The IC/UC presents priorities, limitations and constraints, objectives, decisions and critical information requirements to the Command and General Staff.

This is sometimes called a “Strategy Meeting” or “Employment Meeting.” The IC/UC also uses this time

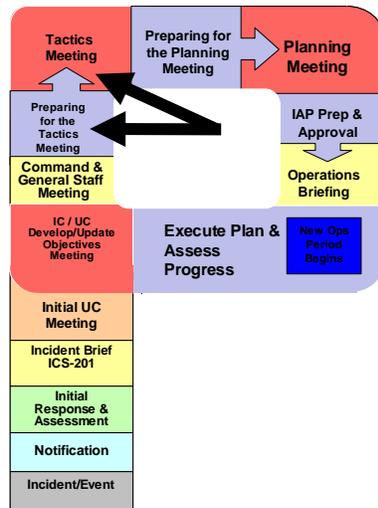
segment to provide the staff with general direction, receive feedback, and ensure effective coordination among the team and to ensure the support elements of the organization are fully functional and supporting the operational activities effectively. Command needs to ensure their staff comes away from this meeting clearly understanding the direction, tasking, and their authority in performing their staff functions. The Planning Section Chief facilitates this meeting and documents information as necessary.

- Following the opening of the meeting by Planning Section Chief, UC members should introduce themselves.
- Following the Situation Unit Leader and SOFR briefs, the IC/UC should provide opening remarks. Emphasize safety and teamwork.
- Command reviews key decisions (ICS 202A).
- Command reviews Incident Priorities (ICS 202A).
- Command reviews Limitations and Constraints (ICS 202A)
- Command reviews Incident Objectives (ICS 202). Solicit questions from the Command and General Staff. Verify they understand and begin planning for the support aspect of these objectives.
- Command reviews IMT Operating Procedures.
- Command reviews Critical Information Requirements (ICS 202B).
- Command reviews staffing of ICS positions if not communicated earlier.
- Command reviews Open Action Log (ICS 233) tasking and ensure progress is being made. Command provides additional tasking to staff. Consider:
  - Briefing thresholds and expectations,

- UC methods for approving staff products,
- Expectations and Areas of particular emphasis for the staff
- PSC should facilitate open discussion to clarify priorities, objectives, assignments, concerns and open actions/tasks.
- Command provides closing remarks. Consider thanking the team for their hard work.

*Note: Command manages the incident management team or staff, and the team or staff manages the incident. Especially at the very first Command and General Staff meeting, you must ensure they have a solid grasp of what you expect, how they should coordinate with and support each other, and what their authorities are. Following meetings will likely take less time than the first, but are no less important for you to ensure the staff remains clearly focused, cooperative with each other, and supportive of the effort.*

## 5.4 During the “Preparing for the Tactics Meeting” and the “Tactics Meeting” period of time



The Unified Command now allows the Incident Management Team to begin formulating the Incident Action Plan. During this time, Command can complete any unfinished business from the previous meetings and begin addressing any new challenges. Command does not attend the

Tactics meeting.

- Complete any unfinished actions from previous meetings.
- Discuss legal issues, documentation control, and handling of investigation information.
- Consider briefing other incident entities. Make a list of entities that may require Unified Command briefings (i.e. State EOCs, Principal Federal Official, Mayor's/Governors Office, etc.). Develop briefing schedule for today and future days where recurring briefings are required.
- Consider touring the incident scene if safe via boat, aircraft or automobile. If unable to do so, schedule a trip in the near future.

- Consider walking around the ICP spaces to gauge intensity and control of the incident. Provide encouraging remarks to ICP personnel along the way.
- Consider scheduling a press briefing or requesting the Public Information Officer to develop press releases. Use this time to prepare for the briefing. See 7.2 Keep Public Informed and Appendix I – Speaker Preparation Worksheet.
- Schedule Technical Specialists briefings: i.e. salvage, chemical hazards, wildlife impact, human health impact assessment, Law Enforcement options, etc.
- Discuss potential emergencies within the incident and contingency plans that may be required. Communicate these planning needs to the Planning Section Chief.
- Review other plans that may be required for the incident. For example:
  - Information Management Plan
  - Traffic Control Plan
  - Security Plans
  - Specific Cleanup or Removal Plans
  - Disposal Plan
  - Wildlife Recovery and Rehabilitation Plan

- Infrastructure Protection and/or Recovery Plan
- Sampling Plan
- Transition Plan
- Discuss funding: sources, limits of liability, cost-sharing, and cost tracking.
- Draft and sign decision memos and position papers as necessary to assure the IC/UC contribution to the incident historical record.
- Discuss collection of lessons learned and debrief procedures.
- Continue to review and update as necessary the objectives (ICS 202), decisions, priorities (ICS 202A), critical information requirements (ICS 202B) and open actions (ICS 233).
- Review documents, other than the IAP, requiring UC approval. Examples of these include press releases and ICS 209 Form\*.
- Provide performance feedback to staff.

*Note: ICS 209 Form\*: The ICS 209 Form is a very valuable form for summarizing incident status and progress. The information within can be used for briefing stakeholders. The UC should consider having the form updated and reviewed daily.*

## 5.5 Preparing for the Planning Meeting period of time



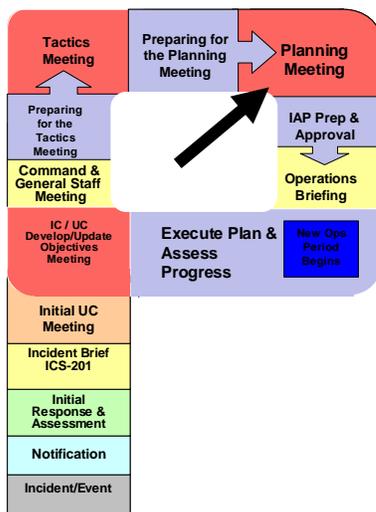
The UC prepares for the planning meeting, where the Planning Section Chief will seek verbal approval to complete the Incident Action Plan. The Unified Command should meet between 30 minutes and 1 hour before the Planning Meeting to prepare.

- Review and update as needed command direction:
  - Incident priorities (ICS 202A).
  - Incident objectives (ICS 202),
  - Decisions, Constraints and Limitations (ICS 202A),
  - Critical Information Requirements (ICS 202B) and
  - Open Action Items tasking (ICS 233).
- Decide how much time the IC/UC will need for reviewing the IAP prior to publication time.\* If possible, communicate this before the Planning Meeting to the PSC. If not, be prepared to vocalize at the Planning Meeting.

- Decide which UC members will speak to the Decisions, Priorities, Open Actions, Constraints, Critical Information Requirements and Objectives. The teamwork approach is always preferable to using a single spokesperson.
- Check with the OSC on how current operations are going and what concerns there might be for future operations.
- Meet with other Command and General Staff to get a sense of how things are going.

Note: \***Estimated Time Needed for Reviewing the IAP**: *The quality of the IAP will depend largely on the experience of the Incident Management Team. For the more experienced team, the UC should allow 1 hour for review, for less experienced, 1.5 to 2 hours. This time is used to determine how much time in advance of the Operations Briefing the IC/UC will need the plan for review.*

## 5.6 Planning Meeting



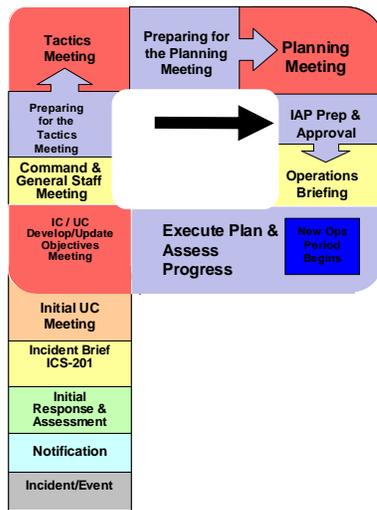
This meeting provides an overview of the tactical plan to achieve the Unified Command's direction, priorities and objectives with all of the Command and General staff present. Command should provide a verbal approval of the plan as presented during this meeting.

- Examine the meeting room displays, setup and level of detail to gather a sense of how well your staff is handling the incident.
- Following the Planning Chief's opening of the meeting the UC should provide opening remarks. Emphasizing safety and teamwork is always beneficial.
- Listen carefully at the situation briefing to ensure incident priorities are being addressed.
- Following the PSC's review of IC/UC objectives, priorities and decisions, add new information as necessary.
- During the Operations Section Chief's discussion of tactics, listen carefully to ensure IC/UC objectives are being addressed. Ask questions as needed to ensure each member

of the UC has a solid grasp of the proposed plan. Avoid micro-management, yet ensure the OSC and staff have addressed the details needed to execute and effectively support the plan. Ensure that the Operations Section is adequate. Ensure the OSC has considered alternatives and contingencies, and the proposed plan is considered safe for responders and the public by the Safety Officer.

- Add any new tasks to the Open Action Tracker (ICS 233) when reviewed by the PSC.
- When asked to provide approval of the plan by the PSC, each member of the Unified Command should agree or provide any input necessary for the satisfaction of all UC members.
- Prior to closing the meeting, the IC/UC should reemphasize the time they need to conduct an adequate review of the IAP, so they may receive the IAP well in advance of the Operations Briefing.

