Incident Command System

Situation Unit Leader

- SITL -
Job Aid

Revision 2
July 2014

SITL Job Aid

Situation Unit Organization

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                    ┌──────────────────┐
                    │  Situation Unit  │
                    │  Leader (SITL)   │
                    └──────────────────┘
              ┌──────────────────┐
              │    Assistant     │
              │ Situation Unit   │
              │     Leader       │
              └──────────────────┘
  ┌────────────┐  ┌──────────────┐  ┌──────────────┐  ┌────────────┐
  │  Display   │  │Field Observers│ │  Technical   │  │   Report   │
  │ Processors │  │    (FOBS)    │  │ Specialists  │  │ Processors │
  │   (DPRO)   │  │              │  │   (THSP)     │  │            │
  └────────────┘  └──────────────┘  └──────────────┘  └────────────┘
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Situation Unit CD

SITL Job Aid

Table of Contents

SITL Job Aid

1.Overview

1.1.   User

The user of this job aid will be anyone who is assigned as Situation Unit Leader (SITL) within the National Incident Management System (NIMS) Incident Command System (ICS).

1.2.   When to Use

This job aid should be used to assist the SITL whenever the ICS is used.

1.3.   Major Accomplishments

The SITL's primary responsibility is to collect, analyze and disseminate Common Operational Picture information for the incident or event. The major accomplishments listed below support this effort and are expanded further into checklists in this job aid.

- Pre-Assignment Actions
- Pre-Deployment Actions
- Check in to the Incident
- Conduct Situation Assessment
- Receive Initial Brief
- Activate Situation Unit
- Develop Situation Unit Processes
- Manage Unit Personnel and Activities
- Collect Incident Information
- Organize and Evaluate Incident Information

- Disseminate Incident Information
- Provide Situational Briefings
- Demobilize Unit

1.4. References

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

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

1.5. Materials and Forms

A complete list of materials can be found in Appendix 3.2. Ensure these materials are available throughout the event. Submit request for supplies in accordance with the incident's resource request process.

Most of the forms necessary to complete this job can be found on the Texas A&M Forest Service ICS web pages at http://tfsfrp.tamu.edu/toolbox/classic.html

1.6.   Other

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

Checklists

Pre-Assignment Actions

	Ensure personal readiness for assignment (See detail on page 14)
	Ensure SITL certification is current (See detail on page 15)
	Assemble SITL Deployment Kit (See detail on page 15)

Pre-Deployment Actions

	Receive assignment (See detail on page 16)
	Verify reporting location, date and time (See detail on page 16)
	Finalize personal readiness for assignment (See detail on page 16)
	Receive Resource order and order number (See detail on page 16)
	Make travel arrangements (See detail on page 17)
	Verify/Update personal deployment kit (See detail on page 17)
	Verify/Update SITL deployment kit (See detail on page 18)

Check in to the Incident

	Check-in on ICS 211 (See detail on page 19)
	Receive tasking (See detail on page 19)
	Check in with Finance/Admin Section (See detail on page 19)
	Check in with Logistics Section (See detail on page 20)
	Review Site Safety Plan (See detail on page 21)

Obtain Situation Assessment

	Review ICS 201 or IAP and Situation Status Display (See detail on page 22)
	What kind of incident? (See detail on page 22)
	Who are key players? (See detail on page 23)
	When incident occurred? (See detail on page 23)
	Where is incident location/AOR? (See detail on page 23)
	What is the incident organization? (See detail on page 24)
	Obtain a meeting and briefing schedule (See detail on page 24)

Receive Initial Brief

	Define your role (See detail on page 25)
	Obtain PSC expectations (See detail on page 25)
	Determine any limitations and constraints (See detail on page 26)

Activate Situation Unit

	Determine staffing requirements (See detail on page 27)
	Establish Situation unit work location (See detail on page 29)
	Organize and brief subordinates (See detail on page 30)
	Acquire work materials (See detail on page 30)
	Establish Information Management Process (See detail on page 31)
	Establish initial internal and external reporting requirements (see detail on page 33)
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	Begin/maintain Unit Activity Log (ICS 214) (See detail on page 33)

Oversee the Information Management Processes

	Identify Critical Information Requirements and Immediate Reporting Threshold Requirements (See detail on page 38)
	Establish system for gathering/monitoring incident information (See detail on page 38)
	Verify/Synthesize/Analyze Information (See detail on page 39)
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	Manage schedule for collecting information (See detail on page 43)
	Obtain Feedback/Evaluate Information Management Process Performance (See detail on page 41)

Support the ICS Planning Process

	Set up meeting rooms (See detail on page 45)
	Provide Situation Status Briefings (See detail on page 45)
	Provide Incident Action Plan support (See detail on page 46)

Manage Unit Personnel

	Schedule unit staff meeting (See detail on page 47)
	Provide On the Job Training (OJT) as appropriate (See detail on page 47)
	Forecast Requirements (See detail on page 47)
	Evaluate individual personnel performance (See detail on page 48)

Demobilize Personnel and Unit

	Provide Input to the Demobilization Plan (See detail on page 49)
	Review Approved Demobilization Plan (See detail on page 49)
	Supervise demobilization of unit personnel (See detail on page 49)
	Supervise demobilization of unit (See detail on page 49)

2. Detailed Position Instructions

2.1.   Pre-Assignment Actions

2.1.1.   Ensure personal readiness for assignment: If you deploy without being personally ready, it will affect your ability to respond and cause a burden on the incident management team. Personal readiness includes:

- Medical/dental readiness
  o 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)
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy. This means ensuring your financial situation is in order.
  o Ensuring bills will be paid while deployed.

