



# United States Coast Guard



## Incident Command System

---

### Situation Unit Leader

- SITL -

### Job Aid



May 2020

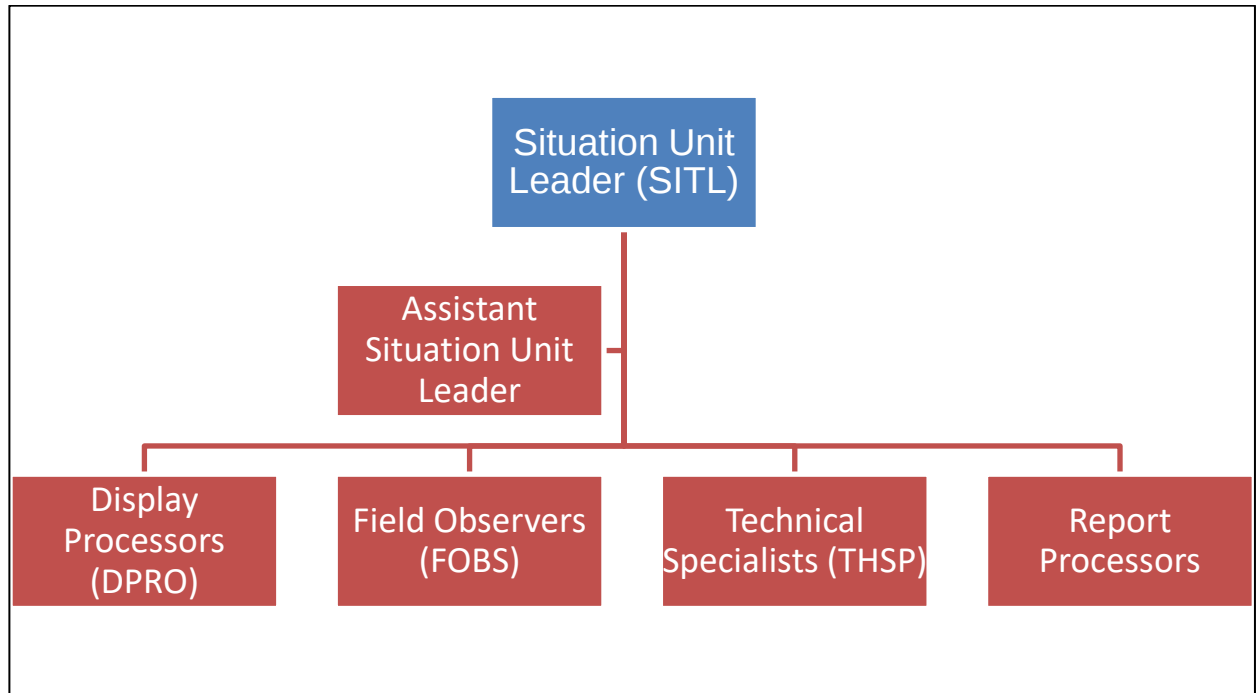


Figure 1: Situation Unit Organization

## Table of Contents

|                                                                      |           |
|----------------------------------------------------------------------|-----------|
| <b>1. Overview .....</b>                                             | <b>7</b>  |
| 1.1. User .....                                                      | 7         |
| 1.2. Purpose of this Job Aid .....                                   | 7         |
| 1.3. Disclaimers .....                                               | 7         |
| 1.4. Major Responsibilities .....                                    | 8         |
| 1.5. References .....                                                | 9         |
| 1.6. Materials and Forms .....                                       | 10        |
| 1.7. Questions .....                                                 | 12        |
| <b>2. Checklists .....</b>                                           | <b>13</b> |
| 2.1. Ready for Deployment Checklist – Pre-Assignment Checklist ..... | 13        |
| 2.2. Ready for Operational Tasking Checklists ....                   | 13        |
| 2.3. Manage Unit Personnel Checklist .....                           | 16        |
| 2.4. Manage the COP Checklist .....                                  | 17        |
| 2.5. Support the ICS Planning Process Checklist                      | 18        |
| 2.6. Transition-Demobilization Checklist .....                       | 18        |
| <b>3. Ready for Deployment - Pre-Assignment .....</b>                | <b>19</b> |
| 3.1. Ensure personal readiness for assignment:..                     | 19        |
| 3.2. Assemble Personal Deployment kit .....                          | 20        |
| 3.3. Assemble SITL Deployment kit .....                              | 20        |
| <b>4. Ready for Operational Tasking .....</b>                        | <b>21</b> |
| 4.1. Pre-Deployment Actions .....                                    | 21        |
| 4.2. Check in to the Incident .....                                  | 23        |
| 4.3. Obtain Situation Assessment .....                               | 25        |
| 4.4. Receive Initial Brief .....                                     | 27        |
| 4.5. Activate Situation Unit .....                                   | 28        |
| <b>5. Manage Unit Personnel .....</b>                                | <b>35</b> |
| 5.1. Task and Employ Staff .....                                     | 35        |

|                                                                   |           |
|-------------------------------------------------------------------|-----------|
| SITL Job Aid                                                      | 4         |
| 5.2. Support Personnel .....                                      | 36        |
| 5.3. Evaluate Staffing Level .....                                | 36        |
| 5.4. Evaluate Personnel .....                                     | 37        |
| 5.5. Evaluate Unit .....                                          | 37        |
| 5.6. Complete After Action Review .....                           | 38        |
| <b>6. Manage the Common Operational Picture ....</b>              | <b>39</b> |
| 6.1. Information Management Process Overview                      | 39        |
| 6.2. Determine Tasking/Requirements.....                          | 43        |
| 6.3. Monitor/Gather Incident Data .....                           | 44        |
| 6.4. Verify Data.....                                             | 46        |
| 6.5. Synthesize/Analyze Incident Data into<br>Information .....   | 47        |
| 6.6. Choose Incident Information Dissemination<br>Method(s) ..... | 48        |
| 6.7. Disseminate Information via Displays .....                   | 48        |
| 6.8. Disseminate Information via Reports .....                    | 50        |
| 6.9. Disseminate Information via Briefings.....                   | 51        |
| 6.10. Provide Predictions and Modeling.....                       | 52        |
| 6.11. Obtain Feedback on Products.....                            | 53        |
| 6.12. Coordinate with IMT Members .....                           | 54        |
| 6.13. Maintain Documentation .....                                | 54        |
| <b>7. Support the ICS Planning Process .....</b>                  | <b>56</b> |
| 7.1. Prepare Meeting Rooms .....                                  | 56        |
| 7.2. Provide Situation Status Briefings and<br>Forecasts.....     | 56        |
| 7.3. Support Incident Action Plan Development ..                  | 57        |
| <b>8. Transition-Demobilization.....</b>                          | <b>58</b> |
| 8.1. Transition/Relief of Personnel or Team .....                 | 58        |
| 8.2. Provide input to the Demobilization Plan .....               | 59        |

|                                                                     |           |
|---------------------------------------------------------------------|-----------|
| SITL Job Aid                                                        | 5         |
| 8.3. Review Approved Demobilization Plan .....                      | 59        |
| 8.4. Supervise demobilization of unit personnel ..                  | 59        |
| 8.5. Supervise demobilization of unit .....                         | 59        |
| <b>9. Appendices.....</b>                                           | <b>61</b> |
| 9.1. Personal Deployment kit .....                                  | 61        |
| 9.2. SITL Deployment Kit .....                                      | 62        |
| 9.3. Functional Interactions .....                                  | 64        |
| 9.4. Example ICS 202 Incident Objectives.....                       | 68        |
| 9.5. Example ICS 202A-CG Command Direction                          | 69        |
| 9.6. Example ICS 202B-CG Critical Information<br>Requirements ..... | 70        |
| 9.7. Example ICS 209-CG Incident Status<br>Summary .....            | 71        |
| 9.8. Example ICS 213 General Message.....                           | 75        |
| 9.9. Example ICS 213 RR-CG Resource Request<br>Message .....        | 76        |
| 9.10.Example ICS 214 Activity Log.....                              | 77        |
| 9.11.Example ICS 214A-CG Chronology of Events<br>Log .....          | 78        |
| 9.12.Example ICS 230-CG Daily Meeting<br>Schedule .....             | 79        |
| 9.13.Example Incident ICS 233-CG Open Action<br>Tracker .....       | 80        |
| 9.14.Example Unit ICS 233-CG Open Action<br>Tracker .....           | 81        |
| 9.15.Information Management Plan .....                              | 82        |
| 9.16.Example ICS 240-CG Information<br>Management Matrix .....      | 84        |
| 9.17.Unit Standard Operating Guide (SOG) .....                      | 85        |
| 9.18.Sample Instructions for FOBS/THSP .....                        | 89        |

|                                                                            |     |
|----------------------------------------------------------------------------|-----|
| SITL Job Aid                                                               | 6   |
| 9.19.Situation Unit Information Flow Process .....                         | 92  |
| 9.20.Example Situation Unit Status Display<br>Board .....                  | 93  |
| 9.21.Mapping Requirements and Guidelines .....                             | 94  |
| 9.22.Map Display Symbology.....                                            | 96  |
| 9.23.Example ICS 204a-CG Map.....                                          | 97  |
| 9.24.Example Division Map.....                                             | 98  |
| 9.25.Meeting Preparation Checklist .....                                   | 99  |
| 9.26.Meeting Layouts .....                                                 | 99  |
| 9.27.Briefing Checklist.....                                               | 106 |
| 9.28.SITL Briefing Focus at ICS Process<br>Meetings/Briefings.....         | 107 |
| 9.29.Debriefing Criteria .....                                             | 108 |
| 9.30.Unit Meeting Guidelines .....                                         | 110 |
| 9.31.Situation Unit Self-Evaluation Checklist .....                        | 111 |
| 9.32.Personnel Evaluation Criteria.....                                    | 113 |
| 9.33.Transition/Relief Checklist.....                                      | 114 |
| 9.34.ICS 225-CG Incident Personnel Performance<br>Rating .....             | 115 |
| 9.35.Situation Unit Leader Activities in the ICS<br>Planning Process ..... | 116 |

---

## **1. Overview**

---

### **1.1. User**

This Job Aid is for anyone assigned to an incident as a Situation Unit Leader (SITL), working within the National Incident Management System (NIMS) Incident Command System (ICS).

Note: In the context of this Job Aid, the word incident means an occurrence, event, or exercise, unless otherwise noted.

### **1.2. Purpose of this Job Aid**

This Job Aid is a tool to understand complex tasks and processes encountered using ICS for the Situation Unit Leader (SITL) position.

### **1.3. Disclaimers**

This Job Aid:

- Is not a policy document, nor does it act as or replace official policy, required training, or direction from higher authority. It is, rather, guidance for response personnel requiring application of judgment.
- Provides 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.

## 1.4. Major Responsibilities

The SITL's primary responsibility is to collect, analyze and disseminate Common Operational Picture (COP) information for the incident. The major responsibilities listed in Figure 2 are expanded below, and sections in this Job Aid.

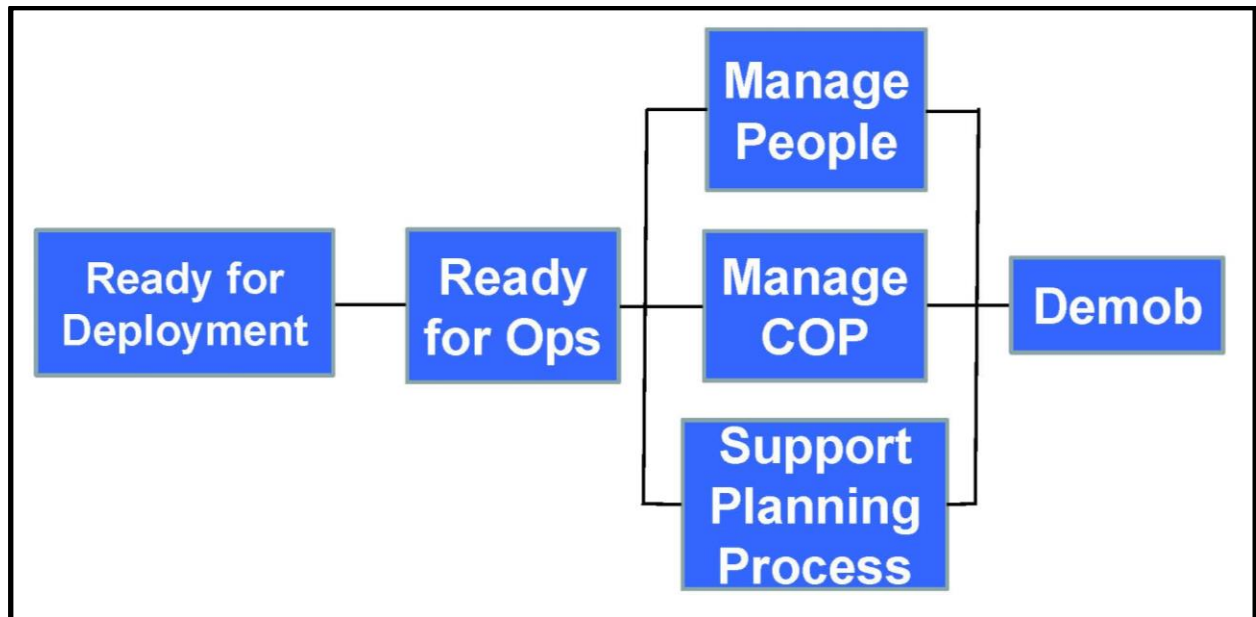


Figure 2: SITL Major Responsibilities

- Ready for deployment - Pre-assignment
- Ready for operational tasking
  - Pre-deployment actions
  - Check in to the incident
  - Obtain situation assessment
  - Receive initial brief
  - Activate Situation Unit
- Manage Unit personnel
  - Task and employ staff
  - Support personnel
  - Evaluate staffing level

- Evaluate personnel
- Evaluate Unit
- Conduct after action review
- Manage the Common Operational Picture
  - Determine tasking/requirements
  - Gather/monitor incident data
  - Verify data
  - Monitor/Gather incident data
  - Synthesize/analyze incident data
  - Choose dissemination method
  - Disseminate incident information via displays
  - Disseminate incident information via reports
  - Disseminate incident information via briefings
  - Provide predictions/modeling
  - Obtain feedback on products
  - Coordinate with IMT members
  - Maintain documentation
- Support the planning process
  - Prepare Meeting Rooms
  - Provide Situational Briefings and Forecasts
  - Support Incident Action Plan (IAP) Development
- Transition Demobilization
  - Unit
  - Personnel

## 1.5. References

While the following list of references is not all encompassing, links for many of these are found on Homeport at: <https://Homeport.uscg.mil/>

- Incident Management Handbook (IMH) COMDTPUB P3120.17 (series).
- National Incident Management System (NIMS).
- National Response Framework (NRF).
- USCG Type 3 Unit Leader Performance Qualification Standard (PQS).
- USCG Type 3 Planning Unit Leader Positions Part B PQS.

## **1.6. Materials and Forms**

Section 9.2 SITL Deployment Kit, contains a suggested list of materials to take with you to an incident. Maintain an adequate supply of these materials throughout your assignment. Submit an ICS 213RR-CG Resource Request for supplies in accordance with the incident's resource request process.

The forms are found on the Coast Guard ICS web pages on Homeport at: <https://homeport.uscg.mil/>. The FEMA or CG version of forms can generally be used interchangeably unless noted. Common forms the SITL will encounter include:

\*Indicates SITL responsibility for form completion

- Incident Action Plan Cover Sheet
- ICS 201 Incident Briefing
- ICS 202 Incident Objectives
- ICS 202A-CG Command Direction

- ICS 202B-CG Critical Information Requirements
- ICS 203 Organization Assignment List
- ICS 204 Assignment List
- ICS 204A-CG Assignment List Attachment
- ICS 205 Incident Radio Communications Plan
- ICS 205A-CG Communications List
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208-CG Site Safety and Health Plan (NOT FEMA form)
- ICS 209-CG Incident Status Summary (NOT FEMA form)\*
- ICS 210 Status Change Card
- ICS-211 Check-In List
- ICS-211a-CG Daily Sign-In Sheet
- ICS 213 General Message
- ICS 213RR-CG Resource Request Message
- ICS 214 Activity Log\*
- ICS 214A-CG Chronology of Events Log\*
- ICS 215 Operational Planning Worksheet
- ICS 215A-CG Incident Action Plan Safety Analysis (NOT FEMA form)
- ICS 219 Resource Status Card (T-Cards)
- ICS 220 Air Operations Summary
- ICS 221 Demobilization Check-Out
- ICS 225-CG Incident Personnel Performance Rating
- ICS 230-CG Daily Meeting Schedule

- ICS 232-CG Resources at Risk Summary
- ICS 233-CG Incident Open Actions Tracker
- ICS 234-CG Work Analysis Matrix
- ICS 235-CG Facility Needs Assessment Worksheet
- ICS 236-CG Tentative Release List
- ICS 237-CG Incident Mishap Report
- ICS 238-CG Demobilization Tracking Table
- ICS 239-CG Incident Complexity Analysis
- ICS 240-CG Information Management Matrix (draft form)\*
- ICS 251-CG Resource Request Log
- ICS 261-CG Incident Property Tracking Table

## 1.7. Questions

Direct questions about this Job Aid to the USCG Office of Emergency Management (CG-OEM) at [ICS-ProgramCoordinator@uscg.mil](mailto:ICS-ProgramCoordinator@uscg.mil).

## **2. Checklists**

---

### **2.1. Ready for Deployment Checklist – Pre-Assignment Checklist**

|  |                                                                     |
|--|---------------------------------------------------------------------|
|  | Ensure personal readiness for assignment<br>(See detail on page 19) |
|  | Assemble Personal Deployment kit<br>(See detail on page 20)         |
|  | Assemble SITL Deployment kit<br>(See detail on page 20)             |

### **2.2. Ready for Operational Tasking Checklists**

#### **2.2.1. Pre-Deployment Actions Checklist**

|  |                                                                       |
|--|-----------------------------------------------------------------------|
|  | Receive assignment (See detail on page 21)                            |
|  | Receive travel orders and order number<br>(See detail on page 21)     |
|  | Verify reporting location, date and time<br>(See detail on page 21)   |
|  | Make travel arrangements<br>(See detail on page 22)                   |
|  | Finalize personal readiness for assignment<br>(See detail on page 21) |
|  | Verify/update personal deployment kit<br>(See detail on page 22)      |
|  | Verify/update SITL deployment kit<br>(See detail on page 22)          |
|  | Gain incident awareness<br>(See detail on page 22)                    |

### 2.2.2. Check in to the Incident Checklist

|  |                                                                                |
|--|--------------------------------------------------------------------------------|
|  | Check-in on ICS 211 (See detail on page 23)                                    |
|  | Receive assignment/tasking<br>(See detail on page 23)                          |
|  | Check in with Finance/Admin Section<br>(See detail on page 23)                 |
|  | Check in with Logistics Section<br>(See detail on page 23)                     |
|  | Review and sign ICS 208-CG Site Safety and Health Plan (See detail on page 24) |

### 2.2.3. Obtain Situation Assessment Checklist

|  |                                                                   |
|--|-------------------------------------------------------------------|
|  | Review the current ICS 201 and/or IAP<br>(See detail on page 25)  |
|  | What kind of incident? (See detail on page 25)                    |
|  | Who are key players? (See detail on page 25)                      |
|  | When incident occurred?<br>(See detail on page 25)                |
|  | Where is incident location/AOR?<br>(See detail on page 26)        |
|  | What is the incident organization?<br>(See detail on page 26)     |
|  | Obtain a meeting and briefing schedule<br>(See detail on page 26) |

### 2.2.4. Receive Initial Brief

|  |                                                                     |
|--|---------------------------------------------------------------------|
|  | Define your role (See detail on page 27)                            |
|  | Obtain PSC expectations<br>(See detail on page 27)                  |
|  | Identify any limitations and constraints<br>(See detail on page 28) |

### 2.2.5. Activate Situation Unit

|  |                                                                     |
|--|---------------------------------------------------------------------|
|  | Determine staffing requirements<br>(See detail on page 28)          |
|  | Establish Situation unit work location<br>(See detail on page 30)   |
|  | Organize and brief subordinates<br>(See detail on page 31)          |
|  | Acquire work materials<br>(See detail on page 31)                   |
|  | Establish information management process<br>(See detail on page 32) |
|  | Begin support of ICS planning process<br>(see detail on page 33)    |
|  | Begin Unit documentation<br>(See detail on page 33)                 |

**2.3. Manage Unit Personnel Checklist**

|  |                                                         |
|--|---------------------------------------------------------|
|  | Task and employ staff (See detail on page 35)           |
|  | Support personnel (See detail on page 36)               |
|  | Evaluate staffing level (See detail on page 35)         |
|  | Evaluate personnel (See detail on page 37)              |
|  | Evaluate Unit (See detail on page 37)                   |
|  | Complete After Action Review<br>(See detail on page 38) |

## 2.4. Manage the COP Checklist

|  |                                                                                      |
|--|--------------------------------------------------------------------------------------|
|  | Determine Tasking/Requirements<br>(See detail on page 43)                            |
|  | Monitor/gather incident data<br>(See detail on page 44)                              |
|  | Verify incident data (See detail on page 46)                                         |
|  | Synthesize/analyze incident data into<br>information (See detail on page 47)         |
|  | Choose incident information dissemination<br>method(s) (See detail on page 48)       |
|  | Disseminate incident information via displays<br>(See detail on page 48)             |
|  | Disseminate incident information via reports<br>(209/SITREP) (See detail on page 50) |
|  | Disseminate incident information via briefings<br>(See detail on page 51)            |
|  | Provide predictions and modeling<br>(See detail on page 52)                          |
|  | Obtain Feedback on Products<br>(See detail on page 53)                               |
|  | Coordinate with IMT members<br>(See detail on page 54)                               |
|  | Maintain Documentation<br>(See detail on page 54)                                    |

## **2.5. Support the ICS Planning Process Checklist**

|  |                                                                          |
|--|--------------------------------------------------------------------------|
|  | Prepare meeting rooms<br>(See detail on page 56)                         |
|  | Provide situation status briefings and forecasts (See detail on page 56) |
|  | Support IAP development<br>(See detail on page 57)                       |

## **2.6. Transition-Demobilization Checklist**

|  |                                                                       |
|--|-----------------------------------------------------------------------|
|  | Transition/relief of personnel or Unit<br>(See detail on page 58)     |
|  | Provide input to the Demobilization Plan<br>(See detail on page 58)   |
|  | Review approved Demobilization Plan<br>(See detail on page 58)        |
|  | Supervise demobilization of unit personnel<br>(See detail on page 59) |
|  | Supervise demobilization of unit<br>(See detail on page 59)           |

### **3. Ready for Deployment - Pre-Assignment**

---

#### **3.1. Ensure personal readiness for assignment:**

Deploying without being personally ready will affect your ability to perform and respond and in turn place additional burden on the incident management team (IMT). Since responses and deployment lengths can vary from incident to incident, it is recommended you plan for a 30-day deployment. Personal readiness includes:

- Medical/dental readiness
  - For active duty and reserve members ensure that CG Business Intelligence (CGBI) shows “green” in all categories.
  - For civilians and Auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed (e.g., have a plan to ensure you have enough medications for the entire period of the deployment).
- Training and Certification readiness:
  - SITL training and certification is current.
  - Mandated training is current and “green “ in CGBI.
  - Complete incident specific training prior to deployment (e.g. HAZWOPER, area familiarization, etc.).
- Financial Readiness – Ensure you are financially ready to deploy. This means ensuring your financial situation is in order.
  - Government travel credit card (GTCC) – you

should check your GTCC limit and that it is activated. If you expect to be deployed more than 30 days, your limit should be increased (e.g. to \$10,000).