## 5.7 IAP Preparation and Approval



The Incident Action Plan is prepared, submitted to the Unified Command for approval. Once approved it is reproduced and distributed to supervisory personnel.

- The IC/UC should always be accessible to the IAP development team to provide clarification for the IAP.
- The UC should determine how to review and approve the IAP jointly. They should then communicate their requirements to the PSC.
- Command should inform the PSC if they will require any additional support during the review process, such as a THSP to answer questions.
- Prior to reviewing the IAP, Command should obtain copies of the ICS 215, ICS 234 (if developed), and any other supporting information presented during the Planning Meeting.
- Command should use Incident Action Plan Review Checklist for conducting their review and approval.

*Note: **Reviewing the IAP**: The primary objective is to ensure that the IAP covers what was presented at the planning meeting. IC/UCs may want to get a paper copy of ICS form 215 and other documentation to help ensure this is the case. **The ultimate test of the IAP is whether it will stand the test of legal, public and congressional scrutiny.***

## **Incident Action Plan Review Checklist**

The IAP represents a significant part of the historical record of the response. Ensure all aspects are appropriate and accurately reflect the plan of action presented during the Planning Meeting. Depending on the nature of the response effort, it is also likely that this document will be widely circulated across a myriad of interested parties outside of your IMT.

- Ensure the IAP cover page is professional and appropriate. Ensure signature blocks are available for all members of the Unified Command, including their printed names, with appropriate titles and proper spelling.

- Verify that all the proper forms are included in the IAP. The cover sheet often contains a checklist.
- Ensure the title of the incident is correct for the Cover Page and subsequent forms.
- Ensure the Operational Period is correct for the Cover Page and other forms.
- Ensure appropriate personnel sign the forms.
- Ensure the ICS 202 lists agreed upon objectives. The ICS 202 may contain the priorities and if it doesn't have room consider including the ICS 202A which shows command direction (priorities, decisions, limitations and constraints).
- Ensure the ICS 202 contains a safety message and command areas of emphasis (anything the UC deems necessary to emphasize for this particular operational period).
- Ensure the organizational assignment list in the ICS 203 accurately reflects the intended organization for the specified Operational Period
- Ensure the ICS 203 has proper titles and has proper span of control for the activities being performed.
- Ensure if deputies or assistants are being utilized that their responsibilities in the chain of command and flow of tasking and information are clear to all IAP users.

- Ensure the ICS 204 reflects clearly the resources assigned, aligns with the ICS 215, and work assignments are comprehensive.
- Carefully read the work assignments on the ICS 204. Ensure each is clear, aligns with what was presented on the ICS 215 in the Planning Meeting, properly employs the resources assigned, provides for relief of personnel or equipment as required, and supports an objective listed on the ICS 202.
- Ensure the ICS 204 aligns with, and expands on the work assignments from the ICS 215 that were briefed during the Planning meeting. Encourage IAP development personnel to attach maps, diagrams, detailed procedures or any other job specific information necessary to the back of the ICS 204 or an ICS 204a is attached.
- Ensure ICS 204 forms are consistent with the ICS 203 form. The ICS titles on ICS 203 and ICS 204 should match.
- Ensure ICS 204 Forms have a safety message inserted by the Safety Officer. Ensure emergency reporting procedures are included.
- Ensure the special instructions section of ICS 204 is completed. Examples of special instruction procedures includes communication schedule back to Operations and Situation; evidence handling protocols; wildlife handling

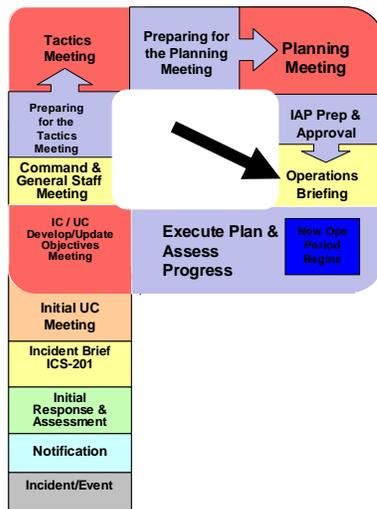
safe practices, use of force policy references; important phone numbers; sampling procedures, etc.

- Ensure the communications block on the ICS 204 is consistent with the Communications Plan (ICS 206).
- Ensure the ICS 204a is included if indicated.
- Ensure the Site Safety Plan (ICS 208) or ICS 204 as appropriate, addresses incident hazards as determined by the Safety Officers Safety Hazard Analysis documented on ICS 215A.
- Ensure that any emergency or critical information requirements are spelled out.
- Ensure the ICS 205 is realistic, aligned with the ICS 204, and considers the nature of the response environment that personnel will be working in, such as one that might contain hazardous material or be in a remote area with limited access.
- Ensure additional plans discussed during the Planning Meeting are included or referenced (i.e. Decon Plan, Disposal Plan, Security Plan).
- Maps, charts, diagrams or other visual elements of the plan should be clearly marked for what they represent, should add value for the users, and should be sufficient quality to reproduce easily.

- Consider how bulky the IAP is, and how it will be reproduced and distributed. Consider the end users need for information and how best to get it to them.

Note: Due to their size, some supporting plans like the ICS 208 Site Safety Plan, Decon Plan, Security Plan, etc. may work better as stand-alone documents referenced in the IAP. Another method for dealing with these plans is to include them in the IAP, but with limited distribution. Only the elements of the response that will actually use them or are directly involved in supporting them would receive a copy. A lightering plan used by one element of the Operations Section is an example of a support plan that might be distributed by this method. Always ensure that the original IAP held by the DOCL includes the original versions of all additional plans.

## 5.8 Operations Briefing



This 30-minute or less briefing presents the Incident Action Plan to the Operations Section supervisory personnel. This plan is the culmination of extensive staff effort and the Operations Brief is the time it will be briefed to the people who will execute the work.

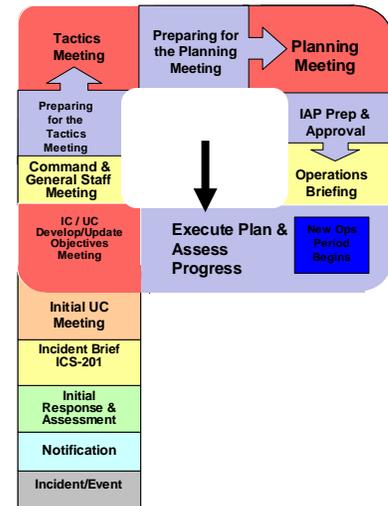
- This meeting is often the only direct contact many of the Operations Section personnel will have with the IMT. Your team should make a positive impression and convey professionalism. Prior to this meeting, the UC should communicate any expectations they have of the staff to the PSC, such as uniforms, staff positioning, points to emphasize, and use of displays.
- Command must provide a leadership presence during this meeting.
- After the PSC cues the IC/UC for opening remarks, ensure all the UC are introduced. Discuss important UC priorities. Provide overall guidance and continue to emphasize safety and teamwork. Ensure all members of the IC/UC are invited to comment. Some IC/UC's develop

incident watchwords, such as "Safety, Vigilance, and Teamwork."

- Convey your support of the plan and communicate any expectations you have in terms of implementation.
- The UC should listen closely to ensure nothing important is overlooked.

## 5.9 Execute Plan and Assess Progress

During this phase the IC/UC is monitoring operations closely to ensure their Incident Action Plan is being carried out, is well supported, and changes are being made as needed.



- UC continues to receive periodic updates from Operations and Situation and monitors field activities to ensure compliance with the IAP.
- Consider an overflight, boat tour or vehicle recon of the incident to assess progress.
- Tour the ICP and gauge progress and effectiveness by talking with members on the Incident Management Team. Provide words of encouragement and thanks.
- Review outstanding actions required by the UC and consider those actions outlined in the “Preparing for and Conducting the Tactics Meeting” section.
- Continually evaluate IMT effectiveness. See 6.0 Manage Personnel, IMT Evaluation Checklist on next page and Chapter 4 of IMH for “Best Response” criteria.
- Prepare for IC/UC Objectives Meeting.