- Family Readiness
  - o Ensure you have a Dependent Care/Pet Care plan for when deployed.   Please check www.militaryonesource.com for assistance.

2.1.2.   Ensure SITL certification is current (as per COMDTINST(s) and PQS).
- ICS training (e.g. ICS-300, ICS-346).
- Incident specific training (e.g. area familiarization, etc.)

2.1.3.   Assemble SITL Deployment Kit
- Ensure all items found in Appendix 3.2 are ready to go BEFORE you get the call to deploy.
- Ensure supplies are restocked from last deployment.

2.2.   Pre-Deployment Actions

2.2.1.   Receive assignment
- You may receive your assignment via message, phone call, supervisor, or on orders.

2.2.2.   Verify reporting location, date and time
- You should verify reporting location, date and time, order number, as well as Incident Command Post (ICP) contact numbers for assistance with check-in.

2.2.3.   Finalize personal readiness for assignment
- Review the pre-assignment check list to ensure readiness for assignment which includes personal, dependent, and financial readiness.
- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

2.2.4.   Receive Resource Order and order number
- A written resource order will be issued by the Texas Interagency Coordination Center (TICC) competent authority is required for reimbursement of travel expenses. You may begin traveling under oral orders, but make sure the Team leader has the resource order.

- The Incident order number and resource order number are different. The order number will be used at check-in to verify the position that you will be filling. More information on this can be found in section 2.3.
- Order Number is generally in the following format:
  - Example: O-374 (O is for Overhead, and the 3 digit number is assigned by Logistics)

2.2.5.   Make Travel Arrangements

- The team leader or IC will decide on best travel method for the team members.
- Make travel arrangements using approved State of Texas travel guidelines using state per diem rates. Use GSA per diem rates for Texas.
  http://www.gsa.gov/portal/category/100120

2.2.6.   Verify/update personal mobilization kit (see detail Appendix 0).

A personal mobilization kit contains your personal items needed for the deployment and includes items like:

- Medications
- Uniforms and/or appropriate clothing
- Special PPE or special weather clothing required.

- Verify if any special PPE will be provided by the incident.

2.2.7.   Verify/update SITL Deployment kit (see detail 3.2)

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

2.3.   Check in to the Incident

2.3.1.   Check-in on ICS 211:

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

- Check In - Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly.
- On some incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.
- The incident will want a number where you can be reached, your home base, how you got to the incident as well as any additional qualifications you may have.

2.3.2.   Receive Tasking

- The check-in recorders should be able to tell you how to get to the ICP or where you will be working within the incident.

2.3.3.   Check in with Finance/Admin Section

- Leave copy of resource orders or other travel documents with FSC or Admin Officer. Determine how often to turn time into FSC and start OF- 288 Emergency Firefighter Time Report.

2.3.4.   Check in with Logistics Section

- Lodging assignment: The incident is responsible for ensuring you have adequate lodging, unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are housed.
- Meal schedule: The size, complexity and location of an incident will impact the availability of meals. On most AHIMT responses, meals are the responsibility of the individual. If meals are provided; the incident generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim.
- Consumables: Determine where to obtain necessary materials for the unit (e.g. copy paper, pens, markers, etc.).

- Incident Credentials: On some incidents, credentials (badges) are created for all assigned personnel.   If the incident is creating credentials, you should receive them when you check-in.

2.3.5.   Review the Site Safety Plan
- All overhead personnel and tactical resources (Operations personnel) must review the incident specific Site Safety Plan and sign the Worker Acknowledgement Form.
- A copy of the Site Safety Plan may be found at Check-In, Staging Areas, and in the Command Post in the Operations Section Chief and Site Safety Officer's work area.
- On large incidents it may also be posted in areas near the meal area and any other place large groups of people will congregate.
- Periodically review the Site Safety Plan to learn about any additions and updates to the Plan.

2.4. Obtain Situation Assessment

The following tasks should be accomplished after checking-in to the incident.

2.4.1.   Review the current ICS 201 and/or IAP
- The purpose of this task is to acquire additional background on the incident prior to starting your assignment.
- Regardless of when you arrive at an incident there is usually very little time for someone to brief you.
- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident:

2.4.2.   What is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)?
- This gives you an idea of the resources that should be operating in theatre.
- Determine if the incident is Type 1, 2, 3, 4 or 5.