- Make a plan for how will be paid while deployed.
  - Ensure TPAX account is active.
  - Family Readiness
    - Ensure you have a Dependent Care/Pet Care plan for when deployed.
- [www.militaryonesource.com](http://www.militaryonesource.com) may be helpful.

### **3.2. Assemble Personal Deployment kit**

If your job requires regular or short-notice deployments, preparing a Personal Deployment Kit BEFORE activation can ease the stress of deployment. Ensure you have enough uniforms and/or appropriate clothing for an expected deployment.

### **3.3. Assemble SITL Deployment kit**

Once certified as a SITL, you are likely to be called to fill the position for your AOR or large events outside your AOR. A ready to go Deployment Kit can ease the burden of deployment. See 9.2 SITL Deployment for an example of what the kit contains.

---

## **4. Ready for Operational Tasking**

---

### **4.1. Pre-Deployment Actions**

#### **4.1.1. Receive assignment**

Assignments can be received via message traffic, by phone call, through a supervisor, or by Direct Access (DA) orders.

#### **4.1.2. Receive Travel Orders and order number**

Ensure you have received your orders and order number for the incident.

- As per Federal Travel Regulations (FTR), a written order issued by a competent authority is required for reimbursement of travel expenses. Travel under verbal orders is only authorized under extreme circumstances and all travelers should attempt to obtain written travel orders before departure. Refer to the FTR to ensure all conditions are met when traveling under verbal orders.
- The travel order number (TONO) and order number are different. The order number is assigned by the incident (usually Logistics) to both order and track each resource on the incident and is used at check-in to verify the position you will fill.
- Order number is generally in the following format: O374 where O is for Overhead, and the unique three digit number is assigned by Logistics.

#### **4.1.3. Verify reporting information**

Verify reporting location, date and time, order number, as well as contact information for the Incident Command Post (ICP) in case you need

assistance with travel or check-in.

#### 4.1.4. Make travel arrangements

Obtain counseling on entitlements and responsibilities from a travel authorizing official and review the FTR as necessary.

- Request cash advances if needed.
- Make travel arrangements using approved CG travel method.

#### 4.1.1. Finalize personal readiness for assignment

Review the “ready for deployment checklist” to ensure readiness for assignment.

- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

#### 4.1.2. Verify/update personal deployment kit.

See 9.1 Personal Deployment kit which outlines personal items needed for the deployment.

#### 4.1.3. Verify/update SITL Deployment kit

- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.
- See 9.2 SITL Deployment for list of items.

#### 4.1.4. Obtain incident awareness

Learn as much as you can about the incident prior to arrival. This includes gaining local area knowledge, reviewing plans, and reviewing the ICS 201 Incident Brief or Incident Action Plans (IAPs). These typically

can be obtained from an already established IMT on the incident.

## **4.2. Check in to the Incident**

### **4.2.1. Check-in on ICS 211**

Upon arrival at the incident, check-in at the ICP using the ICS 211.

- Have your Order Number available. This enables the Check-in Recorder (SCKN) to validate your assignment to the incident quickly. In some cases, the incident may be using the 16-digit government TONO assigned to you as the Order Number.
- Obtain credentials (badges), if the incident is using them.
- Provide your cell phone number, home base, lodging arrangements, travel method, as well as any additional qualifications you have.

### **4.2.2. Receive Assignment/Tasking**

The Check-In Recorder (SCKN) can direct you to the ICP or the area where you will be working.

### **4.2.3. Check in with Finance/Admin Section**

Travel Orders: Provide a copy of orders or other travel documents with FSC. Take care of this soon so there are no delays when you are ready to leave.

### **4.2.4. Check in with Logistics Section**

- Berthing assignment: The incident will provide adequate berthing, unless you are locally based. If the incident is small, you may be allowed to make

your own arrangements, or they may have already contracted with a local hotel for incident personnel. Regardless, Logistics typically tracks where personnel are lodging.

- Meal schedule: The size, complexity and location of an incident affects the availability of meals. On most Coast Guard responses, meals are not provided and are the responsibility of the individual. Provided meals are tracked and the individual is required to make the appropriate modifications to their travel claim.
- Consumables: Determine where to obtain necessary materials for the unit (e.g. copy paper, pens, markers, etc.).

#### 4.2.5. Review and sign the ICS 208-CG Site Safety and Health Plan

- All incident personnel must review the incident specific ICS 208-CG Site Safety and Health Plan and sign the Worker Acknowledgement Form.
- A copy of the ICS 208-CG Site Safety and Health Plan may be found at Check-In, Staging Areas, and in the ICP in the Operations Section and Safety Officer's work area. On large incidents, the ICS 208-CG may also be posted in areas such as the meal area where large groups of people congregate.
- Periodically review the ICS 208-CG to learn about any additions and updates to the Plan.

### **4.3. Obtain Situation Assessment**

Perform the following tasks after checking in to the incident.

#### **4.3.1. Review the current ICS 201 and/or IAP**

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 to brief you.

- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident. The “how” and “why” for the incident will be determined by the investigation.

#### **4.3.2. Determine the kind of incident**

Determining the kind of incident (search and rescue, oil/hazmat, law enforcement, natural disaster, etc.) provides an idea of the resources that should be operating in theatre.

#### **4.3.3. Determine the key players (Federal, State, local, industry)**

Determining the key players (Federal, State, local, industry) gives insight into why Command is setting particular objectives as well as the boundaries of the incident Area of Responsibility (AOR).

- Consider the local community. Know their goals and expectations.

#### **4.3.4. Determine when the incident took place**

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

4.3.5. Determine where the incident took place  
Determine the incident AOR. Spend time getting to know the area. This helps you understand relationships, geography, local plans, etc.

- Be aware of any community issues, sensitive areas, and endangered species within the incident AOR.

4.3.6. Determine the incident organization, size and complexity

- Determine incident organization (review the ICS 201 page 3 or ICS 207).
- Determine incident complexity, Type 1, 2, or 3.
- Determine who are you working for (i.e. PSC). You must also know who is in your direct chain of command as well as other key players such as the Incident Commander(s) (IC/UC), Operations Section Chief (OSC), Intelligence/Investigation Section Chief (ISC) - if staffed, Logistics Section Chief (LSC), Finance/Admin Section Chief (FSC), Liaison Officer (LOFR), and Safety Officer (SOFR).
- Determine if the incident is expanding or contracting.
- Determine if there any political considerations.

4.3.7. Obtain a meeting and briefing schedule  
Look for the ICS 230-CG Daily Meeting schedule.

- If not already filled out, create the Daily Meeting Schedule. See 9.12 Example ICS 230-CG Daily Meeting Schedule.
- Determine when the next meeting or briefing that

you need to attend.

- Determine if you will be required to present the next situation brief.

#### **4.4. Receive Initial Brief**

The initial briefing is your opportunity to receive additional details about your incident assignment. You may or may not get a chance to spend this time with the PSC and/or Deputy PSC before you start working. If you are NOT able to have this brief, meet with the current SITL or other Planning Section personnel.

##### **4.4.1. Define your role**

- Determine the role you are filling. Are you filling the role of SITL and another unit leader (multi-hatted)?
- Determine your experience level for the role you are filling. Do you have the experience for the position? If not, consider requesting an Assistant SITL with that experience.
- Determine your authority from the PSC to request resources.
- If you are relieving an already established Situation Unit, have a transition meeting with the off-going SITL. Review 9.33 Transition/Relief Checklist.

##### **4.4.2. Obtain the expectations of the PSC**

At a minimum, clarify the following expectations from the PSC:

- Determine Command and/or PSC briefings

expected.

- Determine any unique SITL processes and procedures.
- Determine how often the PSC wants to be updated.
- Determine the IC/UC and/or PSC trigger points.
- Determine the Critical Information Requirements (CIRs) and Immediate Reporting Thresholds (IRTs).

4.4.3. Identify any limitations and constraints  
Staff size, wall space, and battle rhythm/reporting timeframes.

## **4.5. Activate Situation Unit**

Activation of the Situation Unit begins with management of the unit (staffing and organizing the Situation Unit workspace), but will also include starting the information management process and starting support for the ICS Planning Process.

### **4.5.1. Determine Staffing Requirements**

Figure 1 (inside front cover) provides a typical Situation Unit Organization Chart. Table 1 is taken from USCG IMH, Chapter 13 Organizational Guides. Keep in mind the recommendations are based on 12-hour work schedules and may need to be increased for 24-hour operations. Table 2 is a Situation Unit Staffing Worksheet to help develop unit staffing needs based on the incident.

Table 1: Organizational Guides for Situation Unit

|                             | Size of incident (# of Divisions/Groups) |   |    |    |    |
|-----------------------------|------------------------------------------|---|----|----|----|
| Position                    | 2                                        | 5 | 10 | 15 | 25 |
| Asst. SITL                  |                                          |   | 1  | 1  | 2  |
| Display Processor (DPRO)    |                                          | 1 | 1  | 1  | 2  |
| ICS 209 / SITREP Processor  | 1                                        | 1 | 1  | 2  | 2  |
| Field Observer (FOBS)       |                                          | 1 | 2  | 2  | 4  |
| Technical Specialist (THSP) |                                          |   |    |    |    |
| Weather Observer            | As needed                                |   |    |    |    |
| Aerial Photo Analyst        | As needed                                |   |    |    |    |
| Computer Operator           | 1                                        | 1 | 1  | 1  | 1  |

Table 2: Situation Unit Staffing Worksheet

| Staff          | Shift #1    | Shift #2 |
|----------------|-------------|----------|
| SITL           |             | N/A      |
| Asst SITL      |             |          |
| DPRO           |             |          |
| FOBS           |             |          |
| Reports        |             |          |
| THSP - Specify |             |          |
|                |             |          |
|                |             |          |
| Sub-Total      |             |          |
| TOTAL          | Shift 1 & 2 |          |

- The number of personnel needed may increase or decrease based on the IMT information demand
- Consider the addition of Assistant SITLs to manage

span of control within the unit (e.g. FOBS, display processor, SITREPs/ICS 209)

- Consider the addition of Technical Specialists (THSPs). For example: Weather Observer, Aerial Photo Analyst, Computer Operator, Situation Report (SITREP) writer, Geographic Information Specialist (GIS), Marine Information for Safety and Law Enforcement (MISLE) data entry specialist, Trajectory specialist, etc.

#### 4.5.2. Request Staff

Submit an ICS 213RR-CG in accordance with the incident resource requesting process. Ensure your calculations consider work shifts and hours of operation.

#### 4.5.3. Establish a work location(s)

The Situation Unit should be located within the Planning Section and in the vicinity of Resources Unit and Operations in the ICP.

- Ensure adequate workspace for number of personnel and equipment including the possibility for expansion. A tool to determine space needs can be found on the ICS 235 Facility Needs Assessment Worksheet.
- The primary situation status display should be located very close to the Operations Section Staff, which is your primary audience. Ensure it can be easily seen and referenced by the Operations Section. If possible, this should be accessible to other ICP personnel as well. If not, establish a

satellite display in a common (i.e. trafficked) space in the ICP that is user friendly and highly visible to the IMT. See 9.20 Example Situation Unit Status Display Board.

- If you find Operations creating their own display, determine why and whether you need to change/move/add to your display(s).
- Additional Situation Status Displays may be required by the IMT in the Joint Information Center (JIC), Command meeting room, primary meeting space, VIP reception location, etc. Every additional display should generally have its own display processor assigned to maintain and ensure current status.
- Sufficient wall space is required for large poster maps/charts, forms, photos, and projected images.

#### 4.5.4. Acquire work materials

- Identify appropriate work materials based on Situation Unit and Situation Status Display locations.
- Submit an ICS 213RR-CG Resource Request in accordance with incident resource request process. See 9.9 Example ICS 213 RR-CG Resource Request Message.

#### 4.5.5. Organize and brief subordinates

Conduct the initial unit meeting as outlined in 9.30 Unit Meeting Guidelines to establish guidelines, expectations, work schedule, meeting schedules, customer needs, and display content and locations.

This also includes information flow process within the Unit. See 9.17 Unit Standard Operating Guide and 9.19 Situation Unit Information Flow Process.

- Identify the immediate information demands (i.e. SITREP 1, MISLE, and COP) and organize your personnel to meet those demands until additional personnel report.
- Explain resource request process to subordinates.
- Develop an Organization Chart for the unit to identify roles and highlight span of control issues.
- Evaluate the span of control with the unit and request/assign additional personnel to maintain proper management ratios (i.e. assign Assistant(s), additional display processors or THSP(s)), if needed.

#### 4.5.6. Establish Information Management Process

The success of the Situation Unit is measured by IMT customer satisfaction with information flow, management, and availability. See Chapter 6 Manage the Common Operational Picture for more detailed information. Setting expectations early with help define your success.

- Understand the interactions the SITL has with other IMT members. See 6.12 Coordinate with IMT Members and 9.3 Functional Interactions for more information.
- Establish a timeline comparison to ensure the situation unit is able to meet the reporting/briefing requirements. See Table 3 is an example of

reporting timelines.

- Determine need for enhanced situational awareness in non-standard locations based on scale/size of the incident (e.g. situation display at town hall meeting, picture slide show in chow line).

Table 3: Example Situation Unit Reporting Timelines

| Meeting   | IC/UC OBJ                 | C&GS                 | Tactics | PIng |
|-----------|---------------------------|----------------------|---------|------|
| Time      | 0800                      | 0830                 | 1200    | 1300 |
| Input Due | FOBS<br>report due<br>NLT | SITL<br>brief<br>due | ?       | ?    |
| Time Due  | 0700                      | 0800                 | ?       | ?    |

#### 4.5.7. Begin Support to the ICS Planning Process

See Chapter 7 Support the ICS Planning Process for more information.

#### 4.5.8. Begin Unit Documentation

Start proper documentation for the Unit. This includes periodic documentation of the incident as it stands at a specific time. See 6.13 Maintain Documentation for more information.

- Begin maintaining ICS 214 Activity Log. See 9.10 Example ICS 214 Activity Log.
- Begin maintaining the ICS 214A-CG Chronology of Events Log, if appropriate. See chapter 6, Manage the Common Operational Picture and 9.11 Example ICS 214A-CG Chronology of Events Log.
- Begin maintaining the ICS 233-CG Open Actions Tracker for the Incident and for the Situation Unit. See chapter 6, Manage the Common Operational

Picture, 9.13 Example Incident ICS 233-CG Open Action Tracker and 9.14 Example Unit ICS 233-CG Open Action Tracker.

- Begin ICS 209-CG Incident Status Summary. See 9.7 Example ICS 209-CG Incident Status Summary.
- It is a best practice for documentation to take pictures of charts/maps for documentation purposes at a specific time.

---

## **5. Manage Unit Personnel**

---

After initial set up of the Situation Unit, the SITL must manage the unit and personnel.

### **5.1. Task and Employ Staff**

Once your staff has been identified, and are either en-route or assigned to the incident, they will need direction and guidance. It is beneficial to provide consistent and appropriate tasking with clear expectations.

While the responsibility for the Situation Unit functions is yours, you cannot do it all yourself. You must identify and task key leaders in your unit to support your efforts.

- Develop a Unit Standard Operating Guide.  
Handout/Post this guide for unit personnel to review. See 9.17 Unit Standard Operating Guide.
- Schedule Unit Meetings.
  - At least one per operational period.
  - If necessary, one per situation unit shift.
  - Brief subordinates on work assignments.
  - See 9.30 Unit Meeting Guidelines.
- Brief subordinates on work assignments and provide direction. Use the Unit Standard Operating Guide as the starting point. See also 9.18 Sample Instructions for FOBS/THSP.

## **5.2. Support Personnel**

The personnel working for you require support. You have already started this support by ensuring you have enough workspace/facilities and equipment (e.g. the ICS 235 Facilities Needs Assessment worksheet). Working on incidents is highly stressful and your personnel need your support to function well.

- Keep personnel informed and be honest with them.
- Obtain their feedback.
- Ensure they have basic needs met such as food and lodging.
- Establish an equitable work schedule.
- Provide safe working conditions.
- Use a Unit Standard Operating Guide to set the direction, expectations, and guidelines for the unit.
- Provide Unit staff appropriate On the Job Training (OJT) support as needed to gain skills and knowledge in the unit:
  - ICS position specific training.
  - Equipment training (vehicle, GPS, digital cameras, office equipment, etc.).
  - HAZWOPER for FOBS.
- Use a Unit SOG to set the direction, expectations and guidelines for the Unit.

## **5.3. Evaluate Staffing Level**

Continually evaluate staffing level to ensure:

- Future personnel requirements.

- Rotations – Identify need for replacements as soon as possible.
- Shift work – Expand and contract the number of shifts depending on incident needs (e.g. multiple vs. daytime only, etc.).
- Work-life (e.g. stress reduction, time-off, morale events, etc.).
- Expanded use of FOBS.

#### **5.4. Evaluate Personnel**

Perform continuous evaluations of personnel to ensure the Unit is operating properly and effectively. Personnel need to know how they measure up.

- Evaluate personnel against established expectations.
- Provide guidance where needed.
- Document as required. Consider using the ICS 225-CG Incident Personnel Performance Rating. See 9.34 ICS 225-CG Incident Personnel Performance Rating.
- Submit unit/personnel for recognition, as required.
- Invite feedback on yourself.

#### **5.5. Evaluate Unit**

You should continually monitor overall unit performance and make adjustments as necessary. Use 9.31 Situation Unit Self-Evaluation Checklist to help evaluate how your unit is performing. This evaluation should be part of your Unit Standard

Operating Guide. Ask the PSC and other IMT members about the service your unit is providing.

Confirm that the Unit is:

- Functioning as a team.
- Producing the products required.
- Providing the correct information.

## **5.6. Complete After Action Review**

Complete After Action Review (AAR) at any time to help improve unit activities. This can be performed individually or as a group.

## 6. Manage the Common Operational Picture

### 6.1. Information Management Process Overview

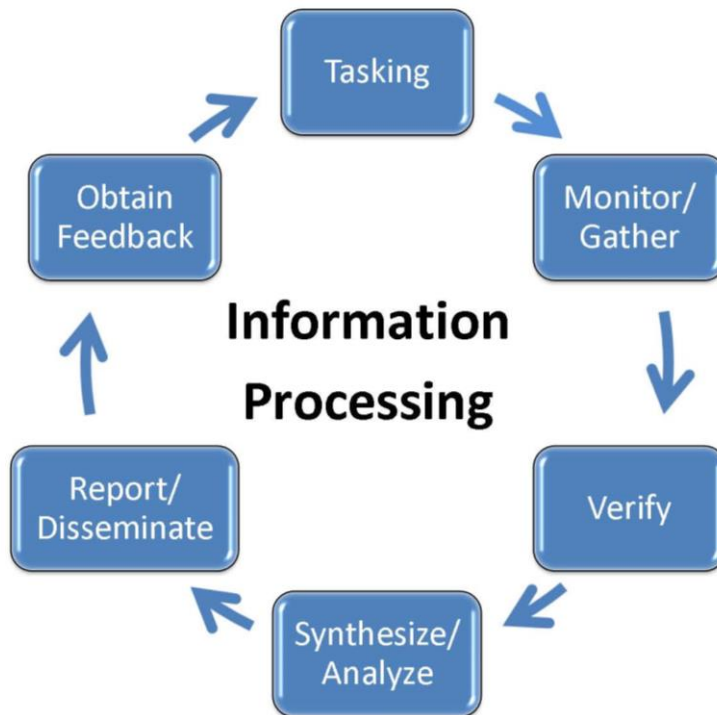


Figure 3: Information Management Process

**6.1.1. Information Management Process Key Terms**  
The Situation Unit Leader must determine what information to use for the Common Operational Picture for the incident. There is huge amount of data that can be utilized on an incident, but not all data will be information desired to be used by the IMT. Figure 3 shows this process. See chapter 4 and Chapter 12 of the Incident Management Handbook for more information. Typically, the Incident Commander will identify the Critical Information Requirements (CIRs) or the information needed for the incident.