---

## IMT Evaluation Checklist

### ICP Activities

- ❑ Meetings are disciplined and following prescribed procedures
- ❑ Sections are conducting their own daily meetings with their staff
- ❑ Open actions (ICS 233) are being effectively tracked and completed
- ❑ Information is being shared across the sections
- ❑ Off-site reporting is timely and accurate
- ❑ The IAP is effective and being followed
- ❑ Supervisors are pleased with overall team effectiveness
- ❑ Interagency differences are effectively resolved and communicated to command
- ❑ Information technology is being used to support the development of the IAP and functional support plans
- ❑ The Operations Section is providing valuable and meaningful feedback on the IAP
- ❑ Staff members are properly prepared and interacting during the process meetings
- ❑ The injury, accident and near miss rate is low
- ❑ The IMT code of conduct being is being followed
- ❑ The Operations Section is adequately supported by the other staff elements

- ❑ The Operations Section Chief is effectively using a deputy. The OSC or DOSC works with the Planning Section, and the other supervises current operations.
- ❑ The Planning Section has a clear understanding of all resource status
- ❑ Status displays by SITL and RESL are accurate, up-to-date, and meeting the needs of Command and other staff
- ❑ The planning section has provided clear, understandable, and updated maps
- ❑ The PSC is able to coordinate the Operational Planning Process
- ❑ The Incident Action Plan has sufficient, and accurate content to support the operation
- ❑ The meeting schedule allows for ample IC coordination of inputs to meetings/briefings
- ❑ Contingencies or "what if" possibilities are being effectively planned for
- ❑ The IMT and particularly PSC is forecasting, planning, and preparing for the escalation or de-escalation of the incident
- ❑ The resource requesting process is smooth, and producing timely results
- ❑ IMT equipment is being properly maintained, repaired, and/or re-supplied
- ❑ The Logistics Section is managing an effective gear/equipment issue process

- ❑ THSP's (where needed) are effectively employed
- ❑ Support plans are developed and thoroughly understood by users
- ❑ Original documents are ending up in the DOCL archives (ICS 214's, etc)
- ❑ Time sheets and other accountability information are being sent to Finance
- ❑ The RESL is identifying excess resources and supporting the demobilization process
- ❑ There is a demobilization process/plan in place
- ❑ The IMT is developing and effectively conveying predictions, models, forecasts to other staff to help achieve success
- ❑ Meetings and briefings are properly set-up and well executed
- ❑ The best qualified personnel available are assigned to fill positions
- ❑ Documents produced by the IMT are of high quality

**In the field activities**

- ❑ Emergency procedures have been established.
- ❑ Personnel are receiving good briefings before beginning their work in the operational area.
- ❑ Expectations are clearly understood.
- ❑ IMT field personnel have sufficient equipment to execute assignments (i.e. phones, radios, cameras, GPS, computers, wifi, etc.).
- ❑ Clear communications between the field/ICP

**Self Evaluation**

- ❑ Command's Operational Priorities and Objectives are clear
- ❑ Command has communicated clear expectations to all the IMT members
- ❑ Command is comfortable with activities
- ❑ Command has agreed on what is considered critical information, and how it should be reported up to the IC/UC
- ❑ There is effective coordination between the Command and IMT
- ❑ Unresolved issues effectively passed to Command
- ❑ Crew morale is high
- ❑ Assignments are completed on time
- ❑ Limited aggression or frustration being observed of IMT members

## **6.0 Manage Personnel**

Below is a brief checklist to assist in achieving overall effectiveness and efficiency of the organization. See also IMT Evaluation Checklist for more information. The best way to accomplish this is through continual interactions with functional areas of your staff.

### **Personnel Management Checklist**

- Observe operations tempo of Command and General Staff. If the organization is overwhelmed, consider the following:
  - Span of Control variations
  - Need for Deputies and/or Assistants
  - Need for new Units, Groups or Branches
- Observe information flow patterns. Ensure information is flowing continuously between units and sections. One key measure is the accuracy of the Situation and Resource Status boards and whether Operations is using them effectively:  
For information flow deficiencies consider the following:
  - More field observers to collect information
  - Recommend more or better communications equipment

- Consider development of an Information Management Plan (see information management job aid)
- Recommend more information collection staff within the ICP (watchstanders)
- The response environment must be a respectful one. Inappropriate behavior and human relations violations cannot be tolerated.
  - Tour field locations and the ICP to gauge response climate and recommend preventative measures where necessary.
  - Consider adding an HR Tech Spec to the Planning Staff.
  - UC should agree on disciplinary steps to take in the event of violations.
  - Continually emphasize respect at meetings.
- Ensure responder mental health is a priority. Conduct field and ICP tours to measure mental health. Consider the following actions to address mental well-being:
  - Ensure fatigued members are relieved.
  - Consider adding a Critical Incident Stress Manager as a Technical Specialists for the incident.
  - Consider implementing a responder reward and recognition program to keep morale up (coins, prizes etc.).

- Take VIPs and dignitaries around to meet field responders and ICP personnel.
- Identify and correct systemic problems.

### **6.1 Evaluate individual personnel performance**

- Provide feedback and/or corrective actions to subordinates
- Use ICS 225-CG Incident Personnel Performance Rating (see Appendix J – ICS 225 Individual Personnel Performance Rating)
- Submit unit/personnel for recognition

### **6.2 Give feedback on IMT Products**

- Evaluate the quality of IMT products (documents, displays, briefings, meeting/process management, status tools, projections, etc.)
- Ensure IMT members have adequate materials, supplies, and work environment to perform their functions effectively
- Assess how well IMT products are being received and/or used by other response team members
- Determine how well the IAP is being implemented, and if any additional information is needed.

## **7.0 Respond to Stakeholders**

### **7.1 Keep Agency Executive Informed**

It's very important for the Incident Commander to keep the Agency Executive informed of the incident status. For the Coast Guard, this is our chain of command and can be all the way up to the Secretary or President. This may mean sending up periodic situation reports or giving briefings. It is critical that the Agency Executive be kept informed of CIRs and IRTs they may have set.

### **7.2 Keep Public Informed**

The public needs to be kept informed as the incident progresses. The Public Information Officer (PIO), if assigned, will assist the IC/UC in ensuring the public is informed through the media, public outreach, open houses, etc. The PIO will develop a public information plan that will address how the public will be kept informed. One of the important expectations is that the IC/UC will prepare for and conduct press conferences. The PIO will develop the necessary briefing materials and should complete something like Appendix I – Speaker Preparation Worksheet.

### **7.3 Coordinate with Stakeholders**

The Liaison Officer (LOFR), if assigned, will assist the IC/UC stakeholder coordination. Effective stakeholder outreach and coordination are one of the “Best Response” criteria for an effective response (see Chapter 4 of IMH). The LOFR will develop a stakeholder coordination plan and arrange for the IC/UC to meet with stakeholders in various venues to ensure their concerns are being met. This can be accomplished via conference calls, meetings, open houses, etc.

## **8.0 Transition and Demobilization**

### **8.1 Transition**

Longer duration incidents may require transition from one incident management team to another or part of a team may transition out and be replaced. There are many command considerations when transitions occur. A Transition Plan is an excellent way to manage transition and is developed by the Planning Section Chief (PSC) for the IC/UC in preparation for transition.

### **Command Considerations For Transition Checklist**

- Obtain and incorporate Executive direction into transition activities as appropriate
- Establish agreement on transition decisions, procedures, etc. among Unified Command (if applicable)
- Provide clear expectations and tasking to staff
  - Task PSC to develop the Transition Plan
  - Task Command and General Staff to provide input to the Plan
- Transition Plan Issues and Concerns
  - Purpose statement for transition
  - Delegation of authorities, if appropriate
  - Unified Command agreements

- Transition specific Command direction (priorities, limitations/constraints, objectives, etc.)
- External reporting requirements, notifications, key contact list
- Critical Information Requirements (CIRs) and Immediate Reporting Thresholds (IRTs)
- Political, Social, Economic, and Environmental issues and concerns
- Direction from Agency Executive(s)
- IMT Operating Procedures during transition
- Local Policies effecting the response
- Cost constraints
- Resources at risk
- Availability of critical resources
- New scope of work (if appropriate) and AOR concerns
- Competing interests
- Unique operational considerations
- Legal issues
- Recognition for responders where appropriate

## 8.2 Demobilization

There are many command considerations as the incident phases down and resources and personnel demobilize. See Command Considerations During Demobilization/Close Out Checklist (next page)

### 8.2.1 Review and approve the demobilization plan

- Resources and personnel ready for demobilization are determined by time on scene, statutory limitations, etc.
- Ensure Demobilization Plan addresses IC/UC and inter-agency/stakeholder issues.

### 8.2.2 Ensure efficient demobilization of IMT

- Identify resources and personnel ready for demobilization and when determined, demobilize in accordance with plan
- Evaluate and recognize personnel (e.g. ICS 225 & personal awards)
- Ensure final turnover/disposition of documentation
- Turn in equipment and supplies as appropriate
- Provide Supply Unit Leader with a list of supplies to be replenished
  - Consumables
  - Equipment (computers, radios, GPS, etc.)

## **Command Considerations During Demobilization/Close Out Checklist**

- ❑ Obtain and incorporate Executive direction into demobilization/close out activities as appropriate
- ❑ Establish agreement on demobilization/close out decisions, procedures, etc. among Unified Command (if applicable)
- ❑ Provide clear expectations and tasking to staff
- ❑ Ensure appropriate staffing remains in place until demobilization/close out responsibilities have been met
- ❑ Ensure a thorough documentation package (both for response and cost) and archive is created, assigned to the appropriate agency/entity, and maintained for future use
- ❑ Ensure effective monitoring and proper demobilization/close out of funding sources in a timely fashion
- ❑ Assign accountability for, and proper disposal of all property purchased, issued, leased, etc. by the IMT
- ❑ Assign development of demobilization/close out briefing/debriefing package and/or presentations
- ❑ Ensure generation, approval and dissemination of press releases, stakeholder notifications, or

- other informational bulletins to inform interested parties of the response demobilization/close out
- Ensure incident facilities and equipment are returned to the proper condition
  - Oversee the generation of recognition for responders where appropriate

## **Appendices**

## Appendix A – IC/UC Functional Interactions

Below is an matrix to assist the IC/UC with obtaining information from other ICS positions and providing information to ICS positions.