2.4.3.   Determine the size and complexity of the incident:
- Who are you working for (IC, UC, AC, NIC)?
- Is the incident expanding or contracting?
- What is the press interest?
- Are there any political considerations to the incident?

2.4.4.   Who are key players (Federal, State, local, industry)?
- This may give you some insight into why Command is setting particular objectives as well as the boundaries of the incident Area of Responsibility (AOR).
- One of the most important considerations to the Incident Management Team (IMT) is the local community they are serving. Do you know what their goals/expectations of you are as the IMT?

2.4.5.   When did the incident take place?
- An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.

2.4.6.   Where did the incident take place?
- Do you know the unit Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area.
- What is the difference between the unit AOR and the incident AOR? Generally, there is a difference.

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

2.4.7.   What is the incident organization?
You must know who is in your direct chain of command as well as other key players such as the Incident / Unified Commander(s) (IC/UC), Operations Section Chief (OSC), Logistics Section Chief (LSC), Finance/Admin Section Chief (FSC), Liaison Officer (LNO), and Safety Officer (SOFR).

2.4.8.   Obtain a meeting and briefing schedule
- When is the next meeting or briefing that should be attended?
- Will you be required to present the next situation brief?
- If not already filled out, create the Meeting Schedule and post.

2.5.   Receive Initial Brief

The initial briefing is the opportunity for the SITL to receive additional details about their incident assignment. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the Planning Section Chief (PSC) and/or Deputy PSC before you start working. If you are NOT able to have this brief, you may be able to be briefed by the current SITL or other Planning Section personnel.

2.5.1.   Define your role

- How big a role are you playing? Are you playing the role of SITL and another unit leader (multi-hatted)?
- Do you have the experience for the role you are playing?
- Do you have authority from the PSC to request resources?

2.5.2.   Obtain the expectations of the PSC/SITL

PSC/SITL's come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident it is possible that the PSC does not have expertise in Situation unit activities.

- Your experience with a specific type of incident gives you helpful insight on information requirements, methods, and resources necessary to fulfill thosexpectations.
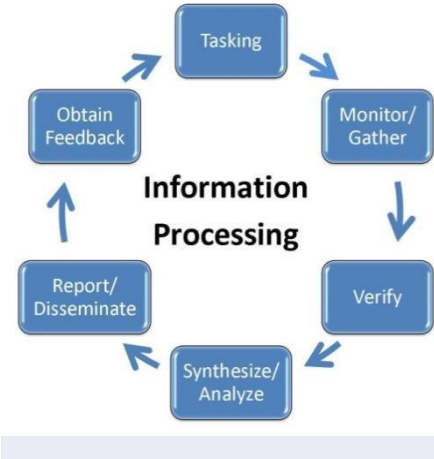
- o If you don't have experience with the specific type of incident, it would be to your benefit to request personnel with that experience to serve as an Assistant SITL.
- At a minimum clarify the following expectations from the PSC:
  - o Does Command and/or PSC want a briefing from you on the process and procedures you typically use as SITL?
  - o How often does the PSC want to be updated?
  - o What are their trigger points?
  - o What are the Immediate Reporting Thresholds?

2.5.3.   Determine any limitations and constraints
- Staff size
- Wall space
- Battle rhythm

2.6.   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 support the ICS Planning Process.

Manage Unit Personnel	Oversee Information Management Process	Support the ICS Planning Process
• Staff • Organize • Manage • Evaluate		• Meeting Setup • Situational Briefings • IAP Support • Other

2.6.1.   Determine Staffing Requirements

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

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

- 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 Specialist (e.g. Situation Report (SITREP) writer, Geographic Information Specialist (GIS), Marine Information for Safety and Law Enforcement (MISLE) data entry specialist, Trajectory specialist, Weather observer, etc.).
- Submit an ICS 213 in accordance with the incident resource requesting process.

- Ensure your calculations consider 24 hour operations if necessary (i.e. double the table numbers for 24 hour operations).

2.6.2.   Establish work location(s)
- Ensure adequate work space for number of personnel and equipment including the possibility for expansion.
- The Situation Unit should be located within the Planning Section and in the vicinity of Resources and Operations.
- There are many possible locations for Situation Status Displays; the primary Situation Status Board should be located very close to the Operations Section Staff, your primary audience. If possible this should be accessible to other ICP personnel.   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.
- 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: 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.
- The SITL must keep in mind the need for sufficient wall space to mount maps/charts, forms, photos, projected images, etc. including the need for growth.

2.6.3.   Acquire work materials
- Identify appropriate work materials based on Situation Unit & Situation Status Display locations (see Appendix 3.11).
- Submit a Resource Request (ICS 213) in accordance with incident resource request process (see detail in Appendix 3.6).

2.6.4.   Organize and brief subordinates
- Identify the immediate information demands (i.e. SITREP 1, MISLE, and maintain the Common Operating Picture) and organize your personnel to meet those demands until additional personnel report.
- Conduct the initial staff meeting as outlined in Appendix 3.19 to establish guidelines, expectations, work schedule, meeting schedules, customer needs, and display content and locations.
- Outline 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) or THSP(s)).