Critical Information Requirements (CIRs) are a comprehensive list of information requirements that the IC/UC have identified as critical to facilitate timely decision making. CIRs may vary depending on type of information, end user experience and expectations. Page 12-8 in the IMH lists the six parts of a fully actionable CIR.

Table 4: Example CIR and Information Point

| CIR                                   | Information Point                                                     |
|---------------------------------------|-----------------------------------------------------------------------|
| Pax/Crew/Victim Accountability/Status | Location recovered, current location, status (alive/injured/deceased) |
| Weather                               | Cloud cover, wind, temperature, dew point, tides/currents, etc.       |

Essential Elements of Information (EEI) are a subset of a Critical Information Requirement and provides greater detail on the information needed to meet the CIR. See IMH chapter 12 for more information.

Immediate Reporting Thresholds (IRTs) are a subset of Critical Information Requirements. They are information that has an immediate or urgent need to be reported. For example, Pax/Crew/Victim Accountability/Status and Weather are Critical Information Requirements and Immediate Reporting Thresholds are when personnel are recovered

(including their status - alive, injured, deceased) or sudden significant changes in weather or sudden unexpected inclement weather.

#### 6.1.2. Establish Information Management Process

- As Situation Unit Leader, you must decide how you want information to flow within your unit. The information (e.g. ICS 213) is routed through the unit via a predetermined information flow process. Using a service cross stamp will help ensure the information is properly processed through the unit. See 9.19 Situation Unit Information Flow Process. This process should be modified based on the incident, unit staffing, and level of information needs.
- Establish an INBOX/OUTBOX area near the main SITL display and post an information flow diagram within the unit.
  - The INBOX will be the place for personnel to provide updates to the following type of input;
    - Trajectories/maps/charts/photos.
    - Updates to weather, currents, and tides.
    - Other updates necessary to keep the picture of the current status complete.
  - The OUTBOX will be the location that historical data will flow en-route to the Documentation Unit once it is updated with current data.
- Determine method to log and track data/information.
  - ICS 214A-CG Chronology of Events Log. Used to

log all data and determination of use.

- ICS 213 General Message. Any incident data/information coming into the unit should be documented on an ICS 213 General Message form and then logged on the ICS 214a.
- ICS 214 Activity Log – used to document unit the four A's: attendees, actions, accidents and agreements. The ICS 214 is NOT used for documenting incident data/information.
- Track open issues for Situation Unit on a Unit ICS 233-CG Open Actions Tracker until action is complete. For example, "Sending FOBS out to validate reported information."
- Track information flow and Requests for Information (RFIs). The ICS 240-CG Information Management Matrix is an optional/draft form developed by the SITL and helps manage/track repetitive RFIs and information flow within the IMT.
  - See 9.16 Example ICS 240-CG Information Management Matrix.
  - This is different than the ICS 202B-CG in that it does not duplicate what is on the ICS 202B-CG.
  - As an excel spreadsheet, sort or modify the ICS 240-CG form to meet incident needs. For example, sort by information source.
  - A best practice is to use the ICS 240-CG for repetitive tasks and track one time requests on a Unit ICS 233-CG Open Actions Tracker until

complete. Post both forms on the display to ensure wide dissemination of requirements.

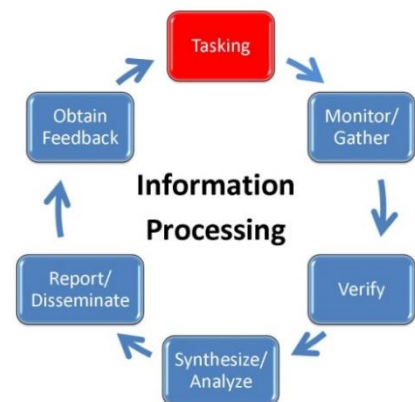
- Information Management Plan. Typically the information Management Plan is not needed for smaller incidents. See the IMH Chapter 12 and 9.15 Information Management Plan for more information. The ICS 240-CG should be used in conjunction with an overall Information Management Plan (if used) to implement/track implementation of the plan.

### 6.1.3. Electronic vs. Paper systems

Electronic systems are fast and efficient for moving information within an incident. However, there are many drawbacks – including ability to log into, power/computers, familiarity with the system, etc. In a multiagency response, ensure everyone has access to the system being used so information sharing can be made easier.

## 6.2. Determine Tasking/Requirements

- Determine the requirement for information input and reporting from the IC/UC and other IMT members
- Identify what Incident Commander/Unified Command (IC/UC) defines as CIRs and IRTs and document on the ICS 202B Critical Information Requirements form if not already

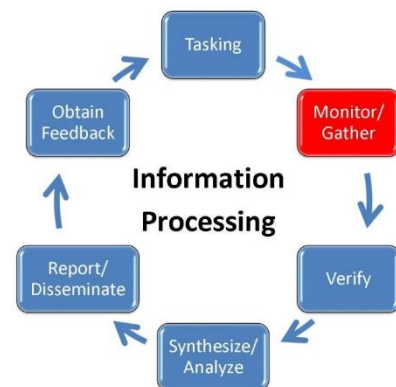


completed by the IC/UC or PSC. See 9.6 Example ICS 202B-CG Critical Information Requirements.

- Identify other IMT Members CIR/IRT needs.
- Document information requirements using method determined (e.g. on the ICS 240-CG Information Management Matrix).
  - Various IMT members will come to SITL for information not previously requested (e.g. RFIs). RFIs may need to be vetted by the PSC.
  - Your responsibility is to determine want vs. need
  - Check to ensure the information you provide/produce is what is necessary. Determine if you need to add information to displays or briefings.

### 6.3. Monitor/Gather Incident Data

- Determine sources of data/information
  - IMT meetings
  - Incident personnel
  - Radio/Television
  - Press Conferences
  - Specialized information sources (e.g. NOAA, NWS, THSP, GIS, MTSL, etc.).
- Determine methods of collecting/gathering data/information
  - Brief Field Observers and Technical Specialists on duties and responsibilities as per 9.18 Sample Instructions for FOBS/THSP



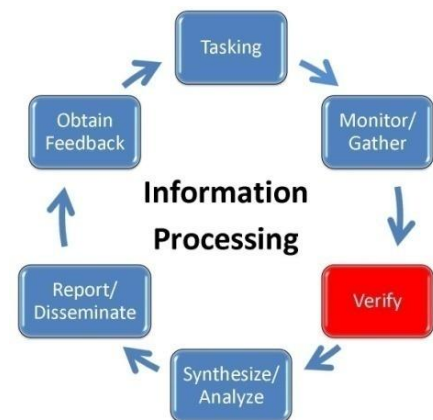
- Brief support staff on the reporting requirements and time expectations
- Consider staggering reporting times to manage incoming information flow
- Brief support staff on general communication protocol and pass out the ICS 205 Communications Plan
- Electronic information sources. There are numerous electronic information sources:
  - Smart Phone (e.g., Android or iPhone) – which can provide email, text and pictures.
  - Incident Management Software System (IMSS) – which can be used to both collect and display information
  - Environmental Response Management Application (ERMA) – Online mapping tool that integrates both static and real-time data, such as Environmental Sensitivity Index (ESI) maps, ship locations, weather, and ocean currents, in a centralized, easy-to-use format for environmental responders and decision makers. There are numerous layers of information that can be extremely useful for the SITL.
  - Other Systems (CG Portal, Homeland Security Information Network (HSIN), MISLE, etc.) – Incident dependent as to the need for their use.
  - Apps – Examples include the CG Mobile IMH (MIMH), WISER for Hazmat Information or the North American Emergency Response Guide (ERG). Investigate what these can provide and if

applicable to your incident, these can provide good information. The hard part about these is that they do not transfer to a display easily.

- Websites – There are numerous websites with information. An exhaustive list of websites can overload the user. The key is to determine what you really need. Most websites have useful information depending on the incident. In addition, be aware that links often go bad and do not work.

## 6.4. Verify Data

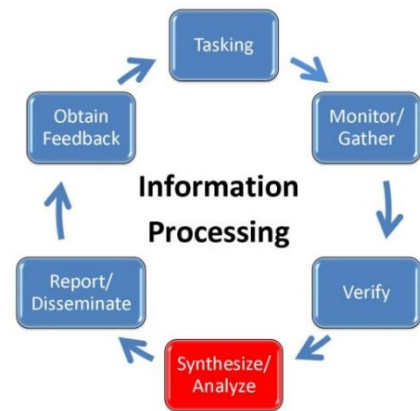
- Determine if data/information is related to incident and to be managed by the Situation Unit
  - Review the ICS 202B Critical Information Requirements and Immediate Reporting Thresholds and the ICS 240-CG Information Management Matrix, if completed.
  - If related, log on ICS 214A-CG.
- Determine if data/information is valid
  - Information may need to be validated or verified depending on the source
  - Typically the FOBS is a good source that doesn't need to be verified, but a report from an normal citizen may need to be verified



## 6.5. Synthesize/Analyze Incident Data into Information

When data/information is received, it must be converted into usable information for the incident.

- Analyze/synthesize the data/information
  - Does the information have to be modified to be used?
  - Determine how the information is to be utilized. This may be multiple methods:
    - Should this information be briefed?
    - Should this information be displayed?
    - Should this information be written - placed on the ICS 209/SITREP?
    - Should this information be given to someone else? For example, an incoming IMT member will be late reporting in – this information is important to the RESL, LSC, and possibly others.
  - Check the method(s) of use on the ICS 214A-CG Chronology of Events Log. For example, an incoming report of casualties will be briefed and reported on the ICS 209/SITREP so the brief and 209 boxes will be checked. See example ICS 214A-CG Chronology of Events Log.
- Identify what information is necessary to the IMT vice desired.
- Determine the time sensitivity of the information.
  - The information may be time-sensitive and needs



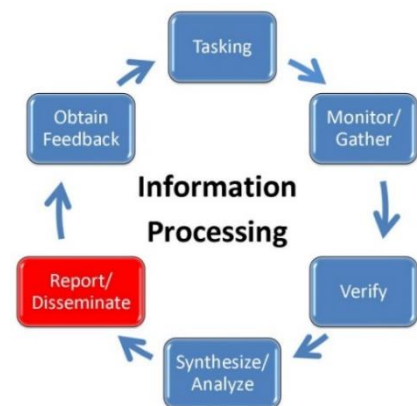
to be reported immediately, e.g. meets Immediate Reporting Threshold.

- If not time-sensitive, determine timeline for dissemination.

## 6.6. Choose Incident Information Dissemination Method(s)

When the information was logged on the ICS 214A-CG Chronology of Events Log, the method of reporting/disseminating information was determined. The Situation Unit will provide:

- Displays.
- Reports.
- Briefings.
- Prediction and Modeling.



## 6.7. Disseminate Information via Displays

Much of the information on an incident is displayed or visibly posted as part of the Situation Status Board. There may be additional information display requirements on user and/or location. This could be just a map or chart, and may include pictures, projections, etc. The IC and/or PSC determines display locations. The PSC and/or OSC will determine the various displays required for Planning Process Meetings and Briefings.

- Assign display processors (DPROs) to create the

Situation Status Board and to update displays

- Use ICS 201 page 1 and page 2 or IAP to establish current baseline. Use poster printer to enlarge, if possible.
- Frequency of updates for the displays and level of detail may vary based on location. For example, the display in the JIC will not contain sensitive information that should not be released to the public.
- Coordinate with PIO to obtain photographs of the incident for display
- Print and post map/chart of Incident AOR
  - Using standard ICS Symbolology. See 9.21 Mapping Requirements and Guidelines and 9.22 Map Display Symbolology.
  - Ensure that the Map/Chart meets the STAND principle:
    - **Scale.**
    - **Title.**
    - **Author.**
    - **North Arrow.**
    - **Date and Time.**
  - With input from OSC, determine and display the division/group boundaries.
  - Display sensitive areas.
  - Display projections (weather, spill, etc.) if available.
- Print and post current weather, tides/currents, projections, news stories, etc.
- Print and post ICS 230-CG Daily Meeting

Schedule. See 9.12 Example ICS 230-CG Daily Meeting Schedule.

- Print and post list of resources at risk. This can be done on the ICS 232-CG Resources at Risk Form.
- Consider separate displays based on classification of information (i.e. classified material, SSI, proprietary information, etc.). Consider different levels of detail, type of information based on location (main, JIC, dining facility) and end users.
- Negotiate with PSC and DOCL what information to forward to Documentation unit and when to provide it.
- Electronic vs. Paper Display Systems. Electronic display requires laptop(s), projector(s) and dedicated operator(s). Most cannot support more than one projector and do not have enough staff. One projector will limit options. Mixed display use mixed display option with static vs. non-static and use PowerPoint to roll through various display options.

## **6.8. Disseminate Information via Reports**

The SITL provides numerous reports during each operational period.

- Some information collected will be documented and reported to various IMT members or external entities. These may include:
  - ICS 209-CG Incident Status Summary.
  - Situation Reports (SITREPs).

- Command Access Reporting Tool (CART) data.
  - Extra IAPs.
- Use ICS 240-CG Information Management Matrix to manage Requests for Information (RFIs), who requires the information, the reporting thresholds and reporting timeframes. See 9.11 Example ICS 214A-CG Chronology of Events Log and 9.16 Example ICS 240-CG Information Management Matrix. Determine if RFIs need to be vetted through PSC.
- Use in/out boxes to manage flow of information and availability of non-CIRs that might not be briefed or displayed (e.g. historical documents, extra IAPs, weather information, etc.).
- Assign display processors (DPROs) to create the ICS 209-CG Situation Status Summary and/or SITREP(s). See 9.7 Example ICS 209-CG Incident Status Summary.

## **6.9. Disseminate Information via Briefings**

The Situation Unit Leader will provide numerous briefings to various audiences. These include:

- Planning Process Meetings and Briefings (ICS 230).
- Internal customers (i.e. UC, IMT members).
- Other briefings as directed by PSC (e.g. before press conferences, as required by command, etc.).
- The SITL will also be required to quickly brief items that meet the immediate reporting threshold (IRT)

and are outside of the normal briefing schedule. For a briefing, complete the following:

- Determine information and audience to be briefed. This is documented on the ICS 214a-CG or can be determined from the ICS 202B Critical Information Requirements and/or the ICS 240-CG Information Management Matrix, if developed.
- Determine the timeframe of reporting. Is this information to be briefed urgent and/or meet the Immediate Reporting Thresholds (IRTs) set in the ICS 202B Critical Information Requirements form or the ICS 240-CG Information Management Matrix? If so, brief it up within the timeframes required. If the information is routine in nature, then brief during normal meeting timeframes.
- Determine Method of Briefing – use the Review 9.27 Briefing Checklist to develop a standardized briefing for various meetings and other briefing requirements.
- Ensure briefing is appropriate for the audience. Review 9.28 SITL Briefing Focus at ICS Process Meetings/Briefings.
- See Chapter 7 Support the ICS Planning Process for more information on briefings.

## **6.10. Provide Predictions and Modeling**

Provide Predictions and Modeling as required by the incident. This includes weather, tide and current forecasts and modeling specific for the

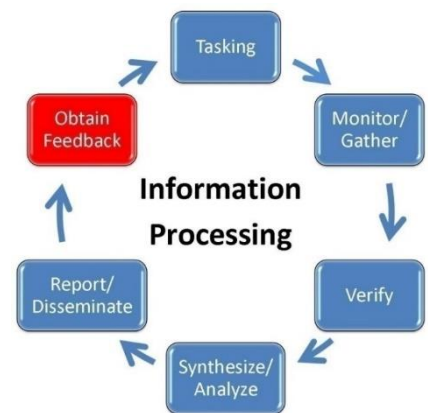
incident/hazard (e.g. fire spread, oil/hazmat spill or plume modeling).

- Weather can be obtained from the National Weather Service (NWS) by calling or using their website. If weather is extremely important, you may require a Weather Technical Specialist.
- Modeling will be provided by the agency who has the model.
  - USCG Command Centers have access to SAR modeling.
  - NOAA provides HAZMAT and oil modeling.
  - Wildfire agencies can model fire spread.
- In addition, there are applications for modeling (e.g. Environmental Response Management Application (ERMA)).

## 6.11. Obtain Feedback on Products

Compare situation output with assessment of overall activities. The SITL should now be at a stage of the response where there are enough personnel in the unit to adequately manage information coming into the ICP.

- Verify with OSC that status reflects current tactical assignments (i.e. what is happening)
- Verify with RESL that status reflects current tactical assets (i.e. who is assigned to what function).



- Determine if information you are displaying represent what is happening on-scene.
- Determine if the Situation Unit regarded as THE source for incident information.
- Determine if the information collected in time to meet end user requirements (i.e. meetings/briefings schedule, JIC needs, the incident battle rhythm, etc.).
- Schedule with OSC a time to debrief off-going Division/Group Supervisors (DIVS), Branch Directors, and THSP's at the end of the shift to ensure you capture accomplishments, updated and accurate information. See 9.29 Debriefing Criteria.
- Monitor initial schedule set up in activation phase of incident and adjust as necessary.

## **6.12. Coordinate with IMT Members**

SITL will coordinate with various IMT members to both obtain and disseminate information. In addition, SITL will coordinate with the IMT members to obtain feedback on the products provided. See 9.3 Functional Interactions for more information.

## **6.13. Maintain Documentation**

Ensure proper documentation is maintained for the Unit. This includes periodic documentation of the incident as it stands at a specific time. Some of the documentation includes:

- ICS 209-CG Incident Status Summary.

- ICS 213 General Message.
- ICS 213RR-CG Resource Request Message.
- ICS 214 Activity Log.
- ICS 214A-CG Chronology of Events Log, if used.
- ICS 221 Demobilization Check-Out.
- ICS 225-CG Incident Personnel Performance Evaluation.
- ICS 230-CG Daily Meeting Schedule.
- ICS 232-CG Resources at Risk.
- ICS 233-CG Open Actions Tracker.
- ICS 240-CG Information Management Matrix, if used.
- Maps/Charts. It is extremely important to take periodic pictures of the maps and charts as they are updated to document the progression of the incident. It is a best practice for documentation to take pictures of charts/maps for documentation purposes at a specific time.

This is not the complete list of documentation. The PSC and/or DOCL will dictate what is required for documentation.

---

## **7. Support the ICS Planning Process**

---

The SITL must support the ICS Planning Process. This means setting up rooms for meetings and briefings, providing accurate and up to date briefings and providing Incident Action Plan (IAP) Products. See 9.35 Situation Unit Leader Activities in the ICS Planning Process.

### **7.1. Prepare Meeting Rooms**

SITL is responsible for the proper display set up for the different meetings, ensure you follow UC guidelines. In addition, the PSC may assign the SITL to prepare the entire meeting room.

- See sample room layouts in 9.26 Meeting Layouts.
- Ensure the meeting rooms have ample room, chairs, and wall space for the briefings.
- The DOCL maintains the Incident ICS 233-CG and will provide the updated version for the meetings. If there is no DOCL, the PSC may ask the SITL to maintain the Incident ICS 233-CG.

### **7.2. Provide Situation Status Briefings and Forecasts**

- Obtain ICS 230-CG Daily Meeting Schedule from PSC to determine when SITL briefings are required.
- Review 9.28 SITL Briefing Focus at ICS Process Meetings/Briefings.

- Negotiate with PSC when SITL is expected at briefing and if PSC wants a separate brief before the meeting.
- Negotiate with OSC who is briefing what information (i.e. accomplishments vs. static information).
- Review 9.27 Briefing Checklist
- Create and distribute maps and charts for all personnel.

### **7.3. Support Incident Action Plan Development**

The Situation Unit will provide various products to support the IAP including:

- Overall Maps/Charts of the incident.
- Division or group specific maps/charts (e.g. Division A chart may be provided). These are typically smaller versions of the larger incident charts. See 9.23 Example ICS 204a-CG Map and 9.24 Example Division Map.
- Weather/Tides/Current predictions.
- Forecasts/Modeling (e.g., oil spill or fire modeling maps/charts may be included in the IAP).
- Technical data (e.g. MSDS or other hazardous material data for a specific division or group).

---

## **8. Transition-Demobilization**

---

### **8.1. Transition/Relief of Personnel or Team**

Depending on the length of the response, individual personnel in the Unit or the all personnel in the IMT may transition/need to be relieved. In order to transition, the following must occur:

- Request Relief – incident supervisor or outgoing member requests relief. This should be completed at least 2 weeks prior so a proper relief can be located, ordered in, and arrive in time for overlap and relief.
- Incoming/Outgoing member Transition Briefing – Incoming member obtains a briefing from the outgoing member. See 9.33 Transition/Relief Checklist for example information to discuss.
- Incoming/Outgoing member operational period overlap. Ideally, the incoming and outgoing members would have an overlap of three Operational Periods. For the first operational period, the incoming member observes. The second operational period is done together and the third operational period is observed by the outgoing member. This applies for any function, whether you are the OSC or PROC, the functions each position applies will be the same in each Operational Period.
- Outgoing member supervisor debrief – topics include: lessons learned/recommendations, feedback on their leadership, feedback on

subordinates, and note transition complete.

- Outgoing member individual demobilization - outgoing member conducts individual demobilization in accordance with the Demobilization Plan.

## **8.2. Provide input to the Demobilization Plan**

Provide any special requirements that may affect the demobilization plan related to the Situation Unit.

## **8.3. Review Approved Demobilization Plan**

- Determine the command priorities for release of personnel.
- Identify priorities and expectations regarding the demobilization of personnel and unit.

## **8.4. Supervise demobilization of unit personnel**

- Provide input to PSC for demobilization of Unit personnel.
- Identify Unit personnel for demobilization. Ensure you have requested replacements if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS 221, Demobilization Check-out Sheet.
- Evaluate and recognize personnel (e.g. ICS 225, awards draft).