MEET With:	WHEN:	IC OBTAINS:	IC PROVIDES:
Initial IC	Upon arrival	ICS 201 brief	Next Assignment
Other Incident Commanders	Check-in brief	Commitment for: equipment, funding	ICS 201 brief
	ICS Meetings	Consensus on decision making	Cooperative leadership
Stakeholders	Various	Special concerns, expectations. Commitments for support.	Briefings on situation, progress and planned actions.
Trustees	Various	Identification of lead trustee. Pledge of cooperation with response.	Briefing on current situation cleanup strategy. Resource commitment.
Operations Section Chief	Check-in brief	Recommended strategies and tactics to meet the objectives.	ICS 201 information IC/UC expectations Initial response objectives.
	Cmd & Gen Staff Meeting	Status of operations	IC/UC direction and concerns Response objectives
	Planning Meeting	Briefings on: Strategies, Tactics, Resource needs, ICS 215 & Ops Facilities	Response objectives. Commitment.
	OPS Brief		Motivational remarks

<b>MEET With:</b>	<b>WHEN:</b>	<b>IC OBTAINS:</b>	<b>IC PROVIDES:</b>
Planning Section Chief	Check-in brief		ICS 201 information IC/UC expectations
	Cmd & Gen Staff Meeting	Situational update Planning Section concerns	IC/UC direction and concerns Response objectives
	Planning meeting	Briefs on: Overall situation & Alternate strategies	Motivational remarks & Tactical Plan Approval
	As needed	Recommendation for ICS 201/IAP transition. Proposed resource demobilization list.	Feedback and approval
Logistics Section Chief	OPS brief	Situational update	Motivational remarks
	Check-in brief		ICS 201 information IC/UC expectations
	Cmd & Gen Staff Meeting	Logistics concerns/reports	IC/UC direction and concerns Response objectives
Finance/ Admin Section Chief	Planning meeting	Briefs on: Communication, traffic, safety, medical, facilities, resources	Response objectives & Motivational remarks
	Check-in brief		ICS 201 information IC/UC expectations

<b>MEET With:</b>	<b>WHEN:</b>	<b>IC OBTAINS:</b>	<b>IC PROVIDES:</b>
Finance/ Admin Section Chief (cont)	Cmd & Gen Staff Meeting	Finance concerns/reports	IC/UC direction and concerns Response objectives
	Plng meeting	Financial concerns/reports	Response objectives & Motivational remarks
Liaison Officer	Check-in brief		ICS 201 information IC/UC expectations
	Cmd & Gen Staff Meeting	Liaison concerns/reports	IC/UC direction and concerns Response objectives
	Planning Meeting	Concerns and issues.	Response objectives & Motivational Remarks
Public Information Officer	As needed	concerns/issues	IC/UC expectations
	Check-in brief	Media considerations regarding work plan	ICS 201 information IC/UC expectations
	Cmd & Gen Staff Meeting	concerns/reports	IC/UC direction and concerns Response objectives
	Planning Meeting	Media considerations	Response objectives & motivational remarks
	As needed	Speaker preparations, briefings, releases	Input needed on media interest

<b>MEET With:</b>	<b>WHEN:</b>	<b>IC OBTAINS:</b>	<b>IC PROVIDES:</b>
Safety Officer	Check-in brief		ICS 201 information IC/UC expectations
	Planning Meeting	Safety brief, Safety concerns regarding IAP	Response objectives & Motivational Remarks
	Command/ Staff Meeting	Safety brief, Status of Safety Plan and measures	IC/UC direction and concerns
	Ops Brief	Safety brief	Motivational remarks.
Division/ Group Supervisors Task Force Leaders Strike team Leaders	OPS brief		Motivational remarks
	Press conference	Media concerns	Briefing on incident status and plans

## Appendix B – Example Delegation of Authority Memos

U.S. Department of  
Homeland Security

United States  
Coast Guard



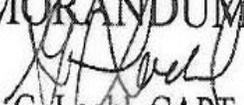
Commander  
United States Coast Guard  
Sector New York

212 Coast Guard Drive  
Staten Island, NY 10305  
Staff Symbol: srm  
Phone: (718) 354-4121  
Fax: (718) 354-4224

1601

NOV 02 2012

### MEMORANDUM

From:   
G. Loeb, CAPT  
CG SECTOR NY (s)

Reply to: IMD  
Attn of: x4346

To: CDR,

Subj: INCIDENT SPECIFIC DESIGNATION AS FEDERAL ON SCENE COORDINATOR  
AND NOTICE OF VIOLATION AUTHORITY FOR HURRICANE SANDY

Ref: (a) Pollution Responder Performance Qualification Standard Workbook  
(b) COMDTINST M16000 series, Marine Safety Manual  
(c) COMDTINST M5582.1A, Notice of Violation User's Guide

1. You are hereby designated to perform the duties of a Federal On Scene Coordinator within the Captain of the Port of New York and New Jersey Zone. You are being granted this designation for the purpose of directing response operations in support of actions to mitigate the effects of Hurricane Sandy.
2. You are also hereby authorized to issue Notices of Violation while assigned to this Command. You will be guided in your duties by applicable sections of references (a), (b), (c), the U.S. Code of Federal Regulation, Commandant, District, and Unit directives.
3. These authorities expire upon your demobilization from this response.

#

U.S. Department of  
Homeland Security

United States  
Coast Guard

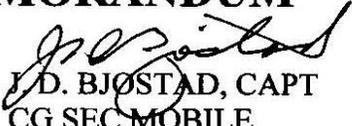


Commander  
U. S. Coast Guard Sector Mobile

South Broad Street  
Mobile, AL 36615-1390  
Staff Symbol: CO  
Phone: (251) 441-5670  
Fax: (251) 441-5123

5402/233-05  
4 September 2005

## MEMORANDUM

From:  J.D. BJØSTAD, CAPT  
CG SEC MOBILE

To: DISTRIBUTION

Subj: LETTER OF DELEGATION – INCIDENT SPECIFIC FEDERAL ON-SCENE  
COORDINATOR (FOSC)

1. As of 0800 on September 3rd, 2005, I delegate the responsibilities for the Environmental Response Branch Management to CDR \_\_\_\_\_, Commanding Officer, USCG Gulf Strike Team. This delegation establishes CDR \_\_\_\_\_ as an Incident Specific Federal On-Scene Coordinator (FOSC) supporting Sector Mobile Incident Command (IC) in their efforts to mitigate the pollution caused by Hurricane Katrina in the states of Mississippi and Alabama.
2. As the Incident Specific FOSC, I expect CDR \_\_\_\_\_ to adhere to relevant and applicable laws and polices. His primary task is mitigation of environmental issues associated with the coastal zone. CDR \_\_\_\_\_ is expected to complete all tasks in a manner that provides for the safety and well being of all response personnel. I expect all work to be in cooperation with state and local government agencies, private industry, and local residents to successfully manage all emergent pollution incidents.
3. The principle objectives I want CDR \_\_\_\_\_ to accomplish are:
  - a. Ensure the safety of response personnel and proactively address public safety issues during the course of all response actions.
  - b. Respond to all reported and assessed pollution incidents with the appropriate resources to mitigate the effects to the public and environment in a timely manner.
  - c. Provide updates to the Incident Command, related stakeholders, and the public with a unified message approved by the Unified Command.
4. All actions taken are under the following Sector Commander's guidance:
  - a. Establish direct liaison with FEMA, EPA, EOC, state/local governments and emergency response personnel.
  - b. Determine the appropriate resources needed to accomplish this task and the priority order to perform them.

Subj: LETTER OF DELEGATION – INCIDENT SPECIFIC  
FEDERAL ON SCENE COORDINATOR (FOSC)

5402/233-05  
4 September 2005

5. CDR            will notify me in the event of:
- a. Any safety issue, injury or death.
  - b. Issues with assisting or cooperating agencies that can not be resolved and require authority at the Unified Command level.

#

Copy: CGD8  
CG GST  
CG NSFCC

---

## Appendix C - SMART Objectives

**SMART** is a mnemonic used in project management at the objective setting stage. It is a way of evaluating if the objectives that are being set are appropriate for the individual project.

A SMART objective is one that is –

**S**pecific

**M**easurable

**A**ttainable

**R**ealistic

**T**ime-sensitive/Time-bound

The first known use of the term SMART is from George T. Doran through the article in Management Review<sup>1</sup>.

---

**Specific** – A specific objective has a much greater chance of being accomplished than a general objective. The set a specific objective you must answer the six "W" questions.

**Who** is involved?

**What** do I want to accomplish?

**Where** does this objective take place?

**When** is there a deadline?

**Which** are the requirements and constraints?

---

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<sup>1</sup> George T. Doran, There's a S.M.A.R.T. Way to Write Management Goals and Objectives, Management Review (AMA Forum), November 1981, pps. 35-36.