2.6.5.   Establish Information Management Process

The success of the Situation Unit is measured by IMT customer satisfaction with information flow, management, and availability. See section 2.7 for more information about the Information Management Process. Setting expectations early with help define your success.

- Assign personnel to create the Situation Status Board as outlined in Appendix 3.11.
- Use ICS 201 page 1 & 2 or IAP to establish current baseline (use poster printer to enlarge if possible).
- Print & post current weather, tides/currents, news stories, etc.
- Print & post map/chart of Incident AOR.
  - o Using standard ICS symbology (See Appendix 3.13) display key facilities.
  - o Ensure that the Map/Chart meets the STAND principle.

- **S**cale
- **T**itle
- **A**uthor
- **N**orth Arrow
- **D**ate & Time
  - o With input from OSC, determine and display the division/group boundaries.
  - o Display sensitive areas.
  - o Display projections (weather, spill, etc) if available.
- Print & post daily meeting schedule.
- Validate current information posted on the situation status board.
- 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). You may or may not have this displayed on the chart.
- Assign personnel to create the Situation Status Summary (ICS 209) and/or SITREP(s).
- Establish an INBOX/OUTBOX area near the main SITL display.
  - o 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, tides

- ▪ Other updates necessary to keep the picture of the current status complete and current
  - o The OUTBOX will be the location that historical data will flow enroute to the Documentation Unit once it is updated with current data.

2.6.6.   Establish initial internal and external reporting requirements

- • Establish a timeline comparison to ensure the situation unit is able to meet the reporting/briefing requirements.(e.g. table below).
- • 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).

Meeting	OBJ	C&GS	Tactics	Plng
Time	0800	0830	1200	1300
Input Due	FOBS report due	SITL brief due	?	?
Time Due	0700	0800	?	?

2.6.7.   Begin/Maintain Unit Activity Logs

- • Assign personnel to maintain running Chronology of Events Log (ICS 214A-CG). See Appendix 3.8 for example.

- Complete unit log (ICS 214). See Appendix 3.7 for example.

2.6.8.   Begin Support to the ICS Planning Process

Beginning support to the ICS Planning Process is a key responsibility of the Situation Unit Leader. This includes preparing for and giving briefings at the various process meetings. See section 2.8 for more information.

2.7.   Oversee Information Management Processes

Tasking

Monitor/Gather

Verify

Synthesize/Analyze

Report/Disseminate

Obtain Feedback

Information Processing
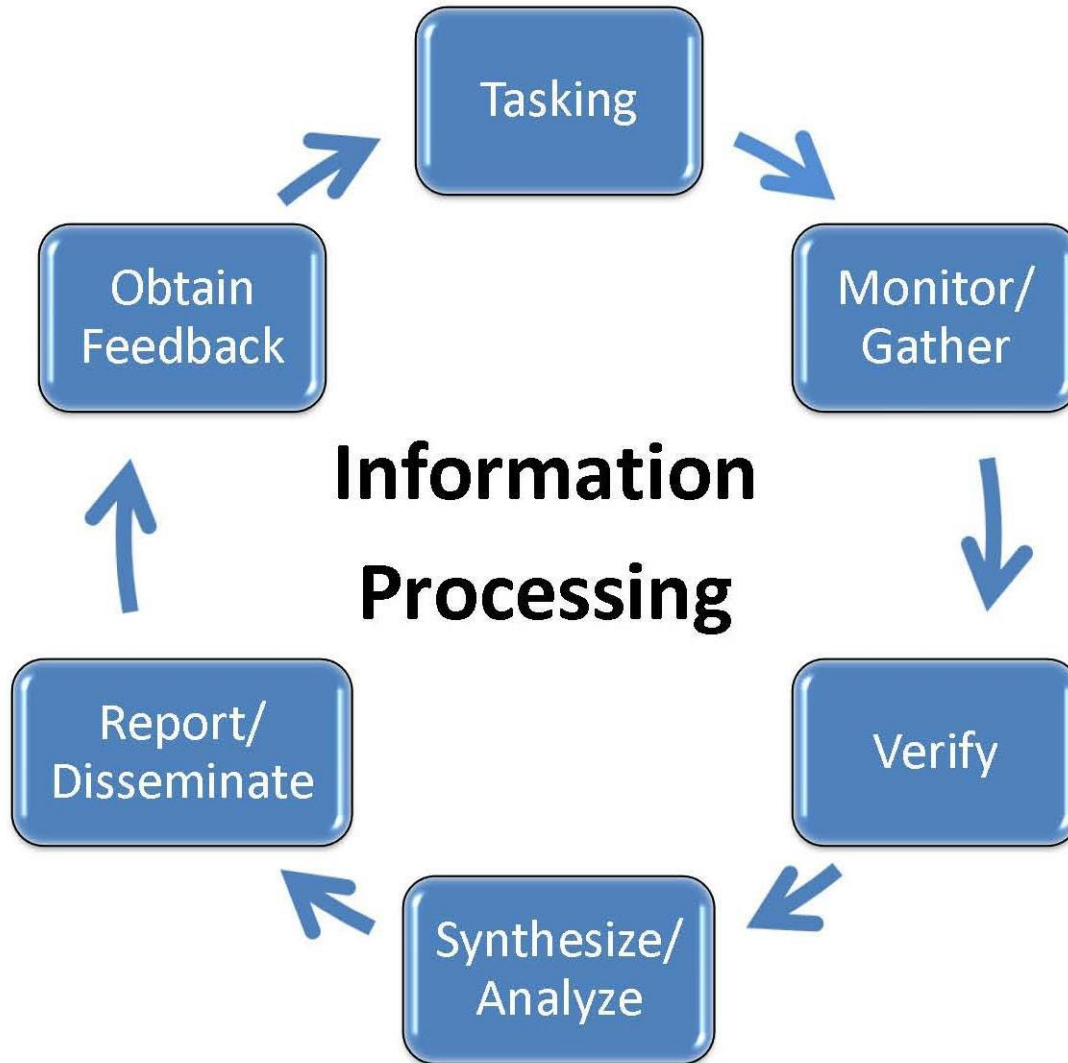
Information Management Process