## **8.5. Supervise demobilization of unit**

- Ensure final turnover/disposition of documentation

---

to DOCL.

- Turn in equipment and supplies as appropriate.
- Provide Supply Unit Leader (SPUL) with a list of supplies to be replenished.
  - Consumables.
  - Equipment (computers, radios, GPS, etc.).
  - Consider replacement in kind.

---

## 9. Appendices

---

### 9.1. Personal Deployment kit

|  |                                                                                                               |
|--|---------------------------------------------------------------------------------------------------------------|
|  | Uniforms appropriate for the response including appropriate footwear                                          |
|  | Verify any special PPE required or will be provided by the incident                                           |
|  | Update your family emergency plan (see <a href="http://www.ready.gov">www.ready.gov</a> for details)          |
|  | Gather emergency contact information                                                                          |
|  | Determine dependent care plan (i.e. wills, powers of attorney, etc.)                                          |
|  | Create payment plan for bills                                                                                 |
|  | Gather sufficient medications and/or medical supplies for 30 days                                             |
|  | Determine pet care plan if applicable                                                                         |
|  | Collect power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.) |

## 9.2. SITL Deployment Kit

This is a suggested list of materials to take with you to an incident.

| Item Name                                       | Qty | Unit | √ |
|-------------------------------------------------|-----|------|---|
| Camera (can be part of smart phone)             | 1   | Ea   |   |
| Charts/Maps of proper scale                     |     | Ea   |   |
| Computers with internet access                  | 2   | Ea   |   |
| Clips, Binder, Assorted Sizes                   | 3   | Pk   |   |
| Clips, Paper, 100 per Bag                       | 2   | Bg   |   |
| Clips, Clamps 50/box                            | 1   | Bx   |   |
| Display headers, set                            | 3   | SE   |   |
| Flags, Post-it                                  | 2   | Ea   |   |
| Folders, 6 Part                                 | 12  | Ea   |   |
| ICS Forms Catalog                               | 1   | Ea   |   |
| In-boxes                                        | 3   | Ea   |   |
| Laser pointer                                   | 1   | Ea   |   |
| Area Contingency Plans                          | 1   | Ea   |   |
| Meeting position tents set                      | 1   | Ea   |   |
| Meeting display signs set                       | 1   | Ea   |   |
| Paper, 8 ½" x 11" Notepads                      | 9   | Ea   |   |
| Paper, Post-it Notes 3 x 3                      | 1   | Pk   |   |
| Paper, Post-it Notes 3 x 5                      | 1   | Pk   |   |
| Paper, ICS Forms: 209, 213, 213RR, 214, 214A-CG | 20  | Ea   |   |
| Pencil, Mechanical                              | 2   | Dz   |   |
| Pencil Leads. Mechanical                        | 5   | Dz   |   |
| Pens, Fine Point, Dry Erase                     | 3   | Bx   |   |
| Pen, Red                                        | 1   | Bx   |   |

| <b>Item Name (continued)</b>                        | <b>Qty</b> | <b>Unit</b> | √ |
|-----------------------------------------------------|------------|-------------|---|
| Pen, Blue                                           | 2          | Dz          |   |
| Pen, Highlighters                                   | 18         | Ea          |   |
| Pen, Black, Permanent Marker                        | 2          | DZ          |   |
| Pen, White-out Correction                           | 3          | Ea          |   |
| Plotter                                             | 1          | Ea          |   |
| Poster printer                                      | 1          | Ea          |   |
| Power supply cords                                  | 1          | Ea          |   |
| Printer                                             | 1          | Ea          |   |
| Projectors                                          | 1          | Ea          |   |
| Reference, Incident Management Handbook (IMH)       | 2          | Ea          |   |
| Reference, Situation Unit Leader Job Aid            | 3          | Ea          |   |
| Reference, ICS Forms Catalog                        | 1          | Ea          |   |
| Smart Phone with GPS                                | 2          | Ea          |   |
| Stapler                                             | 1          | Ea          |   |
| Staples                                             | 2          | Bx          |   |
| Surge protectors                                    | 1          | Ea          |   |
| Tape, Blue Scotch 2" x 60'                          | 10         | Roll        |   |
| Tape Dispensers                                     | 4          | Ea          |   |
| Tape, Clear, Packing, 2"x60'                        | 5          | Ea          |   |
| Vest, Dark Blue with Situation Unit Position Labels | 3          | Ea          |   |

### 9.3. Functional Interactions

Below is an input/output matrix to assist SITL with obtaining and providing information to/from other ICS positions.

| <b>MEET WITH</b> | <b>WHEN</b>                    | <b>SITL OBTAINS</b>                                          | <b>SITL PROVIDES</b>                                                                                                                                                                      |
|------------------|--------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IC/UC            | All meetings involving Command | Incident objectives, priorities, limitations and constraints | Briefing of current incident status information which may be detailed or big picture (e.g. current situation, weather, accomplishments, critical/sensitive areas, and future projections) |
| PSC              | Check-in brief                 | Initial briefing<br>Initial Resources                        | Requests for more personnel and resources.                                                                                                                                                |
|                  | After C&GS Mtg                 | ICS 202 Incident Objectives                                  | ICS 230 Daily Meeting Schedule                                                                                                                                                            |
|                  | Tactics meeting                |                                                              | Maps/Displays for ICP and other locations (JIC, etc.)<br>Detailed incident status briefing                                                                                                |

| <b>MEET WITH</b> | <b>WHEN</b>      | <b>SITL OBTAINS</b>                               | <b>SITL PROVIDES</b>                                                                                                             |
|------------------|------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| PSC (cont)       | Planning meeting |                                                   | Completed inputs for IAP (see OSC interaction)                                                                                   |
| RESL             | During incident  | Incident resources for ICS 209                    | FOBS verification of incident resources                                                                                          |
| DOCL             | During incident  | DOCL process                                      | Duplication services<br>Archived SITL products                                                                                   |
| OSC              | Tactics meeting  | Updated information for displays                  | Detailed incident status briefing which                                                                                          |
|                  | Planning meeting | IAP mapping needs and Updated information         | The big picture (i.e. briefing of current situation, weather, accomplishments, critical/sensitive areas, and future projections) |
|                  | IAP Prep         | Information required to support completion of IAP | Updated maps/charts & displays for IAP general map, division/group, etc.                                                         |

| <b>MEET WITH</b> | <b>WHEN</b>            | <b>SITL OBTAINS</b>                                           | <b>SITL PROVIDES</b>                                                                                                     |
|------------------|------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| OSC<br>(cont)    | IAP Prep<br>(cont)     |                                                               | Weather, tide & current information<br>Modeling and prediction information<br>Technical information for work assignments |
| LSC              | During incident        | Resource requesting process<br>Location of support facilities | Incident status briefing<br>Information to pass to Logistics stakeholders                                                |
| FSC              | During incident        | Incident costs for situation briefings<br>Burn Rates          | Incident status briefing<br>Information to pass to Finance stakeholders                                                  |
| SOFR             | Meetings and Briefings | Safety statistics for ICS 209                                 | Incident status briefing<br>Information of interest to SOFR                                                              |

| <b>MEET WITH</b> | <b>WHEN</b>            | <b>SITL OBTAINS</b>                                           | <b>SITL PROVIDES</b>                                            |
|------------------|------------------------|---------------------------------------------------------------|-----------------------------------------------------------------|
| PIO              | Meetings and Briefings | Estimated time of media briefings<br>JIC Display requirements | Incident status briefing<br>Information to pass to media        |
| LNO              | Meetings and Briefings | Liaison issues                                                | Incident status briefing<br>Information to pass to stakeholders |
| Sit Unit mbrs    | During incident        | Information from FOBS & THSPs or IMT members                  | Verification of field information                               |

## 9.4. Example ICS 202 Incident Objectives

This example is using the FEMA version of the form.  
The CG version can also be used.

### INCIDENT OBJECTIVES (ICS 202)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                          |                                                                     |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------|--|-----------------------------------|----------------------------------|----------------------------------|---------------------------|----------------------------------|----------------------------------|---------------------------------------------|----------------------------------|----------------------------------|--------------------------------|----------------------------------|------------------------------------|--------------------------------|-----------------------------------|----------------------------------------------------------|--------------------------------|
| <b>1. Incident Name:</b><br>Animas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                          | <b>2. Operational Period:</b> Date From: 29APR20<br>Time From: 0600 |  | Date To: 30APR20<br>Time To: 0600 |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <b>3. Objective(s):</b><br>Provide the safety and security of responders as well as maximize the protection of public health and welfare<br>Provide for total accountability of all personnel with the Stauffer Chemical facility<br>Triage, treat, and transport any injured personnel to appropriate medical facilities<br>Create safety and security zones to restrict access and maintain scene control<br>Determine oil/hazmat fate and effects.<br>Identify sensitive areas, develop and implement strategies for protection<br>Implement measures to protect, capture, and rehabilitate effected wildlife<br>Prevent further release of oil and recover spilled product<br>Secure sources of hazmat release and conduct air monitor as needed<br>Control spread of fires and conduct mop up operations<br>Establish and maintain a victim family support network<br>Initiate an aggressive media strategy to keep the public informed |                                                          |                                                                     |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <b>4. Operational Period Command Emphasis:</b><br>For this operational period, our emphasis will be to conduct safe operations, victim accountability, and fire control.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                          |                                                                     |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| General Situational Awareness<br>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. Assistant Safety Officers will be assigned to monitor and assist at all high risk operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                          |                                                                     |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <b>5. Site Safety Plan Required?</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/><br><b>Approved Site Safety Plan(s) Located at:</b> ICP & Staging Areas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                          |                                                                     |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <b>6. Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):<br><table border="0"> <tr> <td><input type="checkbox"/> ICS 202</td> <td><input type="checkbox"/> ICS 206</td> <td><u>Other Attachments:</u></td> </tr> <tr> <td><input type="checkbox"/> ICS 203</td> <td><input type="checkbox"/> ICS 207</td> <td><input type="checkbox"/> SEE IAP COVERSHEET</td> </tr> <tr> <td><input type="checkbox"/> ICS 204</td> <td><input type="checkbox"/> ICS 208</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> ICS 205</td> <td><input type="checkbox"/> Map/Chart</td> <td><input type="checkbox"/> _____</td> </tr> <tr> <td><input type="checkbox"/> ICS 205A</td> <td><input type="checkbox"/> Weather Forecast/Tides/Currents</td> <td><input type="checkbox"/> _____</td> </tr> </table>                                                                     |                                                          |                                                                     |  |                                   | <input type="checkbox"/> ICS 202 | <input type="checkbox"/> ICS 206 | <u>Other Attachments:</u> | <input type="checkbox"/> ICS 203 | <input type="checkbox"/> ICS 207 | <input type="checkbox"/> SEE IAP COVERSHEET | <input type="checkbox"/> ICS 204 | <input type="checkbox"/> ICS 208 | <input type="checkbox"/> _____ | <input type="checkbox"/> ICS 205 | <input type="checkbox"/> Map/Chart | <input type="checkbox"/> _____ | <input type="checkbox"/> ICS 205A | <input type="checkbox"/> Weather Forecast/Tides/Currents | <input type="checkbox"/> _____ |
| <input type="checkbox"/> ICS 202                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/> ICS 206                         | <u>Other Attachments:</u>                                           |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <input type="checkbox"/> ICS 203                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/> ICS 207                         | <input type="checkbox"/> SEE IAP COVERSHEET                         |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <input type="checkbox"/> ICS 204                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/> ICS 208                         | <input type="checkbox"/> _____                                      |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <input type="checkbox"/> ICS 205                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <input type="checkbox"/> Map/Chart                       | <input type="checkbox"/> _____                                      |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <input type="checkbox"/> ICS 205A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <input type="checkbox"/> Weather Forecast/Tides/Currents | <input type="checkbox"/> _____                                      |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <b>7. Prepared by:</b> Name: J Gafkjen Position/Title: PSC Signature: _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                          |                                                                     |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| <b>8. Approved by Incident Commander:</b> Name: SEE IAP COVERSHEET Signature: _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                          |                                                                     |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |
| ICS 202                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | IAP Page _____                                           | Date/Time: 28 APR 20, 1400                                          |  |                                   |                                  |                                  |                           |                                  |                                  |                                             |                                  |                                  |                                |                                  |                                    |                                |                                   |                                                          |                                |

## 9.5. Example ICS 202A-CG Command Direction

There is only a CG version of this form.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                          |                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------|
| 1. Incident Name<br>Animas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2. Operational Period (Date/Time)<br>From: 29APR15 1800 To: 30APR15 0600 | Command Direction<br>ICS 202A-CG |
| 3. Key Decisions and Procedures:<br><b>Operational Period:</b> <ul style="list-style-type: none"> <li>29 APR 15/ 1800 to 30 APR 15/ 0600</li> </ul> <b>Unified Command:</b> <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> <b>Operations Section Chief:</b> <ul style="list-style-type: none"> <li>Hiatusport Fire Department (OSC)</li> <li>US Coast Guard (Deputy OSC)</li> </ul> <b>Unified Command will:</b> <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> <b>Common IMT Operating Procedures:</b> <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> |                                                                          |                                  |
| 4. Priorities: <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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                          |                                  |
| 5. Limitations and Constraints: <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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                          |                                  |
| 6. Prepared by: (Planning Section Chief)<br>J. Gafkjen<br>J. Gafkjen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                          | Date/Time<br>29APR15 0900        |

## 9.6. Example ICS 202B-CG Critical Information Requirements

There is only a CG version of this form.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                 |                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>1. Incident Name</b><br><b>Animas</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2. Operational Period (Date/Time)</b><br>From: 29APR15 1800 To: 30APR15 0600 | <b>Critical Information Requirements</b><br><b>ICS 202B</b> |
| <b>3. Critical Information Requirements:</b><br>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: <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><br>Immediate Reporting Thresholds (IRT): Should any of the following issues occur the Unified Command is to be notified immediately: <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> |                                                                                 |                                                             |
| <b>4. Prepared by: (Planning Section Chief)</b><br><i>J. Gafkjen</i><br>J. Gafkjen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                 | <b>Date/Time</b><br><br>29APR15 0900                        |

## 9.7. Example ICS 209-CG Incident Status Summary

The FEMA version of this form is not recommended.  
ICS 209-CG Page 1 – Overall Summary

(Rev 07/28/13)

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |                                                                                                        |                         |                                                                        |                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------|-------------------------|------------------------------------------------------------------------|------------------|
| <b>1. Incident Name</b><br>Animas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                   | <b>2. Operational Period (Date / Time)</b><br>From: To: Time of Report<br>16JUL13 0900 to 16JUL13 2100 |                         | <b>INCIDENT STATUS</b><br><b>SUMMARY ICS 209-CG</b><br>(Revised 06/05) |                  |
| <b>3. Type of Incident</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                   |                                                                                                        |                         |                                                                        |                  |
| <input checked="" type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Oil Spill         | <input type="checkbox"/>                                                                               | HAZMAT                  | <input type="checkbox"/>                                               | AMIO             |
| <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | SAR/Major SART    | <input type="checkbox"/>                                                                               | SI/Terrorism            | <input type="checkbox"/>                                               | Natural Disaster |
| <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Marine Disaster   | <input type="checkbox"/>                                                                               | Civil Disturbance       | <input type="checkbox"/>                                               | Military Outload |
| <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Planned Event     | <input type="checkbox"/>                                                                               | Maritime HLS/Prevention | <input checked="" type="checkbox"/>                                    | Wildland Fire    |
| <b>4. Situation Summary as of Time of Report:</b><br>The oil spill has entered the Mike Chezik National Wildlife Refuge Area. Protective booming operations are underway to limit the spread of oil. Oil recovery operations are underway. Fire suppression continues with the fire 40% contained. Spot fires are being found north of La Plata Road. 160 acres of forest have been burned.                                                                                                                                                                                                                                                               |                   |                                                                                                        |                         |                                                                        |                  |
| <b>5. Future Outlook/Goals/Needs/Issues:</b><br><br>Oil spill trajectories indicate that the oil will enter the Animas River. The quantity of oil that will reach the river is estimated to be 1000 gallons. Increased winds beginning in the early morning hours of 17 July will likely move the fire to the northeast. Fire prediction models indicate that the fire will move over La Plata Road by 0900 on the 17 of July.<br><br>By the late afternoon of 17 July all sensitive areas along the Animas River within the two miles of the spill site will have been boomed. Also by late afternoon the fire will be 60% contained and 20% controlled. |                   |                                                                                                        |                         |                                                                        |                  |
| <b>6. Safety Status/Personnel Casualty Summary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                   |                                                                                                        |                         |                                                                        |                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Since Last Report | Adjustments To Previous Op Period                                                                      | Total                   |                                                                        |                  |
| Responder Injury                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                        |                         |                                                                        |                  |
| Responder Death                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |                                                                                                        |                         |                                                                        |                  |
| Public Missing (Active Search)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                   |                                                                                                        |                         |                                                                        |                  |
| Public Missing (Presumed Lost)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                   |                                                                                                        |                         |                                                                        |                  |
| Public Uninjured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                                                                                                        |                         |                                                                        |                  |
| Public Injured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                   |                                                                                                        |                         |                                                                        |                  |
| Public Dead                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                   |                                                                                                        |                         |                                                                        |                  |
| Total Public Involved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |                                                                                                        |                         |                                                                        |                  |
| <b>7. Property Damage Summary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                   |                                                                                                        |                         |                                                                        |                  |
| Vessel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                   | \$                                                                                                     |                         |                                                                        |                  |
| Cargo                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   | \$                                                                                                     |                         |                                                                        |                  |
| Facility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   | \$                                                                                                     |                         |                                                                        |                  |
| Other                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   | \$                                                                                                     |                         |                                                                        |                  |
| <b>8. Attachments with clarifying information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                   |                                                                                                        |                         |                                                                        |                  |
| <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Oil/HAZMAT        | <input type="checkbox"/>                                                                               | SAR/LE                  | <input type="checkbox"/>                                               |                  |
| <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   | <input type="checkbox"/>                                                                               |                         | <input type="checkbox"/>                                               |                  |
| <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Marine Disaster   | <input type="checkbox"/>                                                                               | Civil Disturbance       | <input type="checkbox"/>                                               | Military Outload |

## ICS 209-CG Page 2 – Summary of Resources

(Rev 07/28/13)

| 9. Equipment Resources                                 |       |                     |             |            |                  |
|--------------------------------------------------------|-------|---------------------|-------------|------------|------------------|
| Kind                                                   | Notes | # Ordered           | # Available | # Assigned | # Out of Service |
| USCG Assets                                            |       |                     |             |            |                  |
| Aircraft – Helo                                        |       |                     |             | 1          |                  |
| Aircraft – Fixed Wing                                  |       |                     |             |            |                  |
| Vessels – USCG Cutter                                  |       |                     |             |            |                  |
| Vessels – Boat                                         |       |                     | 1           | 2          |                  |
| Vehicles – Car                                         |       |                     |             |            |                  |
| Vehicles – Truck                                       |       |                     |             | 3          |                  |
| Pollution Equip – VOSS/SORS                            |       |                     |             |            |                  |
| Pollution Equip – Portable Storage                     |       |                     |             | 1          |                  |
| Pollution Equip – Boom                                 |       |                     | 2K          | 3K         |                  |
|                                                        |       |                     |             |            |                  |
|                                                        |       |                     |             |            |                  |
|                                                        |       |                     |             |            |                  |
| Non-CG/Other Assets                                    |       |                     |             |            |                  |
| Aircraft – Helo                                        |       |                     |             |            |                  |
| Aircraft – Fixed Wing                                  |       |                     |             |            |                  |
| Vessels – SAR/LE Boat                                  |       |                     |             |            |                  |
| Vessels – Work/Crew Boat                               |       |                     |             |            |                  |
| Vessels – Tug/Tow Boat                                 |       |                     |             |            |                  |
| Vessels – Pilot Boat                                   |       |                     |             |            |                  |
| Vessels – Deck Barge                                   |       |                     |             |            |                  |
| Vessels –                                              |       |                     |             |            |                  |
| Vehicles – Car                                         |       |                     |             |            |                  |
| Vehicles – Ambulance                                   |       |                     |             |            |                  |
| Vehicles – Truck                                       |       |                     |             |            |                  |
| Vehicles – Fire/Rescue/HAZMAT                          |       |                     |             |            |                  |
| Vehicles – Vac/Tank Truck                              |       |                     |             |            |                  |
| Vehicles –                                             |       |                     |             |            |                  |
| Pollution Equip – Skimmers                             |       |                     |             |            |                  |
| Pollution Equip – Tank Vsl/ Barge                      |       |                     |             |            |                  |
| Pollution Equip – Portable Storage                     |       |                     |             |            |                  |
| Pollution Equip – OSRV                                 |       |                     |             |            |                  |
| Pollution Equip – Boom                                 |       |                     |             |            |                  |
| Pollution Equip –                                      |       |                     |             |            |                  |
|                                                        |       |                     |             |            |                  |
|                                                        |       |                     |             |            |                  |
| 10. Personnel Resources                                |       |                     |             |            |                  |
| Agency                                                 |       | Total # of People   |             |            |                  |
| USCG                                                   |       | 15                  |             |            |                  |
| DHS (other than USCG)                                  |       |                     |             |            |                  |
| NOAA                                                   |       |                     |             |            |                  |
| FBI                                                    |       |                     |             |            |                  |
| DOD (USN Supsalv, CST, etc.)                           |       |                     |             |            |                  |
| DOI (US Fish & Wildlife, Nat Parks, BLM, etc.)         |       |                     |             |            |                  |
| RP                                                     |       | 20                  |             |            |                  |
| State                                                  |       | 21                  |             |            |                  |
| Local                                                  |       | 8                   |             |            |                  |
| USFS                                                   |       | 50                  |             |            |                  |
|                                                        |       |                     |             |            |                  |
| Total Personnel Resources Used From all Organizations: |       | 114                 |             |            |                  |
| 11. Prepared by:                                       |       | Date/Time Prepared: |             |            |                  |
| J. Strickland, SITL                                    |       | 16 JUL 2100         |             |            |                  |