**Measurable** – Establish concrete criteria for measuring progress toward the attainment of each objective you set. When you measure your progress, you stay on track, reach your targets, and experience the satisfaction of achievement that inspires you on to continued effort required to reach your objective. To determine if an objective is measurable, ask questions such as "how much?", "how many?" and "how will I know when it is accomplished?".

---

**Attainable** – You must set objectives that are capable of being reached, put most basically, there is a likelihood of success. Setting targets that are plainly ridiculous does not motivate people; it merely confirms their opinion of you as an idiot. You can attain most any objective you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Objectives that may have seemed far away and out of reach eventually move closer and become attainable, not because your objectives shrink, but because you grow and expand to match them.

---

**Realistic** – To be realistic, an objective must represent an end state toward which you are both *willing* and *able* to work. An objective can be relevant, reasonable and realistic; you are the only one who can decide just how your objective should be. Be sure that every objective represents substantial progress. A high objective is frequently easier to reach than a low one because a low objective exerts low motivational force. Some of the

hardest jobs you accomplish actually seem easy because they were accomplished with heart.

Your objective is probably realistic if you *believe* that it can be accomplished. Additional ways to know if your objective is realistic to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this objective.

---

**Time-sensitive/Time-bound** – An objective should be grounded within a time frame. If an objective has no time frame tied to it, there is no sense of urgency. If you anchor your objective with a time frame you set your unconscious mind in motion to begin working toward accomplishing the objective.

---

***ICS Objective Example*** – Complete evacuation (what) of all (measure) passengers and crew (who) from the vessel (location) by 1200 (when).

## Appendix D – Example ICS 202 Incident Objectives

<b>1. Incident Name</b> <b>Animas</b>	<b>2. Operational Period (Date/Time)</b> From: 29APR15 1800 To: 30APR15 0600	<b>INCIDENT OBJECTIVES</b> ICS 202-CG
<b>3. Objective(s)</b> <ul style="list-style-type: none"> <li>▪ Provide the safety and security of responders as well as maximize the protection of public health and welfare</li> <li>▪ Provide for total accountability of all personnel with the Stauffer Chemical facility</li> <li>▪ Triage, treat, and transport any injured personnel to appropriate medical facilities</li> <li>▪ Create safety and security zones to restrict access and maintain scene control</li> <li>▪ Determine oil/hazmat fate and effects.</li> <li>▪ Identify sensitive areas, develop and implement strategies for protection</li> <li>▪ Implement measures to protect, capture, and rehabilitate effected wildlife</li> <li>▪ Prevent further release of oil and recover spilled product</li> <li>▪ Secure sources of hazmat release and conduct air monitor as needed</li> <li>▪ Control spread of fires and conduct mop up operations</li> <li>▪ Establish and maintain a victim family support network</li> <li>▪ Initiate an aggressive media strategy to keep the public informed</li> </ul>		
<b>4. Operational Period Command Emphasis</b> (Safety Message, Priorities, Key Decisions/Directions) <p>Command Emphasis: For this operational period, our emphasis will be to conduct safe operations, victim accountability, and fire control.</p> <p>Safety message: Ensure that all responders are following identified safe practices as outlined in the ICS-208 Site Safety Plan and that all responders initial the Plan prior to entering the operational area. Copies of the ICS-208 Site Safety Plan are available at all incident support facilities. Assistant Safety Officers will be assigned to monitor and assist at all high risk operations.</p> <p>Approved Site Safety Plan Located at:</p>		
<b>5. Prepared by: (Planning Section Chief)</b> J. Gafkjen J. Gafkjen		<b>Date/Time</b> 29APR15 1400

## ICS 202 Instructions

### INCIDENT OBJECTIVES (ICS 202-CG)

**Purpose.** The Incident Objectives form describes the basic incident strategy, control objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

**Preparation.** The Incident Objectives form is completed by the Planning Section following each Command and General Staff Meeting conducted in preparing the Incident Action Plan.

**Distribution.** The Incident Objectives form will be reproduced with the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms MUST be given to the Documentation Unit.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Objective(s)	Enter clear, concise statements of the objectives for managing the response. These objectives are for the incident response for this operational period and for the duration of the incident. Include alternatives.
4.	Operational Period Command Emphasis	Enter clear, concise statements for safety message, priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If available, a safety message should be referenced and attached. At the bottom of this box, enter the location where approved Site Safety Plan is available for review.
5.	Site Safety Plan Prepared By Date/Time	Note location of the approved Site Safety Plan. Enter the name of the Planning Section Chief completing the form. Enter date (month, day, year) and time prepared (24-hour clock).

NOTE: ICS 202-CG, Incident Objectives, serves as part of the Incident Action Plan (IAP)

# Appendix E - Example ICS 202A Command Direction

<p>1. Incident Name Animas</p>	<p>2. Operational Period (Date/Time) From: 29APR15 1800 To: 30APR15 0600</p>	<p>Command Direction ICS 202A-CG</p>
<p>3. Key Decisions and Procedures:</p> <p><b>Operational Period:</b></p> <ul style="list-style-type: none"> <li>• 29 APR 15/ 1800 to 30 APR 15/ 0600</li> </ul> <p><b>Unified Command:</b></p> <ul style="list-style-type: none"> <li>• Hiatusport Fire Department</li> <li>• Yaz Railroad</li> <li>• US Coast Guard</li> <li>• Delaware Department of Natural Resources</li> </ul> <p><b>Operations Section Chief:</b></p> <ul style="list-style-type: none"> <li>• Hiatusport Fire Department (OSC)</li> <li>• US Coast Guard (Deputy OSC)</li> </ul> <p><b>Unified Command will:</b></p> <ul style="list-style-type: none"> <li>• Review and approve all offsite information reporting</li> <li>• Identify critical information thresholds/requirements</li> <li>• Review and approve the family support plan</li> <li>• Review the resource ordering, cost sharing, and cost accounting system</li> <li>• Be notified of any major changes in IMT staffing</li> <li>• Be advised on any major expenditure items exceeding \$50,000.00</li> </ul> <p><b>Common IMT Operating Procedures:</b></p> <ul style="list-style-type: none"> <li>• Common protocols will be developed when handling victim information</li> <li>• Standardized information reporting system for both internal and external information management</li> <li>• Resource ordering procedures</li> <li>• Documentation procedures</li> </ul>		
<p>4. Priorities:</p> <ul style="list-style-type: none"> <li>• Safety</li> <li>• Environment</li> <li>• Property</li> <li>• Transportation Infrastructure/Maritime Commerce</li> <li>• Public confidence/media relations</li> <li>• Information Management</li> </ul>		
<p>5. Limitations and Constraints:</p> <ul style="list-style-type: none"> <li>• Restricted night operations</li> <li>• Critical information handling</li> <li>• Potential for adverse weather (strong winds, high temperature, high humidity)</li> <li>• Hazardous Materials</li> </ul>		
<p>6. Prepared by: (Planning Section Chief) <i>J. Gafkjen</i> J. Gafkjen</p>		<p>Date/Time 29APR15 0900</p>

## ICS 202A Instructions

**Purpose.** The Command Direction form supplements the ICS 202 form by documenting the IC/UC strategic direction and guidance through Priorities, Limitations/Constraints and Key Decisions/Procedures for use during the next operational.

**Preparation.** The Command Direction form is completed by the Planning Section following each Unified Command Objectives Meeting (input may be made during the Initial Unified Command Meeting) conducted in preparing the Incident Action Plan.

**Distribution.** The Command Direction form will be reproduced with the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Priorities	Enter clear, concise statements of strategic direction for managing the response. These priorities are for the incident response for this operational period and for the duration of the incident. Listed in order of importance.
4.	Limitations and Constraints	Enter clear, concise guidelines for response limiting factors and restrictions due to operations, weather, jurisdictions, resources and parameters agreed upon by the Unified Command.
5.	Key Decisions and Procedures	Enter operational guiding measures from the Unified Command. Provide IMT process guidance for delegation of authority, agency cooperation, cost sharing, resource ordering and other administrative guidance.
6.	Prepared by	Enter the name of the Planning Section Chief completing the form.
	Date/Time	Enter date (month, day, and year) and time prepared (24-hour clock).