Information Management - Participants, Relationships for Critical Information Requirements

	Tasking	CIR Development	Monitor/Gather	Verify	Synthesize	Analyze	Report/Disseminate - Internal	Report/Disseminate - External	Customer	
IC/UC	P	P	x	x			X	P	P	
PIO		x	x	x		x		Media	P	
LOFR		x	x	x		x		Stakeholders	P	
SOFR			x	x						
OSC	x	P	x	x			P		P	
PSC	x						x	x		Plan Manager
SITL			x	x	P	P	P			Plan Developer
ENVL			x	x	x	P		ENVL Community		
MTSL			x	x	x	P		MTSL Community		
INTL	x		x	x	x	P		INTL Community		
RESL			x	x	x	x	x			
LSC		x	x	x	x	x		LSC Community		
COML			x	x	P					
FSC			x	x	x	x		FSC Community		

P - Primary

The Situation Unit Leader must determine what information to use for the Common Operational Picture for the incident. There is a 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. See chapter 4 and Chapter 11 of the Incident Management Handbook and the Information Management Job Aid for more information. Typically, the Incident Commander will identify the Critical Information Requirements or the information needed for the incident. The Critical Information Requirements may vary depending on type of information, end user experience and expectations (e.g. table below).

Critical Info	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.

Immediate Reporting Thresholds 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) and significant changes in weather or unexpected inclement weather.

- Identify Critical Information Requirements
- Determine the requirement for information input and reporting from the IC/UC
  o Who are the users of our information?
- Identify what command defines as Critical Information Requirements and Immediate Reporting Thresholds and post on Situation Status Display (ICS 202B, see example in section 3.4).

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

per Appendix 3.16.
- o Brief support staff on the reporting requirements and time expectations
- o Consider staggering reporting times to manage incoming information flow
- o Brief support staff on general communication protocol and pass out Incident Radio Communication Plan (ICS 205)
- Determine method to log incoming data/information.
  - o Chronology of Events log
  - o Unit Log (ICS 214)

- •   Verify/Synthesize/Analyze Information
When data/information is received, it must be converted into usable information for the incident
- Determine if data/information is related to incident and to be managed by the Situation Unit.
  - o Review Critical Information Requirements and Immediate Reporting Thresholds (ICS 202B if completed).
  - o If related, log on ICS 214.
- Determine if data/information is valid.
  - o Information may need to be validated or verified depending on the source.
- Analyze/Synthesize the data/information
  - o Does the information have to be modified to be

used?
- o 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.
- Determine the time sensitivity of the information
  - o The information may be time-sensitive and needs to be reported immediately.
  - o If not time-sensitive determine briefing methodology.

- Report/Disseminate incident information to customers
- Determine the method of reporting/disseminating information
- Internal customers (i.e. UC, IMT)
  - o Planning Process Meetings and Briefings.
  - o Display(s) at various locations (update frequency and level of detail may vary based on location).

- o Other briefings as directed by PSC (e.g. before press conferences, as required by command, etc.).
- o Various IMT members will come to SITL for information not previously requested. Requests may need to be vetted by PSC.
- o Your responsibility is to determine want vs. need?
- o Use this step to check the information you provide/produce is what is necessary. Do you need to add information to displays or briefings?
  - • External customers (i.e. community, stakeholders, press)
- o SITREP(s)
- o ICS 209(s)
- o Use Chronology of Events
- o Use in / out boxes to manage flow of information and availability of non-Critical Information Requirements that might not be briefed (e.g. historical documents, extra IAPs).

- •   Establish system for management of Situation Status Display
- • Determine information requirements for each display based on user(s) and/or location.

- 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.
- Assign display processors to update display(s).
  - Update as necessary, frequency may vary depending on location and end user.
  - Coordinate with PIO to obtain photographs of the incident for display.
- Negotiate with PSC and DOCL what information to forward to Documentation unit and when to provide it.