## ICS 209-CG Page 3 – Oil/Hazmat Attachment

|                                                                      |                                            |                                                                                                      |               |                                                            |                  |       |
|----------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------------------|------------------|-------|
| <b>1. Incident Name</b><br><b>Animas</b>                             |                                            | <b>2. Operational Period (Date / Time)</b><br>From: To: Time of Report<br>16 JUL 0900 to 16 JUL 2100 |               | <b>ICS 209-CG OIL/HAZMAT ATTACHMENT</b><br>(Revised 06/05) |                  |       |
| <b>3. HAZMAT/Oil Spill Status (Estimated, in gallons)</b>            |                                            |                                                                                                      |               |                                                            |                  |       |
| Common Name(s): Number 2 fuel oil                                    |                                            |                                                                                                      |               |                                                            |                  |       |
| UN Number:                                                           |                                            | <input checked="" type="checkbox"/> Secured                                                          |               | <input type="checkbox"/> Unsecured                         |                  |       |
| CAS Number:                                                          |                                            | Remaining Potential (bbl):                                                                           |               |                                                            |                  |       |
|                                                                      |                                            | Rate of Spillage (bbl/hr):                                                                           |               |                                                            |                  |       |
|                                                                      | Adjustments To Previous Operational Period | Since Last Report                                                                                    | Total         |                                                            |                  |       |
| Volume Spilled/Released                                              | 6,000 gallons                              | 0                                                                                                    | 6,000 gallons |                                                            |                  |       |
| Mass Balance - HAZMAT/Oil Budget                                     |                                            |                                                                                                      |               |                                                            |                  |       |
| Recovered HAZMAT/Oil                                                 | 500 gallons                                | 200 gallons                                                                                          | 700 gallons   |                                                            |                  |       |
| Evaporation/Airborne                                                 |                                            |                                                                                                      |               |                                                            |                  |       |
| Natural Dispersion                                                   |                                            |                                                                                                      |               |                                                            |                  |       |
| Chemical Dispersion                                                  |                                            |                                                                                                      |               |                                                            |                  |       |
| Burned                                                               |                                            |                                                                                                      |               |                                                            |                  |       |
| Floating, Contained                                                  |                                            |                                                                                                      |               |                                                            |                  |       |
| Floating, Uncontained                                                |                                            |                                                                                                      |               |                                                            |                  |       |
| Onshore                                                              |                                            |                                                                                                      |               |                                                            |                  |       |
| Total HAZMAT/Oil accounted for:                                      | N/A                                        | N/A                                                                                                  |               |                                                            |                  |       |
| Comments:                                                            |                                            |                                                                                                      |               |                                                            |                  |       |
| <b>4. HAZMAT/Oil Waste Management (Estimated, Since Last Report)</b> |                                            |                                                                                                      |               |                                                            |                  |       |
|                                                                      | Recovered                                  | Disposed                                                                                             | Stored        |                                                            |                  |       |
| HAZMAT/Oil (bbl)                                                     |                                            |                                                                                                      |               |                                                            |                  |       |
| Oily Liquids (bbl)                                                   |                                            |                                                                                                      |               |                                                            |                  |       |
| Liquids (bbl)                                                        |                                            |                                                                                                      |               |                                                            |                  |       |
| Oily Solids (tons)                                                   |                                            |                                                                                                      |               |                                                            |                  |       |
| Solids (tons)                                                        |                                            |                                                                                                      |               |                                                            |                  |       |
| Comments:                                                            |                                            |                                                                                                      |               |                                                            |                  |       |
| <b>5. HAZMAT/Oil Shoreline Impacts (Estimated in miles)</b>          |                                            |                                                                                                      |               |                                                            |                  |       |
| Degree of Impact                                                     | Affected                                   | Cleaned                                                                                              | To Be Cleaned |                                                            |                  |       |
| Light                                                                | 3 acres                                    | 1 acre                                                                                               | 2 acres       |                                                            |                  |       |
| Medium                                                               | 1 acre                                     | 0                                                                                                    | 1 acre        |                                                            |                  |       |
| Heavy                                                                | .5 acre                                    | 0                                                                                                    | .5 acre       |                                                            |                  |       |
| Total                                                                | 4.5 acres                                  | 0                                                                                                    | 3.5 acres     |                                                            |                  |       |
| Comments:                                                            |                                            |                                                                                                      |               |                                                            |                  |       |
| <b>6. HAZMAT/Oil Wildlife Impacts (Since Last Report)</b>            |                                            |                                                                                                      |               |                                                            |                  |       |
| Type of Wildlife                                                     | Captured                                   | Cleaned                                                                                              | Released      | DOA                                                        | Died in Facility |       |
| Birds                                                                | 7                                          |                                                                                                      |               | 4                                                          | Euthanized       | Other |
| Mammals                                                              |                                            |                                                                                                      |               | 1                                                          |                  |       |
| Reptiles                                                             |                                            |                                                                                                      |               |                                                            |                  |       |
| Fish                                                                 |                                            |                                                                                                      |               |                                                            |                  |       |
| Total                                                                | 7                                          |                                                                                                      |               | 5                                                          |                  |       |
| Comments:                                                            |                                            |                                                                                                      |               |                                                            |                  |       |
| <b>7. Prepared by:</b><br>J. Strickland, SITL                        |                                            |                                                                                                      |               | <b>Date/Time Prepared:</b><br>16 JUL 2100                  |                  |       |

## ICS 209-CG Page 4 – SAR/LE Attachment

(Rev 07/28/13)

|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|-----------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------|--|
| <b>1. Incident Name</b><br><b>Animas</b>                              |                   | <b>2. Operational Period (Date / Time)</b><br>From: To: Time of Report<br>16 JUL 0900 to 16 JUL 2100 |                                           | <b>ICS 209-CG</b><br><b>SAR/LE ATTACHMENT</b><br>(Revised 06/05) |  |
| <b>3. Evacuation Status</b>                                           |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       | Since Last Report | Adjustments To Previous Operational Period                                                           | Total                                     |                                                                  |  |
| Total to be Evacuated                                                 |                   |                                                                                                      |                                           |                                                                  |  |
| Number Evacuated                                                      |                   |                                                                                                      |                                           |                                                                  |  |
| <b>4. Migrant Interdiction Status</b>                                 |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       | Since Last Report | Adjustments To Previous Op Period                                                                    | Total                                     |                                                                  |  |
| Vessels Interdicted                                                   |                   |                                                                                                      |                                           |                                                                  |  |
| Migrants Interdicted at Sea                                           |                   |                                                                                                      |                                           |                                                                  |  |
| Migrants Interdicted Ashore                                           |                   |                                                                                                      |                                           |                                                                  |  |
| Injured                                                               |                   |                                                                                                      |                                           |                                                                  |  |
| MEDEVAC'd                                                             |                   |                                                                                                      |                                           |                                                                  |  |
| Deaths                                                                |                   |                                                                                                      |                                           |                                                                  |  |
| Migrants Repatriated                                                  |                   |                                                                                                      |                                           |                                                                  |  |
| <b>5. Sorties/Patrols Summary</b> (List of Sorties Since Last Report) |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
| <u>Air</u>                                                            |                   | Since Last Report                                                                                    | Total                                     |                                                                  |  |
| Number of Sorties/Patrols                                             |                   |                                                                                                      |                                           |                                                                  |  |
| Area Covered (square miles)                                           |                   |                                                                                                      |                                           |                                                                  |  |
| Total Time On-Scene (In Hours)                                        |                   |                                                                                                      |                                           |                                                                  |  |
| <u>Surface</u>                                                        |                   | Since Last Report                                                                                    | Total                                     |                                                                  |  |
| Number of Sorties/Patrols                                             |                   |                                                                                                      |                                           |                                                                  |  |
| Area Covered (square miles)                                           |                   |                                                                                                      |                                           |                                                                  |  |
| Total Time On-Scene (In Hours)                                        |                   |                                                                                                      |                                           |                                                                  |  |
| <b>6. Use of Force Summary</b>                                        |                   |                                                                                                      |                                           |                                                                  |  |
| <u>Category</u>                                                       |                   | Since Last Report                                                                                    | Total                                     |                                                                  |  |
| III - Soft Empty Hand Control                                         |                   |                                                                                                      |                                           |                                                                  |  |
| IV - Hard Empty Hand Control                                          |                   |                                                                                                      |                                           |                                                                  |  |
| V - Intermediate Weapons                                              |                   |                                                                                                      |                                           |                                                                  |  |
| VI - Deadly Force                                                     |                   |                                                                                                      |                                           |                                                                  |  |
| VSL - Force to Stop Vessel from Cutter/Boat                           |                   |                                                                                                      |                                           |                                                                  |  |
| A/C - Force to Stop Vessel From Aircraft                              |                   |                                                                                                      |                                           |                                                                  |  |
| Arrests                                                               |                   |                                                                                                      |                                           |                                                                  |  |
| Seizures                                                              |                   |                                                                                                      |                                           |                                                                  |  |
| Deaths                                                                |                   |                                                                                                      |                                           |                                                                  |  |
| <b>7. Operational Controls Summary</b>                                |                   |                                                                                                      |                                           |                                                                  |  |
| <u>Currently In Force</u>                                             |                   |                                                                                                      |                                           |                                                                  |  |
| Type                                                                  | Initiating Unit   | Initiated Date                                                                                       | Activity #                                |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
| <u>Removed Since Last Report</u>                                      |                   |                                                                                                      |                                           |                                                                  |  |
| Type                                                                  | Initiating Unit   | Initiated Date                                                                                       | Date Removed                              | Activity #                                                       |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
|                                                                       |                   |                                                                                                      |                                           |                                                                  |  |
| <b>18. Prepared by:</b><br>J. Strickland, SITL                        |                   |                                                                                                      | <b>Date/Time Prepared:</b><br>16 JUL 2100 |                                                                  |  |

## 9.8. Example ICS 213 General Message

This example is using the FEMA version of the form. The CG version can also be used.

### GENERAL MESSAGE (ICS 213)

|                                                                                                                                                                                                                                          |                              |                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------|
| <b>1. Incident Name</b> (Optional): Animas                                                                                                                                                                                               |                              |                        |
| <b>2. To</b> (Name and Position): L. Martin, SITL                                                                                                                                                                                        |                              |                        |
| <b>3. From</b> (Name and Position): J. Reisling, FOBS                                                                                                                                                                                    |                              |                        |
| <b>4. Subject:</b><br>Field report                                                                                                                                                                                                       | <b>5. Date:</b><br>30AUG2020 | <b>6. Time</b><br>1040 |
| <b>7. Message:</b><br>The Fire Group has six engines and one Type 2 Fire Crew. Attached is a map of the current fire situation. Fire Suppression activities are hindered east of the RR right of way due to continuing chlorine release. |                              |                        |
| <b>8. Approved by:</b> Name: _____ Signature: _____ Position/Title: _____                                                                                                                                                                |                              |                        |
| <b>9. Reply:</b><br>Actions by SITL: Gave information to RESL, OSC, and PSC                                                                                                                                                              |                              |                        |
| <b>10. Replied by:</b> Name: _____ Position/Title: _____ Signature: _____                                                                                                                                                                |                              |                        |
| <b>ICS 213</b>                                                                                                                                                                                                                           | Date/Time: _____             |                        |

## 9.9. Example ICS 213 RR-CG Resource Request Message

| Resource Request Message                                                                              |         |                                |                       | ICS-213 RR CG (12/06)                                                                                                                           |                                     |                     |                 |
|-------------------------------------------------------------------------------------------------------|---------|--------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------|-----------------|
| 1. Incident Name: Mills Point                                                                         |         | 2. Date/Time: 02 Apr 2007 1330 |                       | 3. Resource Request Number: B01009                                                                                                              |                                     |                     |                 |
| 4. ORDER Note: Use additional forms when requesting different resource sources of supply              |         |                                |                       |                                                                                                                                                 |                                     |                     |                 |
| a. Qty                                                                                                | b. Kind | c. Type                        | d. Priority<br>U or R | e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info. | f. Requested Reporting<br>Location: | g. Order #<br>(LSC) | h. ETA<br>(LSC) |
| 1                                                                                                     |         | R                              |                       | Helicopter - able to carry a minimum of 10 passengers with gear up to 500 pounds.                                                               | Helibase                            | E090                | 4 Apr 0800      |
|                                                                                                       |         |                                |                       | Contact Helibase Manager, Jeff Jones, to discuss                                                                                                |                                     |                     |                 |
|                                                                                                       |         |                                |                       | specific flight line reporting procedures/requirements.                                                                                         |                                     |                     |                 |
|                                                                                                       |         |                                |                       |                                                                                                                                                 |                                     |                     |                 |
|                                                                                                       |         |                                |                       |                                                                                                                                                 |                                     |                     |                 |
|                                                                                                       |         |                                |                       |                                                                                                                                                 |                                     |                     |                 |
| 5. Suggested source(s) of supply - POC phone number if known and suitable substitutes:                |         |                                |                       | 6. Requestor Position and Signature:                                                                                                            |                                     |                     |                 |
| Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliquwest International                     |         |                                |                       | Date/Time: 02 Apr 06 1330                                                                                                                       |                                     |                     |                 |
|                                                                                                       |         |                                |                       | 7. Section Chief/Command Staff Approval:                                                                                                        |                                     |                     |                 |
|                                                                                                       |         |                                |                       | Date/Time: 02 Apr 06 1345                                                                                                                       |                                     |                     |                 |
|                                                                                                       |         |                                |                       | 8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.                            |                                     |                     |                 |
|                                                                                                       |         |                                |                       | a. <input checked="" type="checkbox"/> b. <input type="checkbox"/> Resources available as noted in block 12                                     |                                     |                     |                 |
|                                                                                                       |         |                                |                       | c. <input checked="" type="checkbox"/> Resources not available                                                                                  |                                     |                     |                 |
| 10. Requisition/Purchase Order #: 24-06-276HXXQ016                                                    |         |                                |                       | 11. Supplier Name/Phone/Fax/Email:                                                                                                              |                                     |                     |                 |
| 12. Notes:                                                                                            |         |                                |                       | Heliquwest International, Randy Simon 550-555-4041                                                                                              |                                     |                     |                 |
| Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.                          |         |                                |                       | 13. Logistics Section Signature:                                                                                                                |                                     |                     |                 |
|                                                                                                       |         |                                |                       | Date/Time: 02 Apr 06 2040                                                                                                                       |                                     |                     |                 |
| 14. Order placed by (check box):                                                                      |         |                                |                       | 16. Finance Section Signature:                                                                                                                  |                                     |                     |                 |
| <input type="checkbox"/> SPUL <input checked="" type="checkbox"/> PROC <input type="checkbox"/> OTHER |         |                                |                       | Date/Time: 02 Apr 06 2100                                                                                                                       |                                     |                     |                 |
| 15. Reply/Comments from Finance:                                                                      |         |                                |                       |                                                                                                                                                 |                                     |                     |                 |
| Contract #: FS-02HBB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523                          |         |                                |                       |                                                                                                                                                 |                                     |                     |                 |

Full instructions on back page. Requestor fills in blocks 1-5, except #3 & #4.g.i (shaded area), signs block 6 (do not forget position), gets appropriate Section Chief or Command Staff approval in block 7, and keeps yellow copy (bottom). If applicable, RESL reviews if resource available, signs block 9 and keeps blue copy. Logistics fills in block 4.g and h, and blocks 10-13, and keeps orange copy. Orderer (LSC or FSC) fills in block 4.i. Finance fills in blocks 15 - 16 and keeps green copy. Tan copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

This example is using the FEMA version of the form.  
The CG version can also be used.

[illegible]

## 9.11. Example ICS 214A-CG Chronology of Events Log

There is only a CG version of this form.

|                                               |                                                                                                                              |                                                                      |                                            |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|--------------------------------------------|
| 1. Incident Name<br><i>Fort Lewis College</i> |                                                                                                                              | 2. Period (Date/Time)<br>From: 01DEC2011 To: 01DEC2011               | Chronology of<br>Events Log<br>ICS 214A-CG |
| 3. Activity Log                               |                                                                                                                              |                                                                      |                                            |
| TIME                                          | Briefing Display 209/<br>SITREP                                                                                              | EVENTS                                                               |                                            |
| 0730                                          | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/><br>U/R: UC, C&GS | Level A Team reports that they found two bodies near the entrance to |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            | the lab.                                                             |                                            |
| 0740                                          | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/><br>U/R           | The Coast Guard established a Safety Zone from the Ben Franklin      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            | Bridge to the Commodore Barry Bridge.                                |                                            |
| 0820                                          | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R: UC                             | OSC has reported that the protective booming strategy for Pea Patch  |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            | Island is only partially complete and running behind schedule due to |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            | a storm front passing through the area. Briefed UC                   |                                            |
| 0900                                          | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R:                                | Safety Zone expanded 5 miles west.                                   |                                            |
| 0930                                          | <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R: OSC, PSC                       | Received report from local POC noting saw heavy oil sheen near Ben   |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            | Franklin Bridge. Dispatched FOBS to confirm.                         |                                            |
| 1000                                          | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/><br>U/R: UC, OSC, PSC        | FOBS confirms heavy oil sheen near Ben Franklin Bridge.              |                                            |
| 1005                                          | <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/><br>U/R                                 | OSC reports Pea Patch Island Booming Strategy Complete.              |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
|                                               | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br>U/R                                            |                                                                      |                                            |
| 4. Prepared by: <i>K. Jones, DPRO</i>         |                                                                                                                              | Date/Time <i>1200, 01DEC2011</i>                                     |                                            |

## 9.12. Example ICS 230-CG Daily Meeting Schedule

There is only a CG version of this form.

| 1. Incident Name<br>SunCruz                               |                                    | 2. Operational Period (Date/Time)<br>From: 10MAYXX 0730 To: 10MAYXX 1800<br>10MAYXX 1800 to 11MAYXX 0600           |                                                                                                                  | DAILY MEETING SCHEDULE<br>ICS 230-CG |  |
|-----------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------|--|
| 3. Meeting Schedule (Commonly-held meetings are included) |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
| Date/ Time                                                | Meeting Name                       | Purpose                                                                                                            | Attendees                                                                                                        | Location                             |  |
| 0900/1900                                                 | Unified Command Objectives Meeting | Review/ identify objectives for the next operational period.                                                       | Unified Command members                                                                                          | ICP                                  |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
| 1000/2000                                                 | Command & General Staff Meeting    | IC/UC gives direction to Command & General staff including incident objectives and priorities                      | IC/UC, Command & General Staff, SITL, DOCL                                                                       | ICP                                  |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
| 1300/0100                                                 | Tactics Meeting                    | Develop/Review primary and alternate Strategies to meet Incident Objectives for the next Operational Period.       | PSC, OSC, LSC, FSC<br>RESL & SITL                                                                                | ICP                                  |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
| 1500/0300                                                 | Planning Meeting                   | Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period. | Command and General Staff, SITL, DOCL                                                                            | ICP                                  |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
| 1700/0500                                                 | Operations Briefing                | Present IAP and assignments to the Supervisors / Leaders for the next Operational Period.                          | IC/UC, Command & General Staff, Branch Directors, Div/Gru Sups., Task Force/Strike Team Leaders and Unit Leaders | ICP                                  |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
|                                                           |                                    |                                                                                                                    |                                                                                                                  |                                      |  |
| 4. Prepared by: (Situation Unit Leader)                   |                                    |                                                                                                                    | Date/Time<br>10MAYXX 0900                                                                                        |                                      |  |
| DAILY MEETING SCHEDULE                                    |                                    |                                                                                                                    | ICS 230-CG (Rev.07/04)                                                                                           |                                      |  |

## 9.13. Example Incident ICS 233-CG Open Action Tracker

The Incident ICS 233-CG is developed by the IC/UC and tracks IC/UC tasks for Command and General Staff. The DOCL maintains this form for the PSC and IC/UC. There is only a CG version of this form.

| 1. Incident Name: Yaz Northern |                                                                                                                | INCIDENT OPEN ACTION TRACKER<br>ICS-233 (Rev 1-07) |                       |                  |           |                   |                   |
|--------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------|------------------|-----------|-------------------|-------------------|
| 2. No.                         | 3. Item                                                                                                        | 4. For/POC                                         | 5. Briefed<br>POC (X) | 6. Start<br>Date | 7. Status | 8. Target<br>Date | 9. Actual<br>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                             |                                                                                                                |                                                    |                       |                  |           |                   |                   |

## 9.14. Example Unit ICS 233-CG Open Action Tracker

The SITL uses the Unit ICS 233-CG to manage unit tasks. There is only a CG version of this form.

| 1. Incident Name:<br>Meridian Flood |                                                        | SITL ACTIVITIES ONLY |                    |               | INCIDENT OPEN ACTION TRACKER |                |                |
|-------------------------------------|--------------------------------------------------------|----------------------|--------------------|---------------|------------------------------|----------------|----------------|
|                                     |                                                        | 4. For/POC           | 5. Briefed POC (X) | 6. Start Date | 7. Status                    | 8. Target Date | 9. Actual Date |
| 2. No.                              | 3. Item                                                |                      |                    |               |                              |                |                |
| 1                                   | Verify number of oiled birds at Smith Island           | FOBS - Jones         | X                  | 9/24 0900     | FOBS in area                 | 9/24 1100      |                |
| 2                                   | In brief for incoming LSC                              | DPRO - display       | X                  | 9/24 0910     | LSC expected at 1100         | 9/24 1100      |                |
| 3                                   | RESL to provide ICS 209 page 2 for resources by 101030 | DPRO - reports       | X                  | 9/24 0910     |                              | 9/24 1030      |                |
| 4                                   | IC/PIO require ICS 209 for press brief at 1100         | DPRO - reports       | X                  | 9/24 0920     | Complete data call by 1045   | 9/24 1045      |                |
| 5                                   |                                                        |                      |                    |               |                              |                |                |
|                                     |                                                        |                      |                    |               |                              |                |                |

## **9.15. Information Management Plan**

For most incidents, the SITL can manage the information needs and can use tools like the ICS 233-CG and ICS 240-CG to manage information flow for the incident. Large type 1 and 2 incidents with significant information requirements may require an Information Management Plan to help manage the internal and external information flow. The SITL may be asked to draft an Information Management Plan for approval by the PSC. The below is a possible outline for this plan. See the IMH Chapter 12 for more information.