NOTE: ICS 202A-CG, Command Direction, serves as part of the Incident Action Plan (IAP)

# Appendix F - Example ICS 202B Critical Information Requirements

Page 12-8 in the IMH lists the six parts of a fully actionable CIR

<p>1. Incident Name <b>Animas</b></p>	<p>2. Operational Period (Date/Time) From: 29APR15 1800 To: 30APR15 0600</p>	<p>Critical Information Requirements ICS 202B</p>
<p>3. Critical Information Requirements: Critical Information/Key Information/Essential Elements of Information (EEl)s the Unified Command would like tracked, posted and reported on the ICS-209, CART and/or SITREP:</p> <ul style="list-style-type: none"> <li>• Accountability of Personnel.</li> <li>• Fatalities/Injuries.</li> <li>• Status of MTS/Port Status.</li> <li>• Damage to infrastructure.</li> <li>• Equipment Casualties (CASREP).</li> <li>• Facilities Status.</li> <li>• Resource Status/Statistics.</li> <li>• Critical Infrastructure/Key Resources (CI/KR).</li> <li>• Environmental data.</li> <li>• Environmental Resources at Risk.</li> <li>• Stakeholder Interests/Concerns.</li> <li>• Cultural Sensitive Impact/Concerns.</li> <li>• Political Interests/Concerns.</li> <li>• Media Interests/Concerns and Social Media Trends.</li> <li>• Unusual IMT Activities</li> </ul> <p>Immediate Reporting Thresholds (IRT): Should any of the following issues occur the Unified Command is to be notified immediately:</p> <ul style="list-style-type: none"> <li>• Death or injury (requiring hospitalization) of a responder</li> <li>• Any fatalities to the civilian population as a result of the incident</li> <li>• Egregious inappropriate behavior by a responder</li> <li>• Anytime there is a major shift in operations that significantly deviates from planned operations</li> <li>• Anytime the Safety Officer shuts down operational activity due to a safety issue</li> <li>• Any intelligence assessment that indicates a threat to the public or responders</li> <li>• Any external impact that could negatively impact the overall response efforts (e.g., new incident that is competing for the same resources)</li> <li>• First wildlife impact of oil</li> <li>• First land impact of oil</li> <li>• Interagency issues that cannot be resolved at the Section Chief level</li> <li>• Negative special interest perceptions of response operations</li> <li>• Negative political implications</li> <li>• Negative media coverage</li> </ul>		
<p>4. Prepared by: (Planning Section Chief) <i>J. Gafkjen</i> J. Gafkjen</p>		<p>Date/Time 29APR15 0900</p>

## ICS 202B Instructions

### Critical Information Requirements

ICS 202B (rev 07/2012)

**Purpose.** The Critical Information Requirements form supplements the ICS 202 form by documenting the IC/UC strategic direction and guidance through Critical Information Requirements for use during the next operational period.

**Preparation.** The Critical Information Requirements form is completed and/or updated by the Planning Section following each Unified Command Objectives Meeting (input may be made during the Initial Unified Command Meeting) conducted in preparing the Incident Action Plan.

**Distribution.** The Critical Information Requirements form may be reproduced with the IAP and should be given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms MUST be given to the Documentation Unit.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Critical Information Requirements	Enter clear, concise statements of critical information requirements for the response. These requirements are for the incident response for this operational period and for the duration of the incident. Listed in order of importance.
4.	Prepared by	Enter the name of the Planning Section Chief completing the form.
	Date/Time	Enter date (month, day, and year) and time prepared (24-hour clock).

NOTE: ICS 202B-CG, Critical Information Requirements, may serve as part of the Incident Action Plan (IAP)

## Appendix G – Example ICS 233 Incident Open Action Tracker

1. Incident Name: Yaz Northern		INCIDENT OPEN ACTION TRACKER ICS-233 (Rev 1-07)						
2. No.	3. Item	4. For/POC	5. Briefed POC (X)	6. Start Date	7. Status	8. Target Date	9. Actual Date	
1	Develop a Stakeholder Outreach Plan for keeping stakeholder involved and informed	LNO	x	10-Sep-13		11-Sep-13		
2	Conduct Risk/Hazard Analysis and Develop a site safety plan for both ongoing operations and future operations.	SOFR	x	10-Sep-13		10-Sep-13		
3	Establish a JIC by 1700 tonight	PIO/LSC	x	10-Sep-13		10-Sep-13		
4	Develop a media strategy and have signed off by UC. Ensure that the JIC operating procedures are covered	PIO	x	10-Sep-13		10-Sep-13		
5	Provide Command with a long term projection on mitigation efforts	PSC	x	10-Sep-13		13-Sep-13		
6	Establish secure communications at the ICP	LSC	x	10-Sep-13		11-Sep-13		
7	Establish resource request process	LSC/FSC	x	10-Sep-13		11-Sep-13		
8	Establish resource ordering process	LSC/FSC	x	10-Sep-13		11-Sep-13		
9	Provide command a list of all possible funding opportunities	FSC	ξ	10-Sep-13		11-Sep-13		
10	Track expenditures and provide burn rates to command every morning before 0800	FSC	x	10-Sep-13		11-Sep-13		
11	Establish a cost sharing agreement with all responsible parties	FSC	x	10-Sep-13		11-Sep-13		
12								
13								
14								
15								
16								

## ICS 233 Instructions

**Purpose.** Open Actions Tracker

1. Is used by the Incident Commander/Unified Command (IC/UC) to assign and track tasks/actions to IMT personnel that do not rise to the level of being an Incident Objective.
2. Is duplicated and provided to Command and General Staff members, giving them the open tasks/actions needing to be completed and a means to track the open tasks/actions they have been assigned.

Note: This form may also be used by Command and General Staff for tracking tasks/actions within a Section/Staff element.

**Preparation.** The Planning Section Chief (PSC) is responsible for maintaining the Open Actions Tracker for the IC/UC and typically utilizes the Documentation Unit Leader (DOCL) to assist in this forms development and updating. The PSC should ensure all Command and General Staff are prepared to discuss their assigned tasks/actions during the Command and General Staff and Planning Meetings.

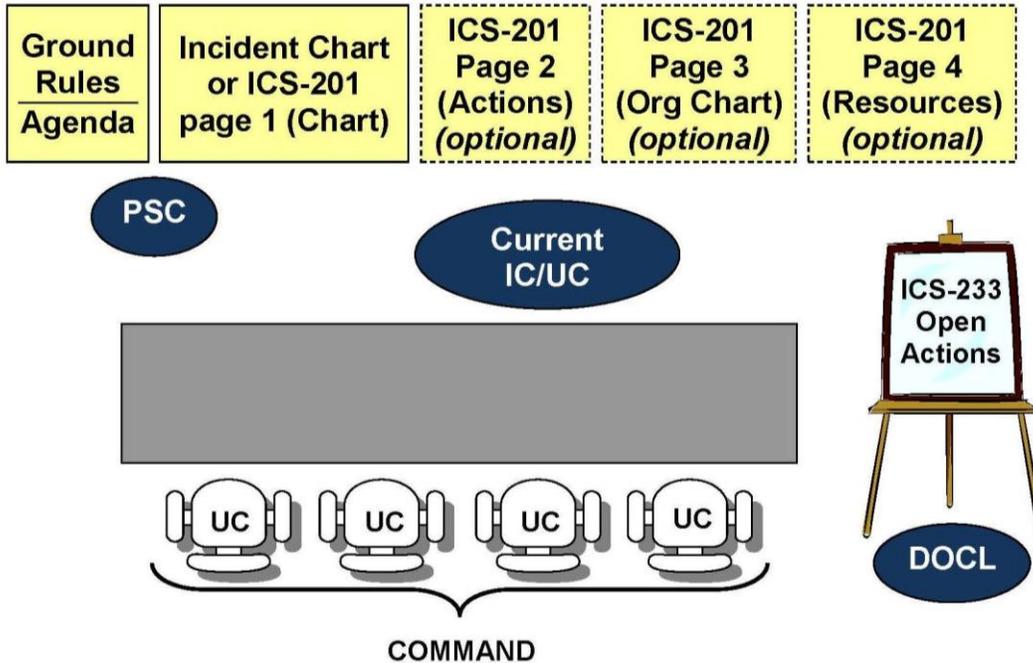
**Distribution.** When completed, the form is duplicated and copies are distributed to the Unified Command and Command and General Staff. It is also posted on a status board located at the ICP. All completed original forms MUST be given to the Documentation Unit.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	Incident Name	Enter the name assigned to the incident.
2.	No.	Enter number of task in sequential order (1, 2, 3, ...).
3.	Item	Enter short descriptive of the task/action to be completed. Tasks/Actions are important to be completed but are not an Incident Objective which are documented on the ICS-202 form.
4.	For/POC	Enter the Point of Contact (POC), the responsible person/section.
5.	Briefed to POC	Enter "X", when the task/action has been briefed to the POC/responsible person. This is to ensure that tasks/actions identified outside of the POC's presence (during Unified Command Meeting for example) are briefed to and acknowledged by the identified POC.
6.	Start Date	Enter the date the task/action was initially assigned under "Start Date."
7.	Status	Enter status of item. For example; "Awaiting LE Gear", "Update needed", "Awaiting Feedback". When the item is completed, the word "completed" is entered and if working in MS Excel, the task is cut and pasted into the worksheet labeled "COMPLETED."
8.	Target Date	Enter deadline task/action should be completed. In the Excel Worksheet, there is a hidden formula that shows green, yellow and red blocks. When the target date is one day away, the block turns yellow. When it is overdue it turns red. When the block is yellow, it serves as a reminder to the UC/POC that the target date is nearing and the POC needs to complete the task or the target date needs to be updated.
9.	Actual Date	Enter actual date task/action completed.