- Establish system for providing other situation unit support to IMT members
Identify what information is necessary to the IMT vice desired (e.g. maps, charts, weather, trajectories).
- Determine what information is necessary to the customer/user.
- Determine what value is added by the product.
- Determine if the current Critical Information Requirements capture the specific requests.
- Determine the impact to your staff/workload
- Identify what current output the unit is capable of against demand.

- Determine if this a one-time request or if it will be a repeated requirement.
- Determine if request needs to be vetted through PSC.

Manage Schedule for collecting and disseminating Info

- Is the information collected in time to meet end user requirements (i.e. meetings/briefings schedule, JIC needs, the incident battle rhythm, etc.)?
- Monitor initial schedule set up in activation phase of incident (see Section 2.6.6) and adjust as necessary.
- Schedule with OSC a time to debrief off-going DIVS, Branch Directors, and THSP's at the end of the shift to ensure you capture accomplishments, updated and accurate information (See Appendix 3.18).

Compare situation output with assessment of overall activities.

You are now at a stage of the response where you have enough personnel in the unit to adequately manage information coming into the ICP.

- Does the information you are displaying represent what is happening on-scene?

- Is the Situation Unit regarded as THE source for incident information?

Determine if an Information Management Plan is needed

- 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.
- See IMH Chapter 11 and Communications and Information Management Job Aid for more information.

2.8.   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.

2.8.1.   Set Up Meeting Rooms

- SITL is responsible for the proper set up for the different meetings, ensure you follow UC guidelines.
- See Appendix 0 for sample room layouts.
- Ensure the meeting rooms have ample room, chairs, and wall space for the briefings.

2.8.2.   Provide Situation Status Briefings

- Obtain meeting schedule from PSC to determine when SITL briefings are required.
- 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).
- It is important to pass Situation Unit information gathering and processing procedures to all hands at meetings and briefings.

- Create and distribute maps and charts for all personnel.
  - See Appendix, SITL briefing checklist, for a quick gut check before any briefing.

 2.8.3.   Provide Incident Action Plan support
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).
- 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).

2.9.   Manage Unit Personnel

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

2.9.1.   Schedule unit/family meeting (see detail in Appendix 3.19)
- At least one per operational period.
- If necessary, one per situation unit shift.
- Brief subordinates on work assignments.
- Post expectations for unit personnel to review.

2.9.2.   Provide On the Job Training (OJT) as appropriate
- ICS position specific training.
- Equipment training (vehicle, GPS, digital cameras, office equipment, etc.).

2.9.3.   Forecast requirements
- Personnel.
- Rotations – Identify need for replacements as soon as possible.
- Shift work – The unit will need to expand and contract the number of shifts depending on incident needs (e.g. multiple vs. daytime only, etc).
- Work-life (e.g. time-off, morale events, etc).
- Expanded use of FOBS.

2.9.4.   Evaluate & monitor unit performance
(See detail in Appendix 3.19)
- Is unit functioning as a team?
- Is unit producing the products required by PSC?
- Are your THSPs providing the correct information?

2.9.5.   Evaluate individual personnel performance
- Use Incident Personnel Performance Rating ICS 225-CG. See example in 3.22.
- Submit unit/personnel for recognition.

2.10. Demobilize Personnel and Unit

2.10.1. Provide input to the Demobilization Plan
- Determine any special requirements that may affect the demobilization plan.

2.10.2. Review Approved Demobilization Plan
- Determine the command priorities for release of personnel.
- Identify priorities and expectations regarding the demobilization of personnel and unit.

2.10.3. 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, Check-out Sheet.
- Evaluate and recognize personnel (e.g. ICS 225, awards draft).

2.10.4. Supervise demobilization of unit
- Ensure final turnover/disposition of documentation to Documentation Unit (DOCL).
- Turn in equipment and supplies as appropriate.

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

3. Appendices

3.1. Personal Mobilization Kit

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

3.2.   SITL Deployment Kit

Item Name	Qty	Unit	√
Incident Management Handbook	1	Ea	
Situation Unit Leader Job Aid	1	Ea	
Information Management Plan Job Aid	1	Ea	
ICS Forms Catalog	1	Ea	
ICS Forms: 209, 213, 213, 214	20	Ea	
Display header kit	1	Ea	
Charts/Maps of proper scale			
Computers	1	Ea	
6 Part Folders	12	Ea	
Poster printer	1	Ea	
Plotter	1	Ea	
Power supply cords	1	Ea	
Surge protectors	1	Ea	
Blue Tape	3	Roll	
Tape Dispensers	1	Ea	
Clear Tape Rolls	5	Ea	
Stapler	1	Ea	
Staples	1	Bx	
Small Binder Clips	2	Dz	
8 ½" x 11" Notepads	9	Ea	
Binder clips Assorted Sizes	1	Pk	