### **9.15.1. Information Management Plan Outline**

#### **A. Incident CIRs.**

1. DHS CIRs, as appropriate.
2. CG Area Commander CIRs, as appropriate.
3. District CIRs, as appropriate.
4. Incident Specific CIRs.

#### **B. Time criticality of any specific CIRs.**

#### **C. Tasking.**

1. Any specific tasking to Operations to support data collection (e.g. overflights, status updates, end of op period debriefs, etc.).
2. Any non-operations tasking to obtain, collect, store, and synthesize data. This could include the use of field observers, geospatial imagery, use of a COP, digital data management, etc.

#### **D. IMT Information Management Responsibilities.**

List each IMT position with their responsibilities (e.g., PIO is responsible for...).

- E. Dissemination: IC/UC direction and processes for disseminating information internally and externally. This may include the PIO media and public communication plan, incident specific risk communication strategy, Liaison officer communication plan.
- F. ICS-240 Information Management Matrix – form to document tasking, collection and reporting information for the Incident. This helps the SITL and other members of the IMT understand the timeframes information is needed and reported.

Important Note: The Information Management Plan is optional. Because this is a relatively new concept, there is no standard format for this plan.



## 9.17. Unit Standard Operating Guide (SOG)

Having established a Standard Operating Guide (SOG) for your personnel ensures clear communication of your expectations, expected codes of conduct, and procedures/processes. You cannot hold people accountable for information they did not receive. This is especially important when working with personnel from other agencies as not everyone has the same leadership concepts/protocols. Some items to include in the Unit SOG:

- “Command philosophy” or guidance
- Unit organizational structure and chain of command
- Duties of Unit personnel
- Work expectations
- CIRs and IRTs for you (“when to call me”)
- Code of Conduct (having, fair treatment, etc.)
- Available employee resources (if any)
- Ordering procedures
- Conflict resolution procedures
- Work schedule and rest periods
- Training, qualification and evaluation standards
- Injury reporting procedures
- Safety procedures

Modify the following example Situation Unit SOG to best meet your incident needs.

-----

## **Situation Unit Standard Operating Guide**

### **1. Introduction**

This document provides guidance for and expectations of all Situation Unit personnel during the \_\_\_\_\_ incident/event. In the absence of supervision, all resources personnel shall be guided by the procedures set forth by this document. All personnel are expected to exercise proper judgment, common sense and training in all situations.

### **2. General Instructions to all Situation Unit Personnel:**

(This section should address work/duty policies and topics)

- All personnel shall ensure they are rested and physically and mentally ready to assume assigned duties
- All personnel shall adhere to the watch/duty schedule
- Change of shifts/watch shall occur \_\_\_\_\_
- All personnel shall read and sign the Incident Site Safety and Health Plan
- Resource Request procedures:
  - See 9.9 Example ICS 213 RR-CG Resource Request Message.
- Notify the SITL immediately for the following conditions/situations:
  - Injuries or illness involving resources personnel
  - Equipment casualties
  - Major operational changes or incident developments
  - Personnel conflicts that cannot be resolved at immediate supervisor level
  - Complaints concerning resources service

### **3. Organization:**

This section describes and outlines the structure of the Unit to show chain of command. See Figure 1, inside the front cover, for an example unit organization.

#### 4. Expectations:

This section should describe the expectations that you, the Situation Unit Leader (SITL), have for each function within the Unit, including but not limited to:

Reporting requirements, participation in meetings, communications duties, assistance within Unit and to other members of the IMT, etc. (do NOT retype the IMH. You can make it incident specific).

- Assistant SITL (ASITL): (put in information as to how you expect the ASITL to perform). Act in the place of the SITL when the SITL is not in the ICP or is at a meeting.
- DPRO: Follow display procedures in the Situation Unit Leader Job Aid. Follow the Situation Unit Flow Process (see 9.19 Situation Unit Information Flow Process).
- FOBS: See 9.18 Sample Instructions for FOBS/THSP for example instructions.

#### 5. Personnel Policies:

- All personnel shall be in professional attire, such as appropriate uniform of the day or own-agency dress code
- Professional conduct is expected from all personnel, both on and off duty. Sexual harassment, hazing, bullying, discrimination, and other such unprofessional conduct will not be tolerated
- Conflict resolution procedures
- Critical Incident Stress Management (CISM)
- Time off requests
- Injuries & claims
- Training

- Social Media
- Evaluations
- Safety procedures

#### 6. Documentation:

All resources unit personnel shall maintain required documentation according to positional duties. Do not throw ANYTHING away. All documentation shall be filed by ICS form number and then grouped by Operational Period.

- ICS 214 Activity Logs shall be routed to the ASITL for review.
- Duplication of documents shall be performed by the DOCL.

## **9.18. Sample Instructions for FOBS/THSP**

Modify the following example FOBS/THSP instructions to best meet your incident needs. These instructions can be added to the Unit SOG

-----

### **FOBS/THSP Instructions**

- Establish contact with the field supervisor(s) whose area(s) you are working in
- Discuss with the field supervisor your information reporting requirements
- Do not go into any areas where there is not adequate communications (you must be able to have communications with someone on the incident)
- Ensure you have read and initialed the ICS 208-CG Site Safety and Health Plan and adhere to the Plan's requirements
- Ensure you have the contact information for the field supervisors whose area you will be operating in
- Ensure all equipment is in working order before going into the field (e.g., communications equipment (both radio and cell phone), safety equipment, GPS, digital camera, binoculars)
- Ensure you have a copy of the base map and/or other more detailed maps to use as common references when reporting information back to the Situation Unit

- Ensure you have the right clothing for predicted weather conditions
- Have adequate water and food for the estimated time you will be in the field
- Coordinate your transportation requirements with logistics
- Return all non-expendable equipment

Information to Collect (list is not specific to any incident and not inclusive)

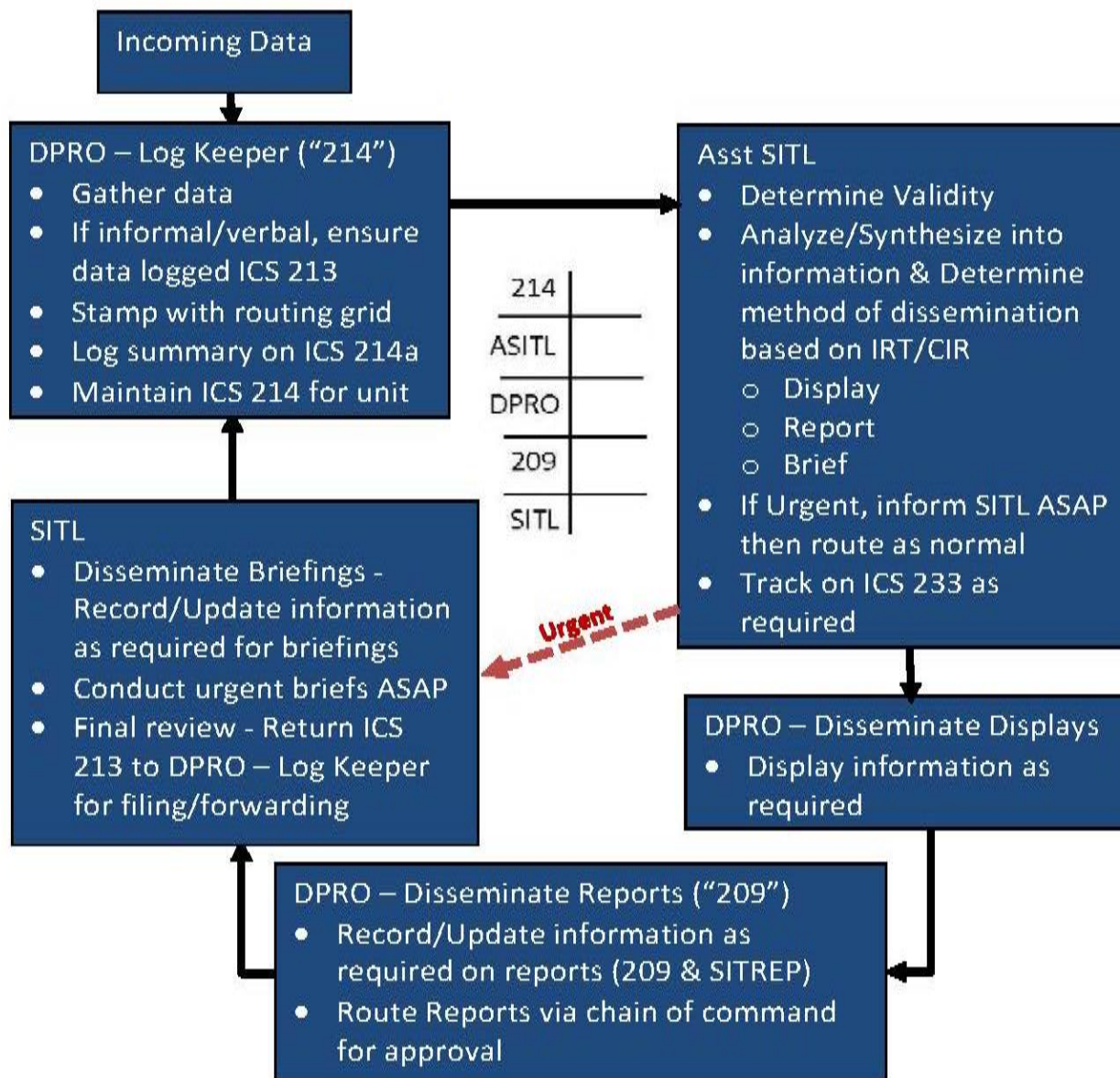
- Safety hazards (Safety Officer)
  - Power lines (lines down are lying across access roads)
  - Hazardous materials
  - Unique weather conditions (ice, fog)
  - Topography (steep slope, narrow canyons)
  - Water conditions (swift current, extreme tides)
- Discrepancies in resource deployment based on the IAP (RESL)
- Transportation (Ground Support Unit Leader (GSUL))
  - Condition of roads within the incident area (e.g., bridge limited to 5,000 lbs., traffic choke points)
- Work Accomplished
  - Measurement of fire line production
  - Amount of boom deployed and location
  - Status of mitigation activities (e.g., chlorine release secured, hole in levee wall 50% filled)
- Impacts of the incident on:

- Transportation infrastructure
- Wildlife
- Commercial and private property
- Historic properties
- Cultural sites
- Hindrance (e.g., private property)
- Amount and location of shoreline contaminated
- Impact of the response efforts on the environment (e.g., improper disposal of contaminated debris)
- Any suspicious activities
- Any spontaneous special interest group activities (e.g., they may be in harm's way)
- Validate prediction modeling (e.g., hazardous materials, fire; oil spill)
- Conduct weather observations (requires weather equipment)
- Any established or potential sites for support facilities (e.g., helispots)

### Reporting Schedule

- Provide updates to the Situation Unit using defined reporting schedule.

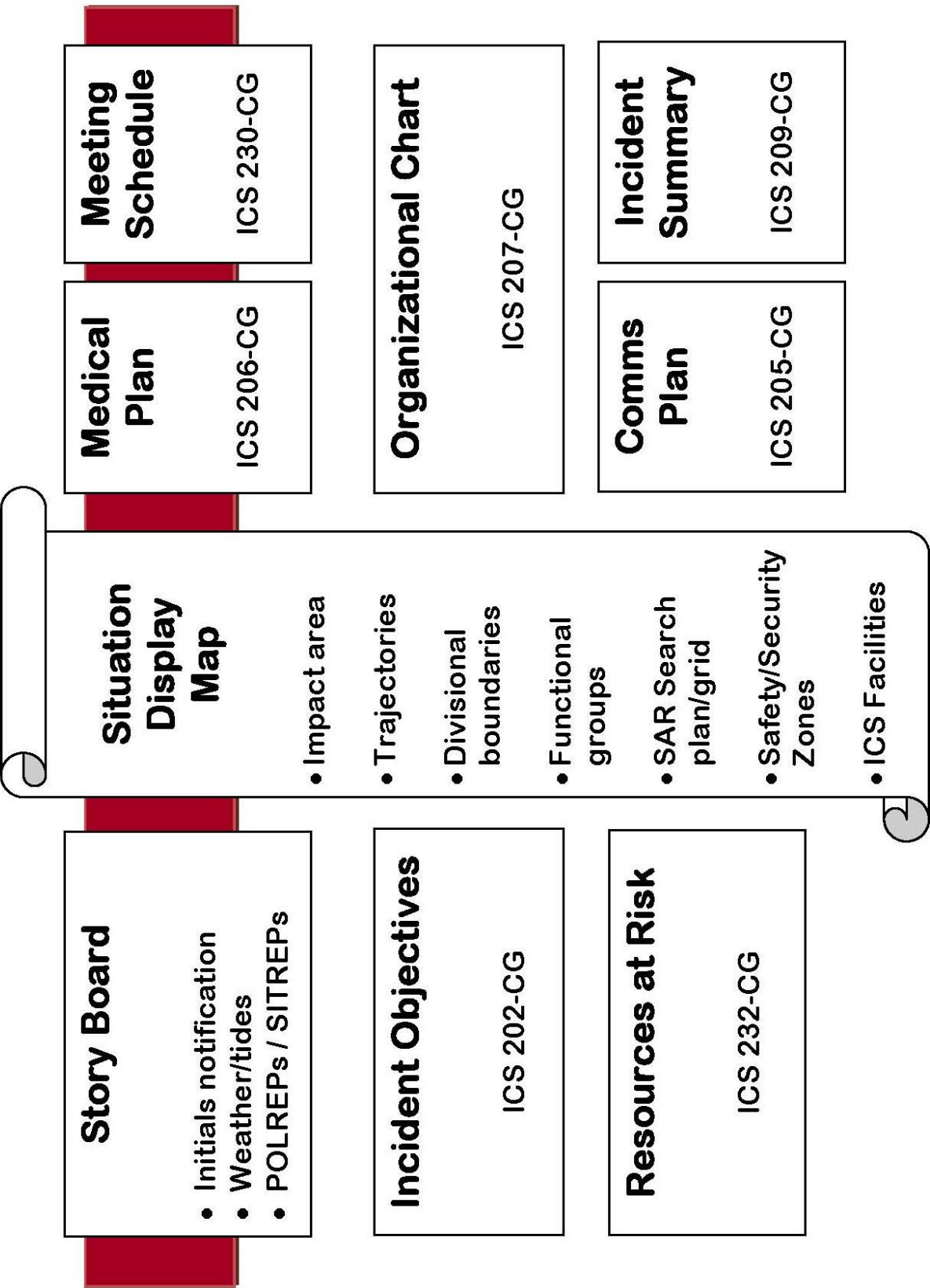
## 9.19. Situation Unit Information Flow Process



Use a routing grid on each document (ICS 211, ICS 213, etc.) to help manage information flow. Initial routing grid accordingly.

This is a suggested unit organization/flow process, which follows the information management process and can be inserted in the unit SOG. Modify this process based on the incident, unit staffing, and level of information needs.

9.20. Example Situation Unit Status Display Board

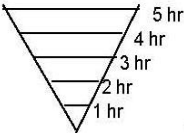
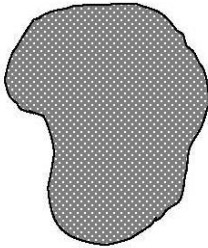


## 9.21. Mapping Requirements and Guidelines

|  |                                                                                                                                                                                                                                                                                                                                           |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Use common ICS mapping symbols                                                                                                                                                                                                                                                                                                            |
|  | Symbols - Use the designated colors                                                                                                                                                                                                                                                                                                       |
|  | Understandable to the reader                                                                                                                                                                                                                                                                                                              |
|  | Legend explains map symbols                                                                                                                                                                                                                                                                                                               |
|  | Non-ICS symbols (if necessary) added to the legend                                                                                                                                                                                                                                                                                        |
|  | Use ICS naming conventions                                                                                                                                                                                                                                                                                                                |
|  | Make sure all parties are consistent in using a geo-referencing system for mapping and reporting (i.e. latitude/longitude or National Grid System)                                                                                                                                                                                        |
|  | Use the STAND principle on all incident maps <ul style="list-style-type: none"><li><input type="checkbox"/> <u>S</u>cale</li><li><input type="checkbox"/> <u>T</u>itle</li><li><input type="checkbox"/> <u>A</u>uthor</li><li><input type="checkbox"/> <u>N</u>orth Arrow</li><li><input type="checkbox"/> <u>D</u>ate and Time</li></ul> |
|  | Ensure map shows the right level of detail for what you are trying to convey                                                                                                                                                                                                                                                              |
|  | Ensure that divisions, staging areas, helispots, and branch designations are identified on maps/charts using same designators as the OSC                                                                                                                                                                                                  |
|  | Maps updated with current information                                                                                                                                                                                                                                                                                                     |
|  | If possible, keep the incident situation map in the Situation Unit                                                                                                                                                                                                                                                                        |

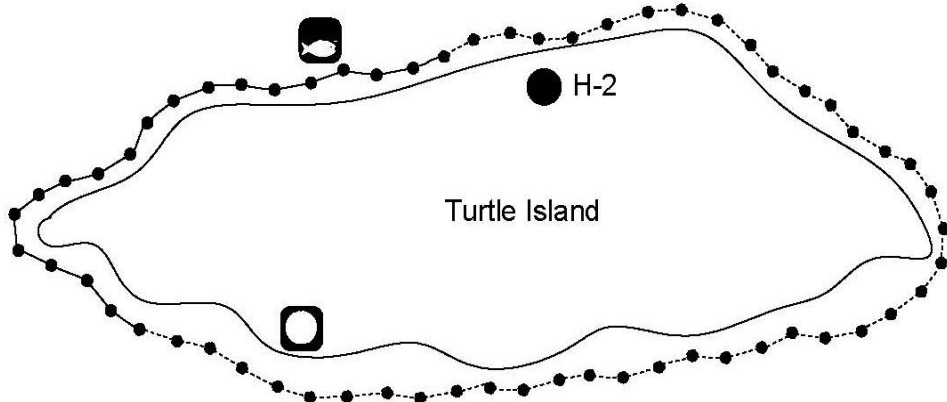
| Mapping Requirements (continued) |                                                                                     |
|----------------------------------|-------------------------------------------------------------------------------------|
|                                  | Protect maps/charts from unauthorized changes except from designated DPROs.         |
|                                  | Use a large enough scale to allow for future expansion and modeling on the same map |
|                                  | For IAP maps, make sure entire divisions are captured on a single page              |
|                                  | Capture map/chart information for historical purposes                               |
|                                  | Discuss with PSC any additional requirements                                        |
|                                  | Discuss with OSC any additional requirements                                        |