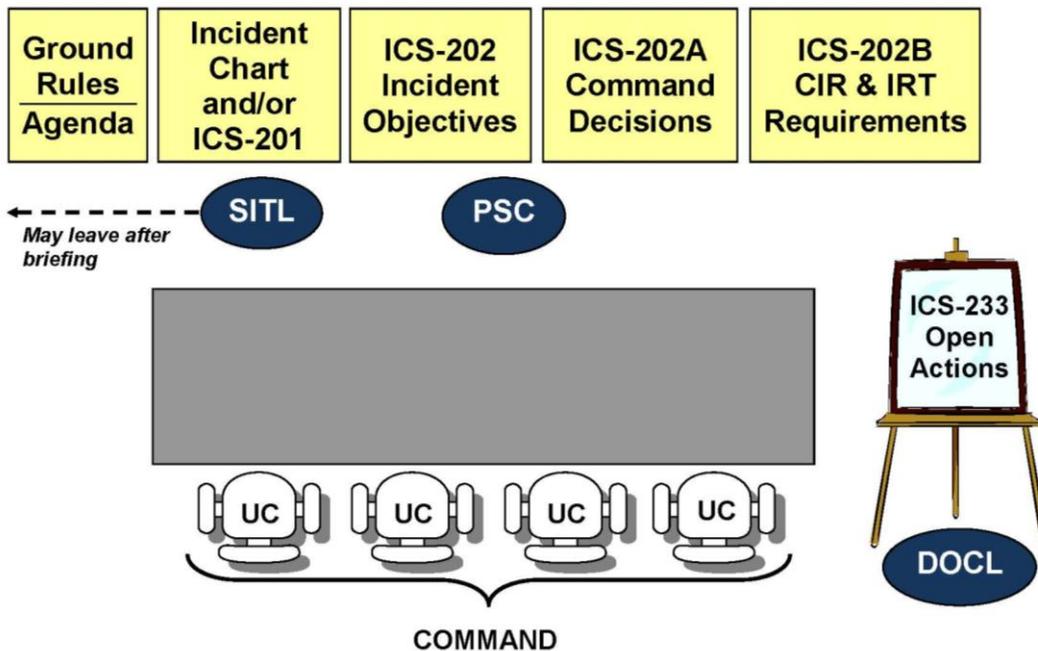
NOTE: In order to ensure the red and yellow reminders work for new tasks, the user simply copies a task line, inserts it into the worksheet and overtypes the new task information.

## Appendix H – Meeting Layouts

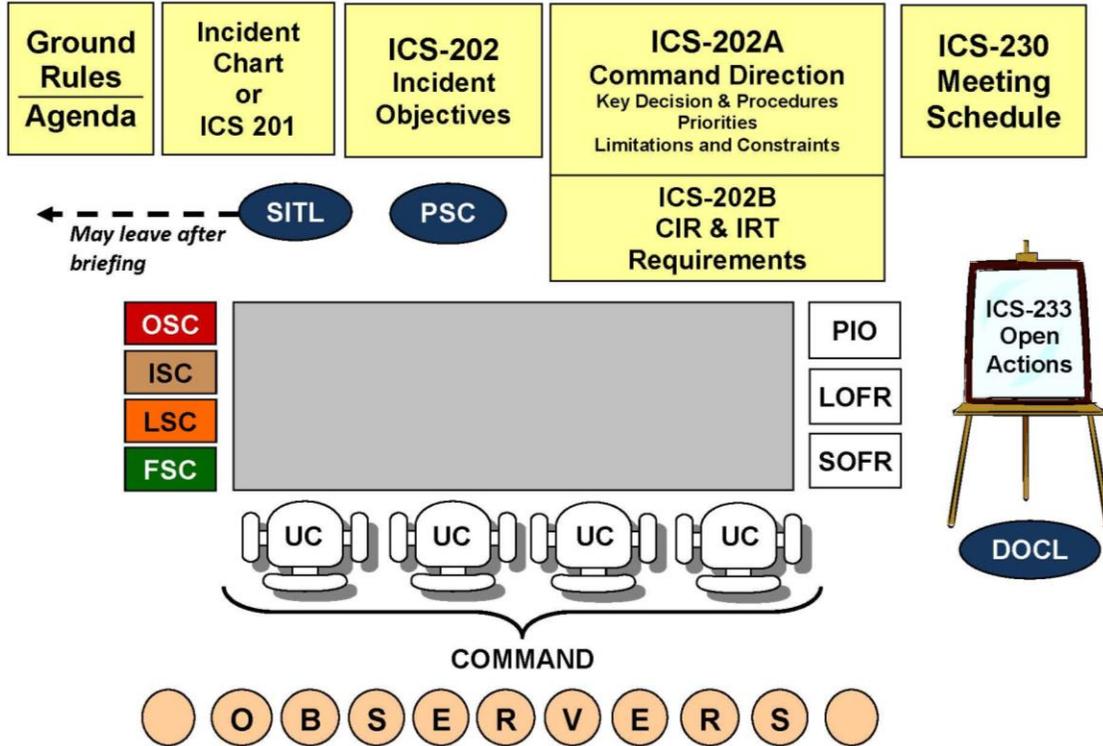
### ICS-201 Briefing Layout



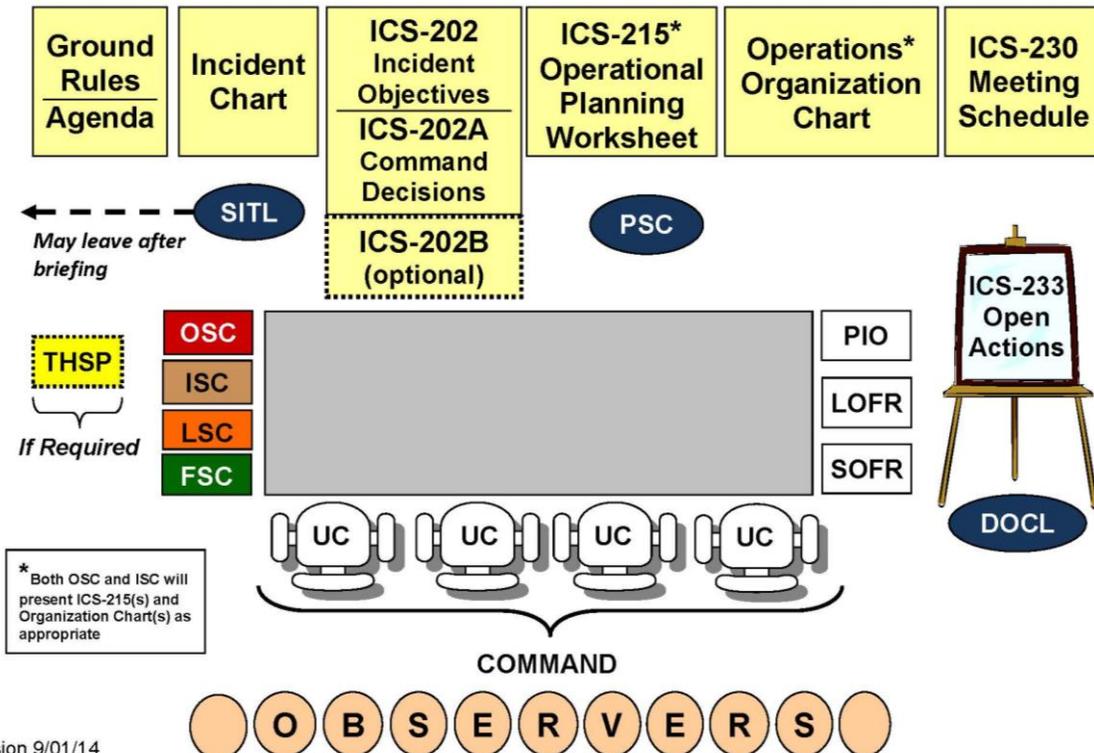
### Initial IC/UC and IC/UC Objectives Meeting Layout



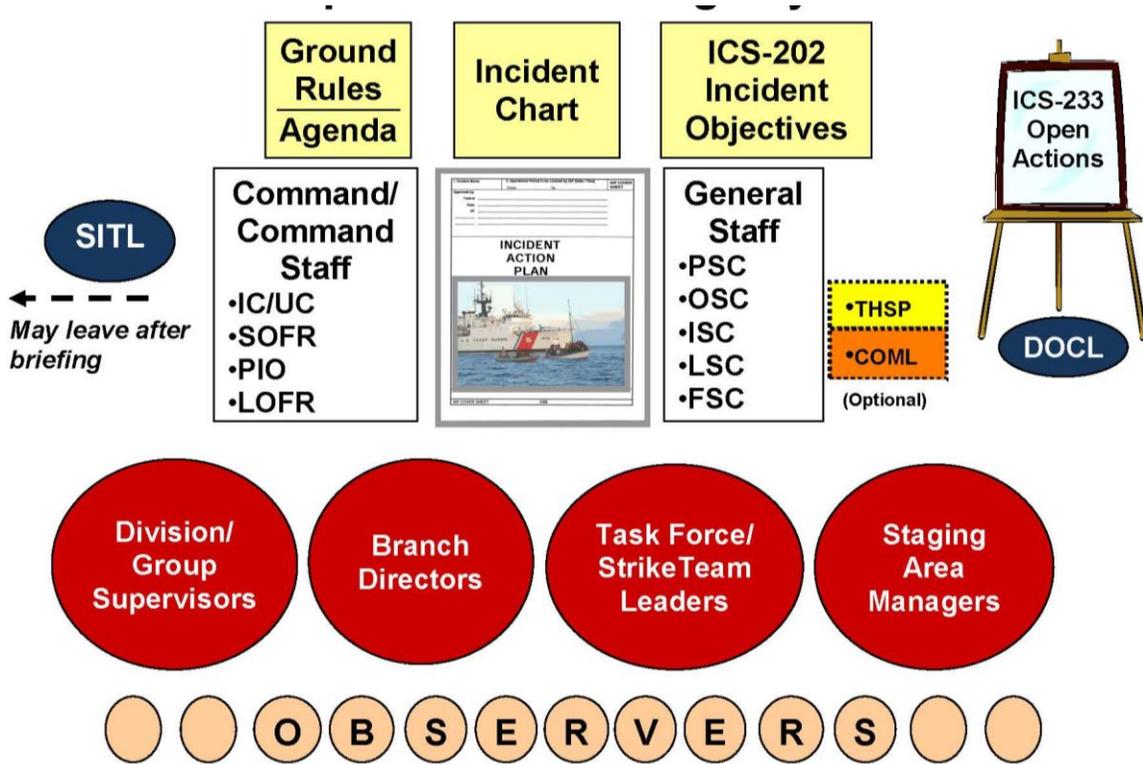
## Command and General Staff Meeting Layout