Dry Erase Pens – all colors	1	Bx	
Mechanical Pens	2	Ea	
Red Pens	1	Bx	
Blue Pens	1	Bx	
Highlighters	4	Ea	
White-out Correction Pen	1	Ea	
Mechanical Pencil Leads	1	Dz	
Paper Clips 100 per Bag	1	Bg	
Trombone Clamps 50 per Box	1	Bx	
Post-it Flags	2	Ea	
Laser pointer	1	Ea	
Post-it Notes 3 x 3	1	Pk	
Post-it Notes 3 x 5	1	Pk	
Scissors	1	Ea	

3.3. Functional Interactions

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

MEET WITH	WHEN	SITL OBTAINS	SITL PROVIDES
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 Initial Resources	Requests for more personnel and resources.
	After C&GS Mtg	Objectives (ICS 202)	Meeting Schedule

MEET WITH	WHEN	SITL OBTAINS	SITL PROVIDES
	Tactics meeting		Maps/Displays for ICP and other locations (JIC, etc.) Detailed incident status briefing
	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 Archived SITL products
OSC	Tactics meeting	Updated information for displays	Detailed incident status briefing which
	Planning meeting	IAP mapping needs & Updated information	The big picture (i.e. briefing of current situation, weather, accomplishments, critical/ sensitive areas, and future projections

MEET WITH	WHEN	SITL OBTAINS	SITL PROVIDES
	IAP Prep	Information required to support completion of IAP	Updated maps/charts & displays for IAP general map, division/group, etc. Weather, tide & current information Modeling and prediction information Technical information for work assignments
LSC	During incident	Resource requesting process Location of support facilities	Incident status briefing Information to pass to Logistics stakeholders
FSC	During incident	Incident costs for situation briefings Burn Rates	Incident status briefing Information to pass to Finance stakeholders
SOFR	Meetings	Safety statistics for	Incident status briefing

MEET WITH	WHEN	SITL OBTAINS	SITL PROVIDES
	and Briefings	ICS 209	Information of interest to SOFR
PIO	Meetings and Briefings	Estimated time of media briefings JIC Display requirements	Incident status briefing Information to pass to media
LNO	Meetings and Briefings	Liaison issues	Incident status briefing Information to pass to stakeholders
Sit Unit mbrs	During incident	Information from FOBS & THSPs or IMT members	Verification of field information

3.4. Example Critical Information Requirements(ICS 202B)

1. Incident Name **Yaz Northern**	2. Operational Period (Date/Time) From: 30AUG 1800 To: 30AUG 0600	Critical Information Requirements **ICS 202B**

3. Critical Information Requirements:

Critical Information/Key Information/Essential Elements of Information (EEIs) the Unified Command would like tracked and reported on the ICS-209, CART and/or SITREP:

- Accountability of Personnel.
- Status of MTS/Port Status.
- Damage to infrastructure.
- Fatalities/Injuries.
- Equipment Casualties (CASREP).
- Facilities Status.
- Resource Status/Statistics.
- Critical Infrastructure/Key Resources (CI/KR).
- Environmental data.
- Environmental Resources at Risk.
- Stakeholder Interests/Concerns.
- Cultural Sensitive Impact/Concerns.
- Political Interests/Concerns.
- Media Interests/Concerns and Social Media Trends.

Critical Information – Immediate Reporting Thresholds: Should any of the following issues occur the Unified Command is to be notified immediately:

- Death or injury (requiring hospitalization) of a responder
- Any fatalities to the civilian population as a result of the incident
- Egregious inappropriate behavior by a responder
- Anytime there is a major shift in operations that significantly deviates from planned operations
- Anytime the Safety Officer shuts down operational activity due to a safety issue
- Any intelligence assessment that indicates a threat to the public or responders
- Any external impact that could negatively impact the overall response efforts (e.g., new incident that is competing for the same resources)
- First wildlife impact of oil
- First land impact of oil
- Interagency issues that cannot be resolved at the Section Chief level
- Negative special interest perceptions of response operations
- Negative political implications
- Negative media coverage

4. Prepared by: (Planning Section Chief)	Date/Time
J. Gafkjen **J. Gafkjen**	**30AUG 0900**

ICS 202 Instructions

Critical Information Requirements   **ICS 202B (rev 07/2012)**

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

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

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

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

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

3.5. Example Incident Status Summary (ICS 209-CG)
ICS 209 Page 1 – Overall Summary

(Rev 07/28/13)

1. Incident Name **Animas**	2. Operational Period (Date / Time) From: To: Time of Report 16JUL13 0900 to 16JUL13 2100	**INCIDENT STATUS SUMMARY ICS 209-CG** (Revised 06/05)

3. Type of Incident

X	Oil Spill	☐	HAZMAT	☐	AMIO
☐	SAR/Major SART	☐	SI/Terrorism	☐	Natural Disaster
☐	Marine Disaster	☐	Civil Disturbance	☐	Military Outload
☐	Planned Event	☐	Maritime HLS/Prevention	X	Wildland Fire

4. Situation Summary as of Time of Report:
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.

5. Future Outlook/Goals/Needs/Issues:

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.

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.