## 9.22. Map Display Symbolology

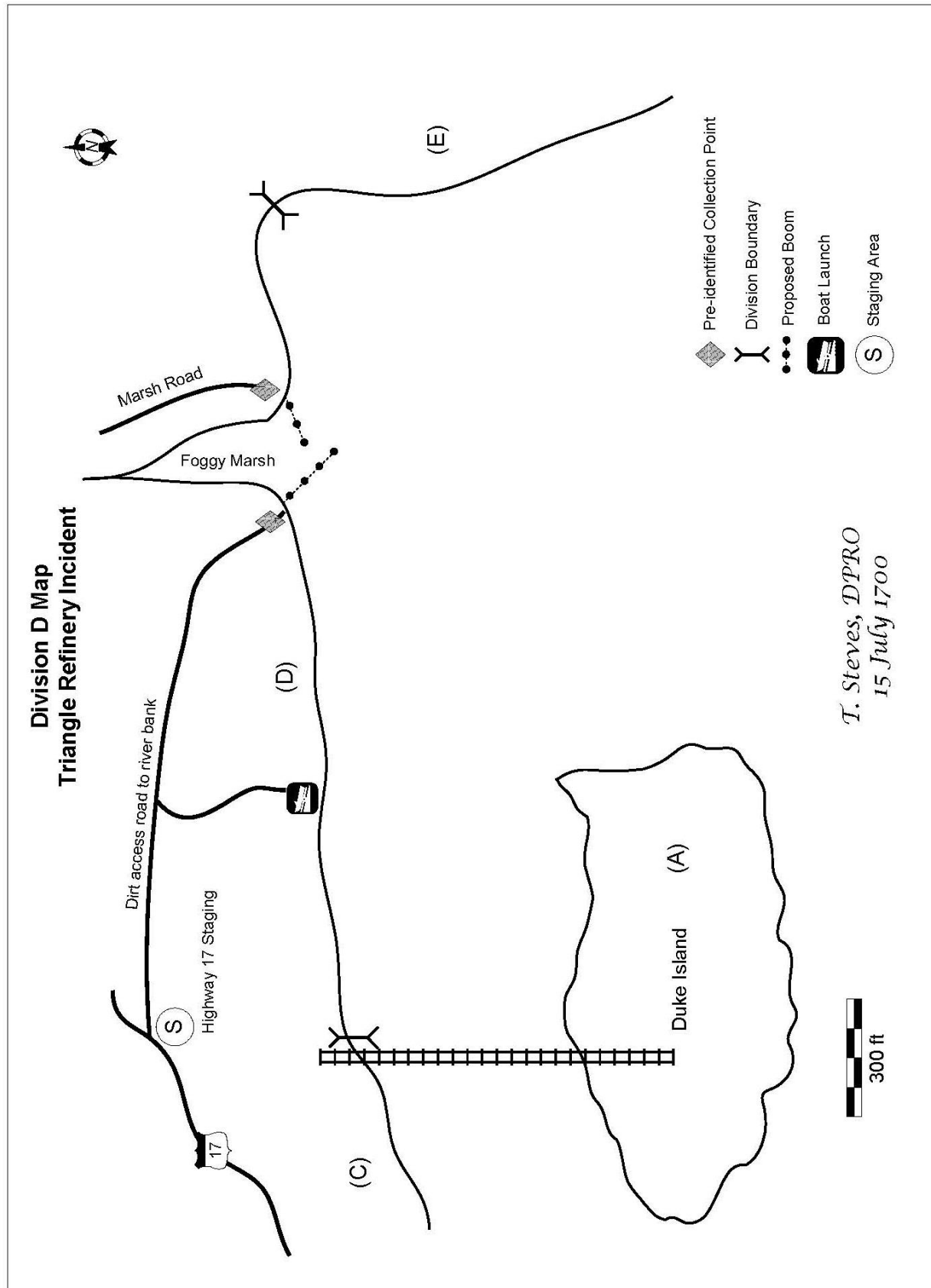
| ICS MAP/CHART DISPLAY SYMBOLOLOGY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>MINIMUM RECOMMENDED</b></p> <p><b>BLACK</b></p> <ul style="list-style-type: none"> <li>Proposed Boom</li> <li>Completed Boom</li> <li>××× Absorbent Material</li> </ul> <p><b>RED</b></p> <ul style="list-style-type: none"> <li>10 Aug ⊗ Hazard Origin 1430</li> </ul> <p><b>BLUE</b></p> <ul style="list-style-type: none"> <li>Incident Command Post</li> <li>Incident Base</li> <li>Camp (Identify by Name)</li> <li>Staging Area (Identify by Name)</li> <li>Joint Information Center</li> <li>Helispot (Location &amp; Number)</li> <li>Helibase</li> <li>Mobile Relay</li> </ul> <p><b>OPTIONAL</b></p> <p><b>BLUE</b></p> <ul style="list-style-type: none"> <li>Police Station</li> <li>Telephone</li> <li>Fire Station</li> <li>Mobile Weather Unit</li> <li>Emergency Operations Center</li> <li>Fire Aid Section</li> <li>Hospital</li> </ul> | <p><b>ORANGE</b></p>  <p>Oil Spread Prediction</p> <p><b>BLACK</b></p>  <p>Actual Oil or Chemical Plume</p> <p><b>BLACK</b></p> <ul style="list-style-type: none"> <li>[I] [I] Branches (Initially numbered clockwise from Incident origin)</li> <li>(A) (B) Divisions (Initially lettered clockwise from Incident origin)</li> <li>Division Boundary</li> <li>Branch Boundary</li> <li>Wind Speed and Direction: W/10 1600 9/7</li> <li>Safety/Security Zone: 1</li> <li>Boat Ramp: 1</li> </ul> <p>All overlays must contain registration marks. These may consist of identified road intersections township/range coordinates, map corners etc.</p> |
| TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN MAPS/CHARTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## 9.23. Example ICS 204a-CG Map

There is only a CG version of this form.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |                                                                        |                                        |                                                                     |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------|--|
| 1. Incident Name<br><b>Yaz Northern</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  | 2. Operational Period (Date/Time)<br>From: 30 AUG 1800 To: 31 AUG 0600 |                                        | ASSIGNMENT LIST<br>ATTACHMENT                                       |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  | ICS 204a-CG                                                            |                                        |                                                                     |  |
| 3. Branch<br><b>Oil Recovery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                                                                        | 4. Division/Group<br><b>Division B</b> |                                                                     |  |
| 5. Strike Team/Task Force/Resource Identifier                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  | 6. Leader                                                              |                                        | 7. Assignment Location                                              |  |
| 8. Work Assignment Special Instructions, Special Equipment Needed for Assignment, Special Environmental Considerations, Special Site Specific Safety Considerations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |                                                                        |                                        |                                                                     |  |
| <p>The best boat access to the island is on the southwest side. A helispot has been established on the north side of the island.</p>  <p>  Helispot<br/>  Sturgeon Breeding Ground<br/>  Snowy Plover Nesting Site<br/>  Proposed Boom Line<br/>  Completed Boom Line </p> <p>200 FEET</p> |  |                                                                        |                                        |                                                                     |  |
| Approved Site Safety Plan Located at: Incident Command Post                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |                                                                        |                                        |                                                                     |  |
| 9. Other Attachments (as needed)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                                                                        |                                        |                                                                     |  |
| 10. Prepared by (Date/Time)<br><b>M. Conners, DPRO 30 Aug 1530</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | 11. Reviewed by (PSC)<br>Date/Time<br><b>J. Gafkjen 30 Aug 1600</b>    |                                        | 12. Reviewed by (OSC)<br>Date/Time<br><b>P. Montoro 30 Aug 1620</b> |  |

## 9.24. Example Division Map



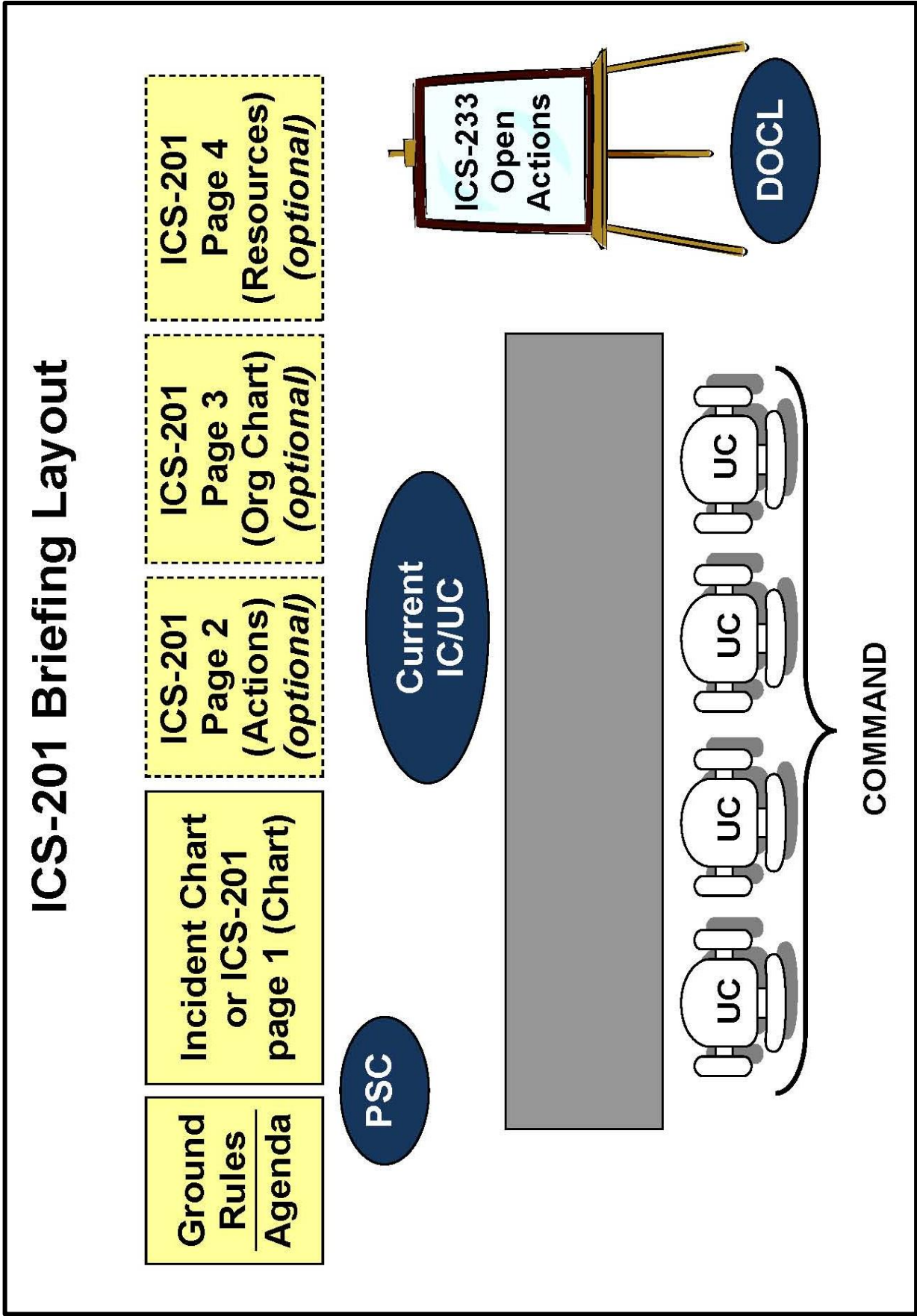
## 9.25. Meeting Preparation Checklist

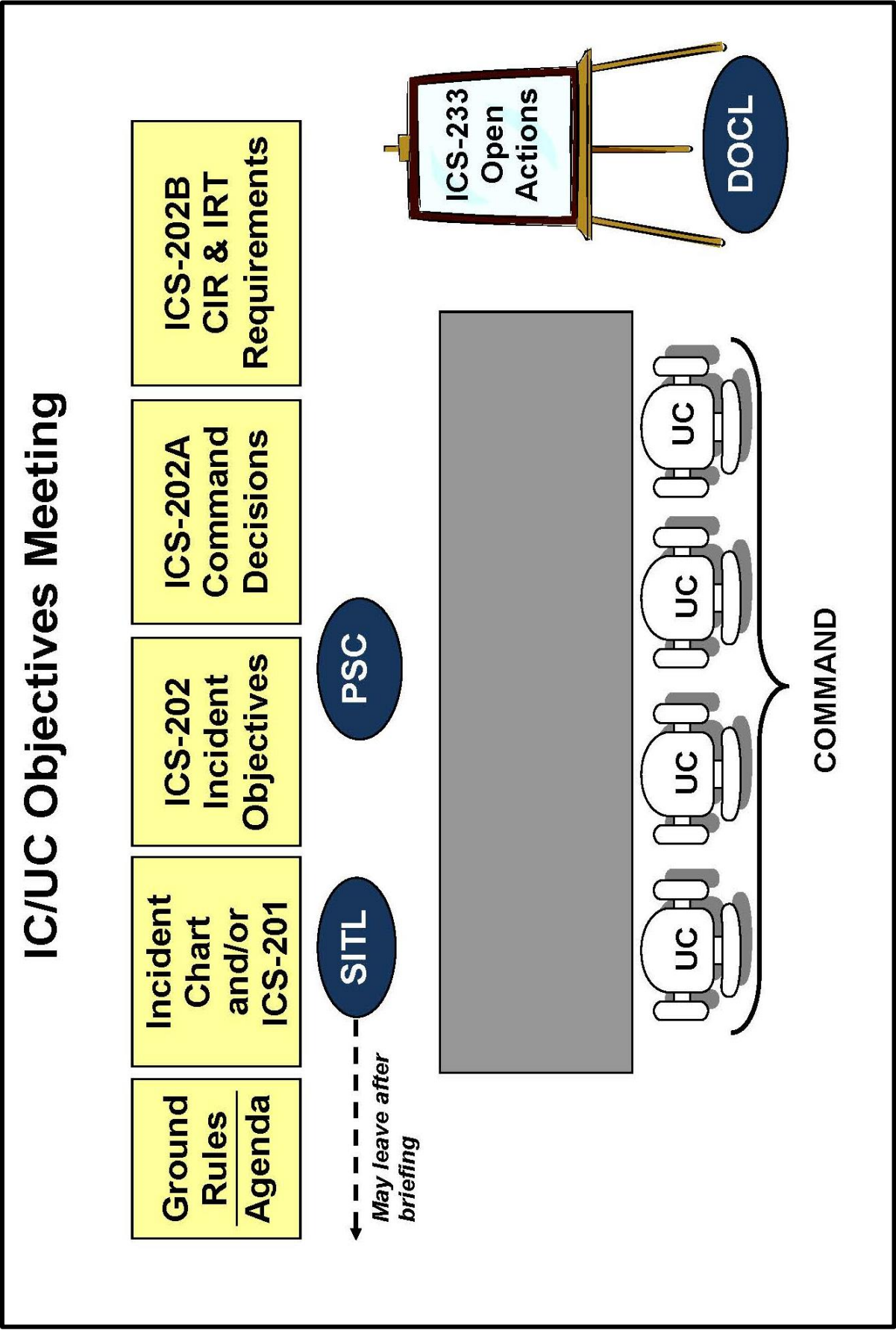
|  |                                                                                                                 |
|--|-----------------------------------------------------------------------------------------------------------------|
|  | Room Setup                                                                                                      |
|  | Ensure room setup is appropriate for specific meeting (see 9.26)                                                |
|  | Wall Display Setup                                                                                              |
|  | Ensure appropriate agenda posted                                                                                |
|  | Update maps/charts & trajectories                                                                               |
|  | Ensure meeting specific products are generated and posted                                                       |
|  | Prepare Briefing<br>Ensure you have negotiated your Situation briefing with OSC)<br>See 9.27 Briefing Checklist |

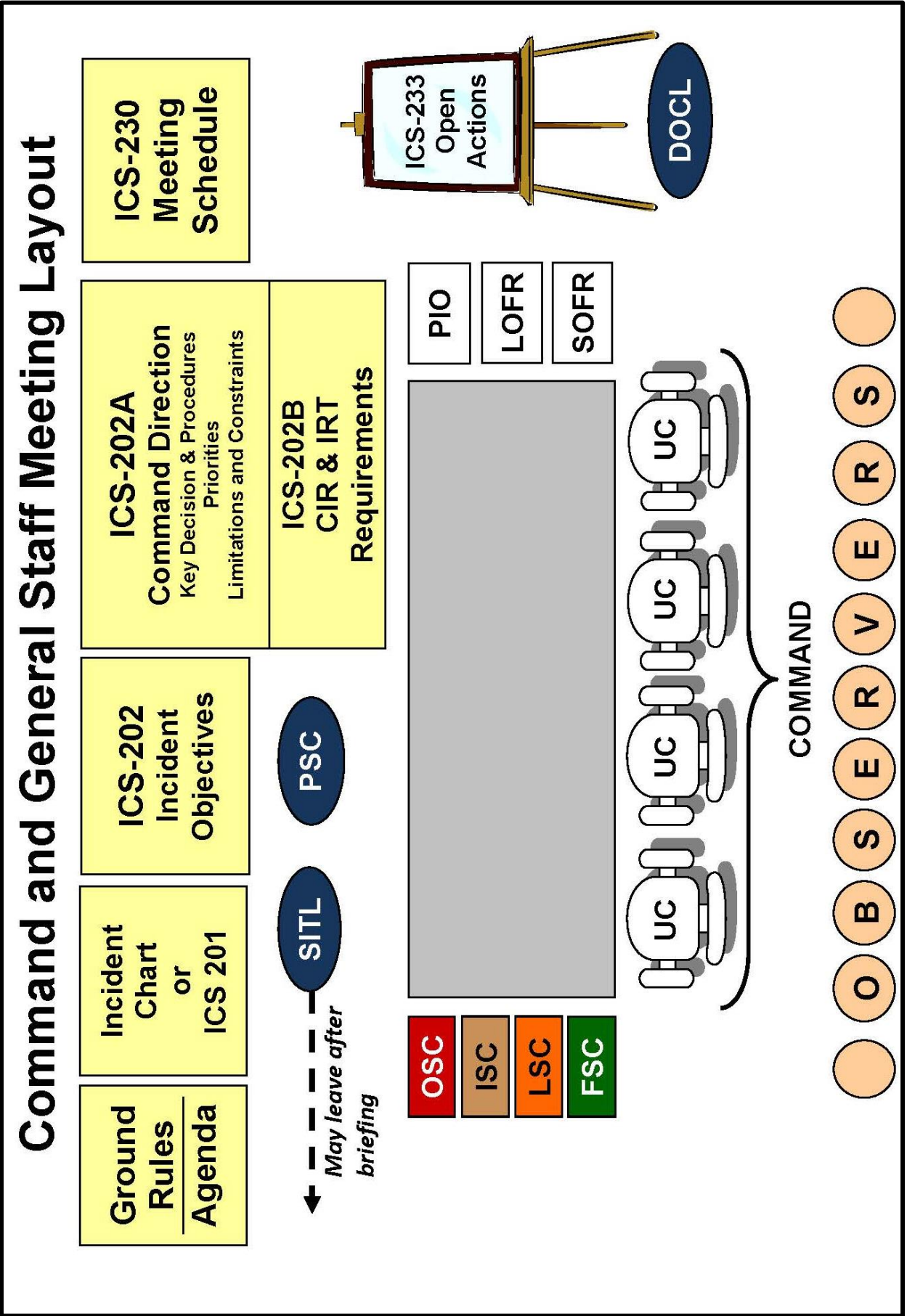
## 9.26. Meeting Layouts

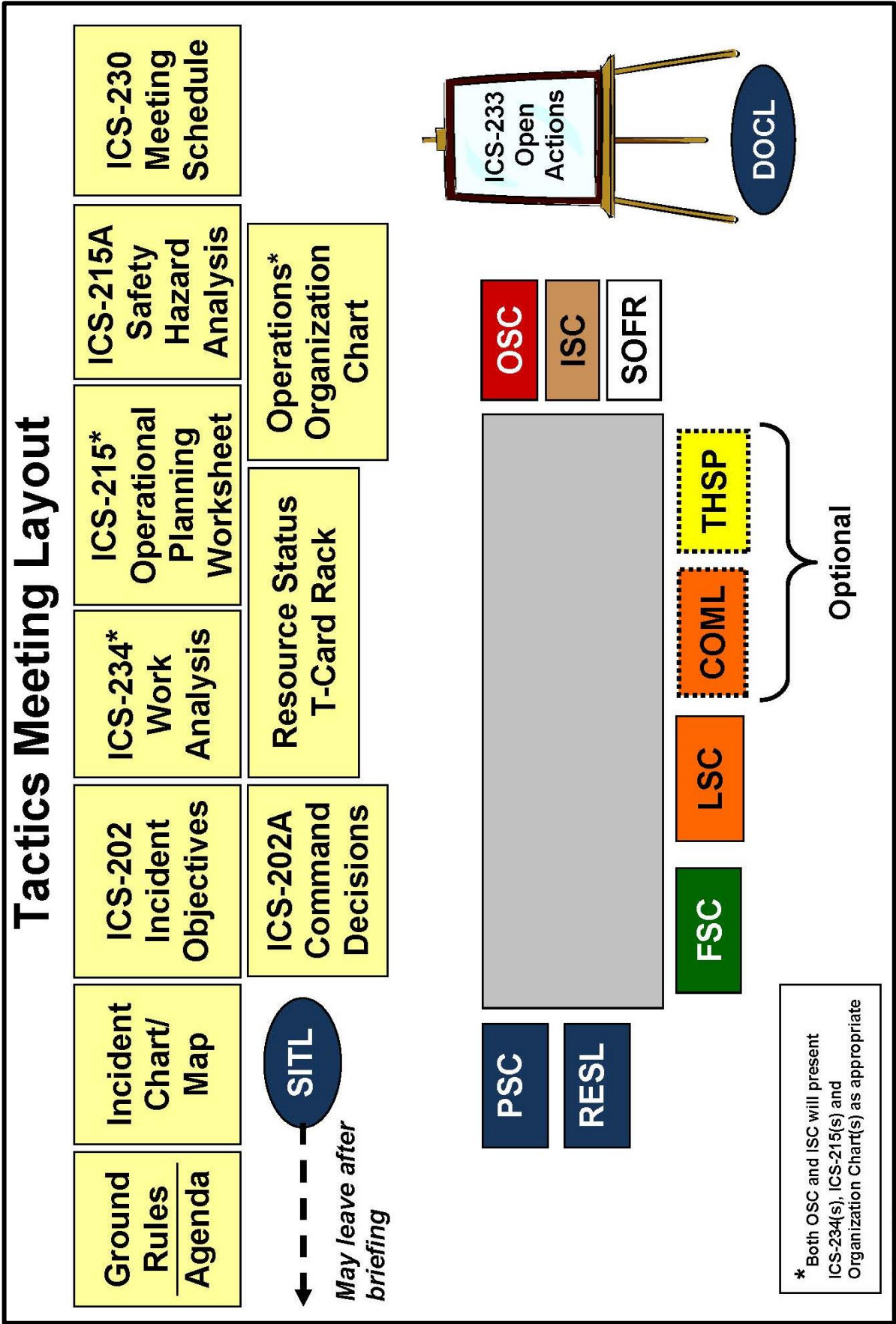
The following meeting layout diagrams are best practice guidelines and should be modified to best meet the needs of the incident you are responding:

- ICS 201 Briefing
- IC/UC Objectives Meeting (which can be used for Initial IC/UC Meeting)
- Command and General Staff Meeting
- Tactics Meeting
- Planning Meeting
- Operations Briefing