## Planning Meeting Layout



# Operations Briefing Layout



Revised 9/01/15

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## Appendix I – Speaker Preparation Worksheet

Incident: \_\_\_\_\_ Date/ Time: \_\_\_\_\_

1. Statement \_\_\_\_\_

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2. Key Message(s) \_\_\_\_\_

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3. Key Message(s) with Supporting Facts \_\_\_\_\_

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4. Repeat Key Message(s) \_\_\_\_\_

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5. Future Actions \_\_\_\_\_

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- Develop a statement of commitment, empathy or concern to use as an introduction. Put yourself into the shoes of your audience and address what they are most concerned with.  
*Example: “As you know we are faced with a challenging safety, environmental, economic event. All the involved agencies, under the coordination of the U.S. Coast Guard are committed to working together to expeditiously resolve this incident. Public safety for both the local citizens as well as the responders .....”*
- **NOTE:** From this point on, sentences should be short - 7 to 12 words in length.
- Prepare one to three key messages you want to address. Use the messages as a bridge between step one and the body of your statement.  
*Example: “We are “rescuing the survivors” or “removing oil from the environment”.*
- Repeat above step for other key messages you developed.
- Now bridge the body of your statement to your conclusion – repeat your one to three key messages again.
- State future actions as a conclusion

# Appendix J – ICS 225 Individual Personnel Performance Rating

<b>INCIDENT PERSONNEL PERFORMANCE RATING</b> <b>ICS 225-CG</b>		<i>INSTRUCTIONS:</i> The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information.				
THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT						
1. Name: Rank Last, First			2. Incident Name: Enter Incident Name			
3. Home Unit and Phone Number: Enter Unit or Home Office here			4. Location of Incident: City, State			
5. Position Assigned: ICS Position		6. Date of Assignment: From: dd/mm/yyyy To: dd/mm/yyyy		7. Date Incident Started: dd/mm/yyyy	8. Incident Type: Type I, II, III	9. Incident Kind: (Oil/Hazmat Spill/SAR/Fire/Etc)
10. Evaluation						
Rating Factors	N/A	1 - Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
A. Knowledge of the job/ Professional Competence & Using ICS:	<input type="checkbox"/>	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. <input type="checkbox"/>	<input type="checkbox"/>	Competent and credible authority on specialty or operational issues. <input type="checkbox"/>	<input type="checkbox"/>	Superior expertise, advice and actions showed great breadth and depth of knowledge. <input type="checkbox"/>
B. Planning/Preparedness & ability to obtain performance/results:	<input type="checkbox"/>	Got caught by the unexpected; appeared to be controlled by events; routine tasks accomplished with difficulty. <input type="checkbox"/>	<input type="checkbox"/>	Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required some of subordinates. <input type="checkbox"/>	<input type="checkbox"/>	Exceptional preparation. Always looked beyond immediate events or problems. Maintained optimal balance among quality, quantity, and timeliness of work. <input type="checkbox"/>
C. Adaptability/Attitude:	<input type="checkbox"/>	Unable to gauge effectiveness of work; recognize political realities, or make adjustments when needed. Maintained a poor outlook. <input type="checkbox"/>	<input type="checkbox"/>	Receptive to change, new information, and technology. <input type="checkbox"/>	<input type="checkbox"/>	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information and technology. <input type="checkbox"/>
D. Communication Skills:	<input type="checkbox"/>	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. <input type="checkbox"/>	<input type="checkbox"/>	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. <input type="checkbox"/>	<input type="checkbox"/>	Clearly articulated and promoted ideas. Adept at presenting complex or sensitive issues. <input type="checkbox"/>
E. Directing Others:	<input type="checkbox"/>	Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. <input type="checkbox"/>	<input type="checkbox"/>	Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. <input type="checkbox"/>	<input type="checkbox"/>	An inspirational leader who motivated others to achieve results not normally attainable. Modified leadership styles to best meet situations. Won people over rather than imposing will. <input type="checkbox"/>
F. Ability to work on/ Consideration for team:	<input type="checkbox"/>	Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. <input type="checkbox"/>	<input type="checkbox"/>	Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs <input type="checkbox"/>	<input type="checkbox"/>	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Ensured appropriate and timely recognition of others. <input type="checkbox"/>
G. Judgment/Decisions under stress:	<input type="checkbox"/>	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. <input type="checkbox"/>	<input type="checkbox"/>	Skillfully used teams to increase unit effectiveness, quality, and service. <input type="checkbox"/>	<input type="checkbox"/>	Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information. <input type="checkbox"/>
H. Initiative	<input type="checkbox"/>	Postponed needed action. Implemented or supported improvements only when directed. <input type="checkbox"/>	<input type="checkbox"/>	Championed improvement through new ideas, methods, and practices; self-starter. <input type="checkbox"/>	<input type="checkbox"/>	Aggressively sought out additional responsibility. A self-learner. Optimized use of new ideas. <input type="checkbox"/>
I. Adherence to safety:	<input type="checkbox"/>	Failed to adequately identify and protect personnel from safety hazards. <input type="checkbox"/>	<input type="checkbox"/>	Ensured that safe operating procedures were followed. <input type="checkbox"/>	<input type="checkbox"/>	Demonstrated a significant commitment towards safety of personnel. <input type="checkbox"/>
11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).						
12. Rated Person (signature) This rating has been discussed with me. Rank Last, First					13 Date: mm/dd/yyyy	
14. Rated By (signature/print name): Rank Last, First		15. Supervisor Home Unit (address/phone): Rank Last, First		16. Supervisor Position: ICS Position		17. Date: mm/dd/yyyy

## ICS 225 Instructions

### INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225-CG) – Rev 9/06

**Purpose.** The Incident Personnel Performance Rating gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

**Preparation.** The Incident Personnel Performance Rating is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom.

**Distribution.** The Incident Personnel Performance Rating is duplicated a copy is given to the subordinate and supervisor. All completed original forms MUST be given to the Documentation Unit.

<u>Item #</u>	<u>Item Title</u>	<u>Instructions</u>
1.	Name	Enter the name of the person being evaluated.
2.	Incident Name	Enter the name assigned to the incident.
3.	Home Unit	Enter the address and phone number of the home unit of the person being evaluated.
4.	Location of Incident	Enter the address/location of the incident.
5.	Position Assigned	Enter the position assigned for the purpose of this evaluation.
6.	Date of Assignment	Enter the date of assignment.
7.	Date Incident Started	Enter the date the incident started.
8.	Type of Incident	Enter the Type (size) of the incident: Type 1, 2, 3, 4 or 5.
9.	Kind of Incident	Enter the kind of incident: Oil/Hazmat Spill, SAR, Fire, etc.
10.	Evaluation	Enter X under the appropriate rating for each category listed using the definitions given.
	Not Applicable	not observed.
	1 - Unacceptable	Deficient. Does not meet minimum requirements of the individual element. DEFICIENCIES/IMPROVEMENTS NEEDED MUST BE IDENTIFIED IN REMARKS.
	2 - Needs to improve	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 - Met Standards	Satisfactory. Employee meets all requirements of the individual element.
	4 - Fully successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
	5 - Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11.	Remarks	Provide remarks/comments for ratings given. <b>Comments required for unsatisfactory and needs to improve ratings.</b>
12.	Rated Person Signature	Rated Person's signature.
13.	Date	Enter date (month, day, year) rated person signed performance rating.
14.	Rated By	Signature and printed name of supervisor/person giving the performance rating.
15.	Supervisor Home Unit	Enter address/phone of supervisor.
16.	Supervisor Position	Enter the position the supervisor held.
17.	Date	Enter date (month, day, year) supervisor signed the performance rating.

# Incident Commander/Unified Command Activities in the ICS Planning Process