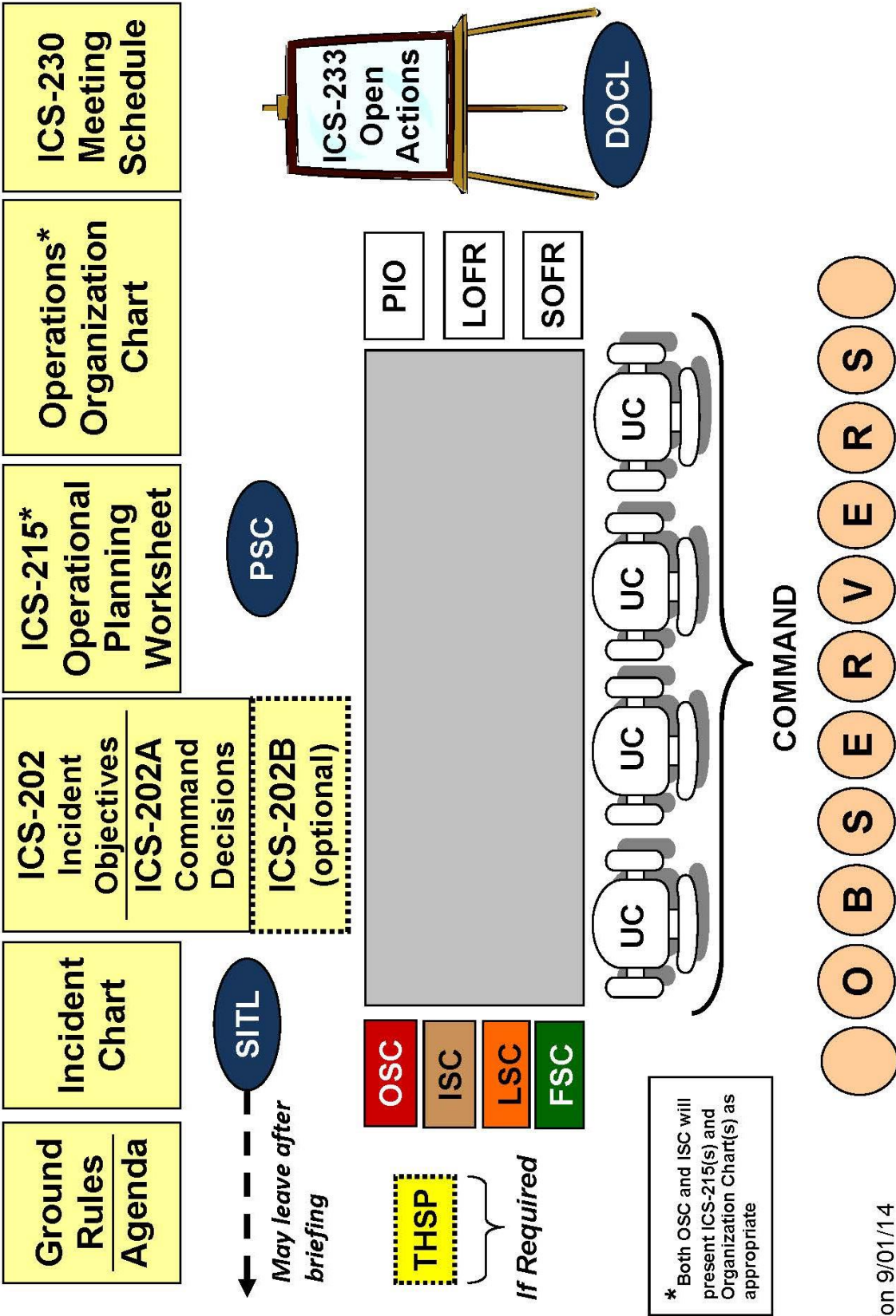




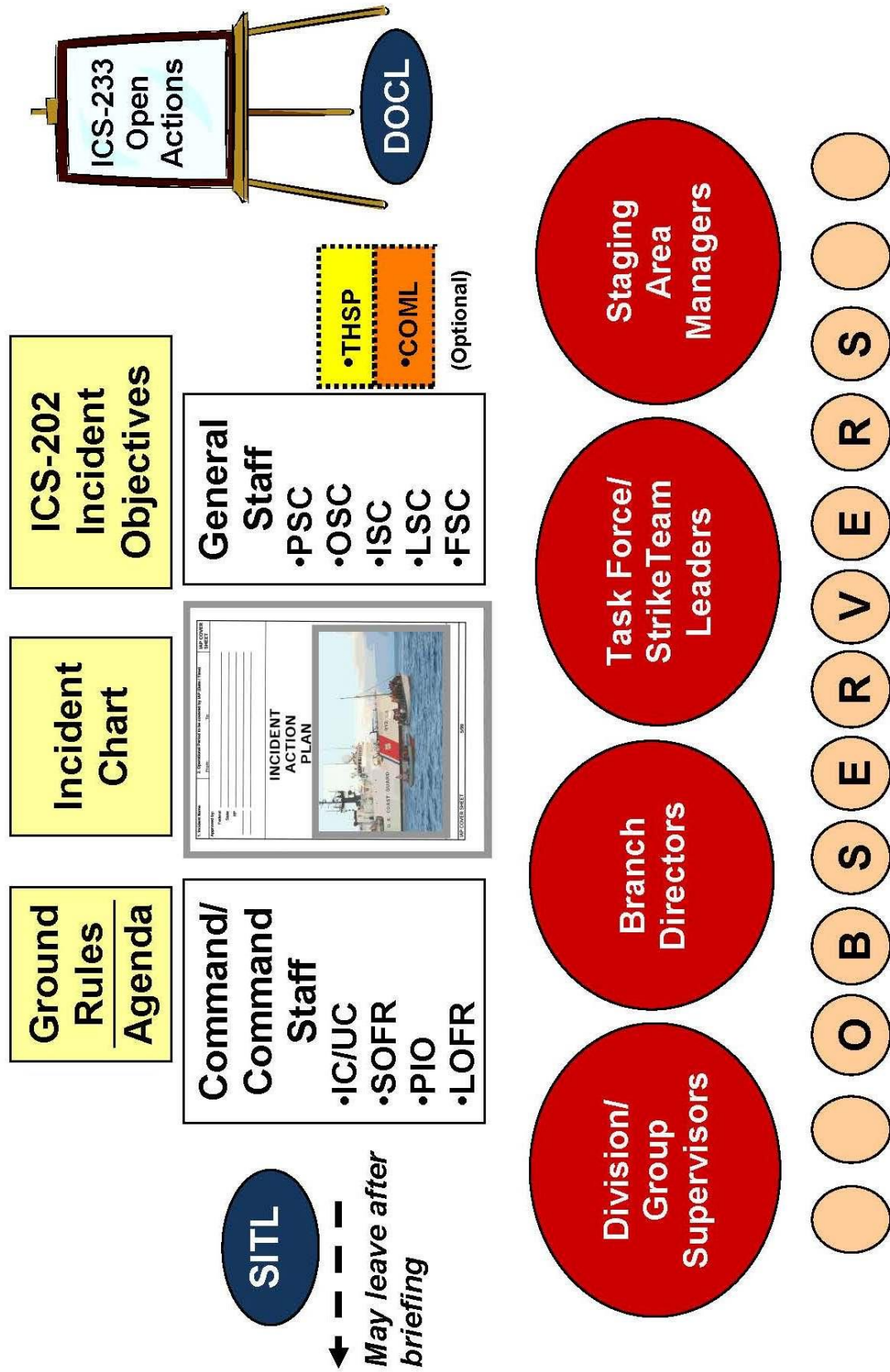




# Planning Meeting Layout



# Operations Briefing Layout



## 9.27. Briefing Checklist

### Briefing Checklist

|  |                                                                                                               |
|--|---------------------------------------------------------------------------------------------------------------|
|  | Determine briefing for level of detail on Common Operational Picture (e.g. Objectives meeting, Tactics, etc.) |
|  | Negotiate incident timeline to brief with PSC                                                                 |
|  | Weather (current and predicted)                                                                               |
|  | Brief current Area of Operations (AOR) on chart including organizational boundaries and support facilities    |
|  | Key geographic features                                                                                       |
|  | Status of on-scene activity by Branch, Division and/or Group                                                  |
|  | Accomplishments<br>Negotiate with OSC what each will brief                                                    |
|  | Predictions, modeling, incident escalation potential, etc.                                                    |
|  | Questions from the audience                                                                                   |

## 9.28. SITL Briefing Focus at ICS Process Meetings/Briefings

### Tactics Meeting – Informal Briefing

- Detailed briefing focused on prediction modeling, resources at risk, and responder safety.
- Includes environmental issues with potential adverse effect on operations (e.g., weather, topography, sea conditions, tides, currents).
- Cover timeframe from last briefing that all were in attendance (C&GS).
- Enables attendees to evaluate draft tactical plan to mitigate ongoing/predicted threats.

### Command and General Staff (C&GS) Meeting – Formal Briefing

- General brief of COP.
- Include modeling predictions that may affect incident potential.
- The first C&GS Mtg brief should cover from the start of incident (include 201 info). Otherwise cover from last briefing all C&GS were in attendance (e.g. Ops Brief).

### Planning Meeting – Formal Briefing

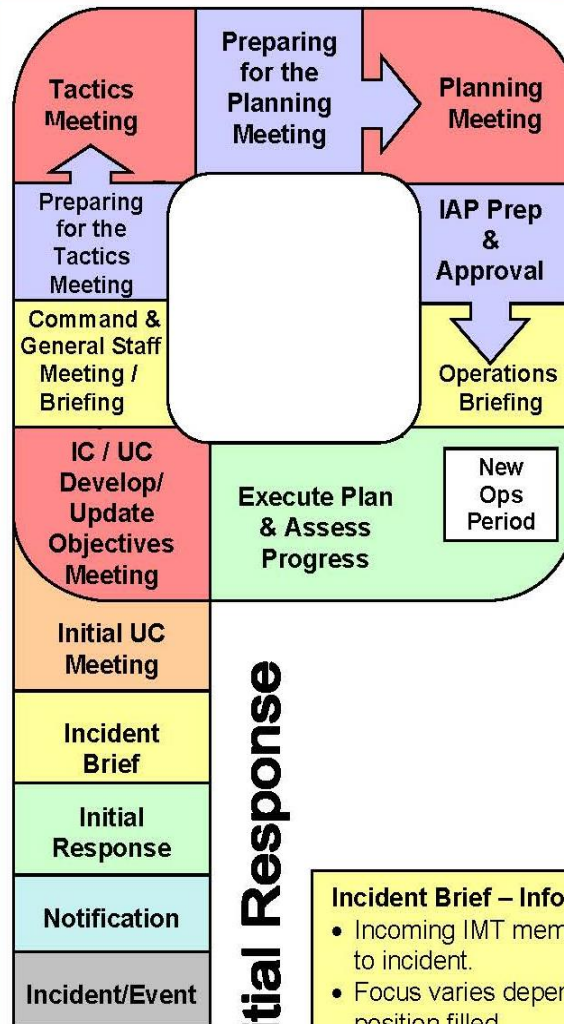
- General brief of COP.
- Include modeling predictions that may affect incident potential.
- Include operational focus for the OSC's briefing on planned tactical actions.
- Cover timeframe from last briefing all were in attendance (e.g. C&GS).

### IC/UC Objectives Meeting – Formal Briefing

- General brief of COP.
- Include modeling predictions that may affect incident potential.
- Include information that may influence operating procedures (e.g., information sharing and dissemination) and the development of incident objectives.
- First UC Meeting cover from the start of the incident (include 201 info). Otherwise cover from last briefing all UC were in attendance (e.g. Ops Brief).

### Initial UC Meeting – Formal/Enhanced ICS 201 Briefing

- Focus on information required by Command to begin developing guidance that will influence how incident will be managed (e.g., facilities, priorities, limitations and constraints, organizational structure, key decisions).
- Rely on contingency plans to help with resources at risk, critical infrastructure etc.



### Operations Briefing – Informal Briefing

- Focus on preparing oncoming Operation's Section personnel with information to enable them to understand what has occurred during last operational period
- Cover the future predictions, which could influence activities in field.
- First Ops Brief cover from the start of the incident (include 201 info). Otherwise cover from last briefing all were in attendance (e.g. last Ops Brief).

### Incident Brief – Informal Briefing

- Incoming IMT member orientation to incident.
- Focus varies depending on ICS position filled
- Can occur anytime on the incident

**Initial Response**

## 9.29. Debriefing Criteria

### Debriefing Criteria for FOBS

|  |                                                                          |
|--|--------------------------------------------------------------------------|
|  | Review ICS 214 before debrief to gather information on what to ask about |
|  | Safety issues/Hazards                                                    |
|  | Appropriate tasking/instructions given                                   |
|  | Communications problems                                                  |
|  | Transportation problems                                                  |
|  | Work accomplished                                                        |
|  | Area access limitations and conditions                                   |
|  | Weather concerns                                                         |
|  | Knowledge of assignment                                                  |
|  | Recommendations                                                          |
|  | Any other issues of concern                                              |
|  |                                                                          |
|  |                                                                          |

## Debriefing Criteria for DIVS

|  |                                                                          |
|--|--------------------------------------------------------------------------|
|  | Review ICS 214 before debrief to gather information on what to ask about |
|  | Safety issues/Hazards                                                    |
|  | Work Progress                                                            |
|  | Effectiveness of assigned equipment and personnel                        |
|  | Work remaining                                                           |
|  | Hindrances or barriers                                                   |
|  | Communications problems                                                  |
|  | Incident support facilities                                              |
|  | Resources at Risk                                                        |
|  | Topography                                                               |
|  | Area access limitations and conditions                                   |
|  | Weather concerns                                                         |
|  | Quality of the IAP                                                       |
|  | Accuracy of Maps/Predictions                                             |
|  | Recommendations                                                          |
|  | Any other issues of concern                                              |
|  |                                                                          |

### **9.30. Unit Meeting Guidelines**

The purpose of the Unit meeting is to keep your subordinates informed about Command's direction and how the role they play ties in to achieving that direction. This is good leadership. It is imperative that you conduct this meeting at least once a day!

- If possible, set a standard time and place for this meeting. A good time to hold this meeting is following the Section meeting when you have just received your direction from the PSC.
- Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and they will take care of you.
- Give your team a situation update. While some may not need or even want details, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.
- Brief current unit activities. Identify the work expected of your staff during this operational period and the next operational period.
- Compliment staff actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
- Remind your staff to provide input to the Unit ICS 214 daily.

**9.31. Situation Unit Self-Evaluation Checklist**

The Self-Evaluation Checklist can help SITL properly evaluate how the unit is performing.

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>Staffing and organization of Unit appropriate for incident</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Personnel assigned receiving proper in brief and expectations from the SITL</li><li><input type="checkbox"/> Personnel issues properly dealt with</li><li><input type="checkbox"/> Performance feedback/evaluations conducted</li><li><input type="checkbox"/> Work/rest timeframes appropriate</li></ul>                                                                                                                                                                                                                                                                                        |
|  | <p>Workspace and equipment appropriate for incident and utilizing appropriate technology</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|  | <p>Information Management process suitable</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Properly using the information management process and appropriate for IMT</li><li><input type="checkbox"/> Obtaining proper information</li><li><input type="checkbox"/> Situation display updated, accurate and appropriate</li><li><input type="checkbox"/> Reports provided in requested timeframes</li><li><input type="checkbox"/> Unit ICS 233-CG utilized well</li><li><input type="checkbox"/> Information flow process in unit working well</li><li><input type="checkbox"/> Coordination with IMT working well</li><li><input type="checkbox"/> Obtaining Feedback from IMT members on products</li></ul> |
|  | <p>ICS process meeting support suitable</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Room prepared appropriately for meeting</li><li><input type="checkbox"/> Situation display and forecasts for meeting appropriate</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|  |                                                                                                                                                                                      |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"><li><input type="checkbox"/> Briefings are relevant, focused, clear and concise</li><li><input type="checkbox"/> IAP Support appropriate</li></ul> |
|  | Unit documentation (ICS 214, etc.) appropriately completed and filed with DOCL                                                                                                       |

**9.32. Personnel Evaluation Criteria**

|  |                                                         |
|--|---------------------------------------------------------|
|  | Unit morale?<br>High Med Low                            |
|  | Are assignments completed on time?                      |
|  | Are injuries exceeding normal operating environment?    |
|  | Is team effectively interacting?                        |
|  | Are there a number of unresolved problems/issues?       |
|  | Is there any aggression or frustration by team members? |
|  | Possible solutions to problems/issues?                  |

**9.33. Transition/Relief Checklist**

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Organization of Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|  | Workspace and equipment status                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|  | Personnel Status – <ul style="list-style-type: none"><li><input type="checkbox"/> Number of personnel assigned</li><li><input type="checkbox"/> Expected lengths of assignment</li><li><input type="checkbox"/> Personnel issues,</li><li><input type="checkbox"/> Performance evaluations,</li><li><input type="checkbox"/> Pncoming personnel,</li></ul>                                                                                                                |
|  | Status of the Common Operational Picture <ul style="list-style-type: none"><li><input type="checkbox"/> Information Management Plan need</li><li><input type="checkbox"/> Information flow process in unit</li><li><input type="checkbox"/> Status of Unit ICS 233-CG</li><li><input type="checkbox"/> Status of ICS 240-CG</li><li><input type="checkbox"/> Feedback on products</li><li><input type="checkbox"/> Status of Unit Documentation (ICS 214, etc.)</li></ul> |
|  | Situation Display/Other displays <ul style="list-style-type: none"><li><input type="checkbox"/> Location(s)</li><li><input type="checkbox"/> Timelines for updates</li></ul>                                                                                                                                                                                                                                                                                              |
|  | Reports Status (ICS 209 and/or other) <ul style="list-style-type: none"><li><input type="checkbox"/> Timelines for updates</li></ul>                                                                                                                                                                                                                                                                                                                                      |
|  | ICS Process Meeting Briefings Status <ul style="list-style-type: none"><li><input type="checkbox"/> Expectations for briefings</li></ul>                                                                                                                                                                                                                                                                                                                                  |
|  | Possible solutions to problems/issues?                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## 9.34. ICS 225-CG Incident Personnel Performance Rating

This example is using the CG version of the form.  
The FEMA version can also be used.

| INCIDENT PERSONNEL PERFORMANCE RATING<br>ICS 225-CG                                                                                                                                                                |                                                               | INSTRUCTIONS: 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 ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT                                                                                                                    |                                                               |                                                                                                                                                                                                                                                                                                                                                       |                                          |                                                                                                                                                                    |                                                      |
| 1. Name:<br>Rank Last, First                                                                                                                                                                                       |                                                               | 2. Incident Name:<br>Enter Incident Name                                                                                                                                                                                                                                                                                                              |                                          |                                                                                                                                                                    |                                                      |
| 3. Home Unit and Phone Number:<br>Enter Unit or Home Office here                                                                                                                                                   |                                                               | 4. Location of Incident:<br>City, State                                                                                                                                                                                                                                                                                                               |                                          |                                                                                                                                                                    |                                                      |
| 5. Position Assigned:<br>ICS Position                                                                                                                                                                              | 6. Date of Assignment:<br>From: dd/mm/yyyy To: dd/mm/yyyy     |                                                                                                                                                                                                                                                                                                                                                       | 7. Date Incident Started:<br>dd/mm/yyyy  | 8. Incident Type:<br>Type I, II, III                                                                                                                               | 9. Incident Kind:<br>(Oil/Hazmat Spill/SAR/Fire/Etc) |
| 10. Evaluation                                                                                                                                                                                                     |                                                               |                                                                                                                                                                                                                                                                                                                                                       |                                          |                                                                                                                                                                    |                                                      |
| Rating Factors                                                                                                                                                                                                     | N/A                                                           | 1 - Unacceptable                                                                                                                                                                                                                                                                                                                                      | 2                                        | 3 - Met Standards                                                                                                                                                  | 4                                                    |
| 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.<br><input type="checkbox"/>                                                                                                                                                                                                           | <input type="checkbox"/>                 | Competent and credible authority on specialty or operational issues.<br><input type="checkbox"/>                                                                   | <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.<br><input type="checkbox"/>                                                                                                                                                                                                            | <input type="checkbox"/>                 | Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates.<br><input type="checkbox"/>               | <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.<br><input type="checkbox"/>                                                                                                                                                                                         | <input type="checkbox"/>                 | Receptive to change, new information, and technology.<br><input type="checkbox"/>                                                                                  | <input type="checkbox"/>                             |
| D. Communication Skills:                                                                                                                                                                                           | <input type="checkbox"/>                                      | Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic.<br><input type="checkbox"/>                                                                                                                                                                                                                               | <input type="checkbox"/>                 | Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message.<br><input type="checkbox"/>           | <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.<br><input type="checkbox"/>                                                                                                                                                                                      | <input type="checkbox"/>                 | Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable.<br><input type="checkbox"/>   | <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.<br><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.<br><input type="checkbox"/> | <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.<br><input type="checkbox"/>                                                                                                                                                                                          | <input type="checkbox"/>                 | Skillfully used teams to increase unit effectiveness, quality, and service.<br><input type="checkbox"/>                                                            | <input type="checkbox"/>                             |
| H. Initiative                                                                                                                                                                                                      | <input type="checkbox"/>                                      | Postponed needed action. Implemented or supported improvements only when directed.<br><input type="checkbox"/>                                                                                                                                                                                                                                        | <input type="checkbox"/>                 | Championed improvement through new ideas, methods, and practices; self-starter.<br><input type="checkbox"/>                                                        | <input type="checkbox"/>                             |
| I. Adherence to safety:                                                                                                                                                                                            | <input type="checkbox"/>                                      | Failed to adequately identify and protect personnel from safety hazards.<br><input type="checkbox"/>                                                                                                                                                                                                                                                  | <input type="checkbox"/>                 | Ensured that safe operating procedures were followed.<br><input type="checkbox"/>                                                                                  | <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.<br>Rank Last, First                                                                                                                           |                                                               |                                                                                                                                                                                                                                                                                                                                                       |                                          |                                                                                                                                                                    | 13 Date:<br>mm/dd/yyyy                               |
| 14. Rated By (signature/print name):<br>Rank Last, First                                                                                                                                                           | 15. Supervisor Home Unit (address/phone):<br>Rank Last, First |                                                                                                                                                                                                                                                                                                                                                       | 16. Supervisor Position:<br>ICS Position |                                                                                                                                                                    | 17. Date:<br>mm/dd/yyyy                              |

## 9.35. Situation Unit Leader Activities in the ICS Planning Process