6. Safety Status/Personnel Casualty Summary

	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			

7. Property Damage Summary

Vessel	$
Cargo	$
Facility	$
Other	$

8. Attachments with clarifying information

☐	Oil/HAZMAT	☐	SAR/LE	☐	
☐		☐		☐	
☐	Marine Disaster	☐	Civil Disturbance	☐	Military Outload

ICS 209 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 Page 3 – Oil/Hazmat Attachment

1. Incident Name **Animas**	2. Operational Period (Date / Time) From: To: Time of Report 16 JUL 0900 to 16 JUL 2100	**ICS 209-CG OIL/HAZMAT** **ATTACHMENT** (Revised 06/05)

3. HAZMAT/Oil Spill Status (Estimated, in gallons)

Common Name(s):   Number 2 fuel oil

UN Number:		**X**	Secured	☐	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:

4. HAZMAT/Oil Waste Management (Estimated, Since Last Report)

	Recovered	Disposed	Stored
HAZMAT/Oil (bbl)			
Oily Liquids (bbl)			
Liquids (bbl)			
Oily Solids (tons)			
Solids (tons)			

Comments:

5. HAZMAT/Oil Shoreline Impacts (Estimated in miles)

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:

6. HAZMAT/Oil Wildlife Impacts (Since Last Report)

Type of Wildlife	Captured	Cleaned	Released	DOA	Died in Facility Euthanized	Other
Birds	7			4		
Mammals				1		
Reptiles						
Fish						
Total	7			5		

Comments:

7. Prepared by: J. Strickland, SITL	Date/Time Prepared: 16 JUL 2100

ICS 209 Page 4 – SAR/LE Attachment

(Rev 07/28/13)

1. Incident Name **Animas**	2. Operational Period (Date / Time) From: To: Time of Report 16 JUL 0900 to 16 JUL 2100	**ICS 209-CG SAR/LE ATTACHMENT** (Revised 06/05)

3. Evacuation Status

	Since Last Report	Adjustments To Previous Operational Period	Total
Total to be Evacuated			
Number Evacuated			

4. Migrant Interdiction Status

	Since Last Report	Adjustments To Previous Op Period	Total
Vessels Interdicted			
Migrants Interdicted at Sea			
Migrants Interdicted Ashore			
Injured			
MEDEVAC'd			
Deaths			
Migrants Repatriated			

5. Sorties/Patrols Summary (List of Sorties Since Last Report)

Air	Since Last Report	Total
Number of Sorties/Patrols		
Area Covered (square miles)		
Total Time On-Scene (In Hours)		
Surface	Since Last Report	Total
Number of Sorties/Patrols		
Area Covered (square miles)		
Total Time On-Scene (In Hours)		

6. Use of Force Summary

Category	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		

7. Operational Controls Summary
Currently In Force

Type	Initiating Unit	Initiated Date	Activity #

Removed Since Last Report

Type	Initiating Unit	Initiated Date	Date Removed	Activity #

18. Prepared by: J. Strickland, SITL	Date/Time Prepared: 16 JUL 2100

3.6.   Example of STAR Request

State of Texas Assistance Request (STAR)   Req#: 04-20459-FTW

Incident Name: 2014-01-29 Comanche Peak NPP Exercise **TRAINING**	Initial Request Date / Time: 1/29/2014 10:21:29	Requesting Entity: SOMERVELL
Is this RR Tied to Another Request? (provide other Request Number)	Other Tracking Numbers:	

Requested Item Description

Qty	Unit	Item Name	Detailed Item Description: (kind, type, characteristics, brand, specs, size, etc.)	Cost	Demob Item?
1	Each	INcident management team	One incident management team to assist Fire Department...DRILL	0	No

Justification / Purpose for Request:
DRILL""RAD release at CPNPP

When is this Resource Needed? 1/30/2014	Estimated Timeframe of Need (how long will you need this resource?) Consumable Item

Delivery Information

Final Destination

Point of Contact (POC) Name: Chief Mark Crawford	POC Telephone Number: 254-897-2213	Facility Name: Somervell CO EOC	Facility Zip: 76043
Facility Address: 750 Bo Gibbs		Facility City: Glen Rose	Facility State: TX

Additional Instructions:
Report to EOC for further instructions

Requestor Information

Requested by Position (Name): Somervell County - Emergency Management Coordinator (GriffinDwayne6385)	Requestor Email: emc@co.somervell.tx.us	Requestor Phone Number: 254-897-2213
Requestor Signature: dg	Date / Time: 1/29/2014 10:21:26	

3.7.   Example Unit Log (ICS 214)

1. Incident Name	2. Operational Period (Date/Time)		UNIT LOG
HIATUSPORT INCIDENT	xx-xxx-09 From: *0600* To: *0600* xx-xxx-09		UNIT LOG ICS 214-CG

3. Unit Name/Designators	4. Unit Leader (Name and ICS Position)
LOGISTICS SECTION	*FRANK BUY (LSC)*

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE
JEFF SMITH	*SPUL*	*STATEN ISLAND, NY*
RANDY BITNER	*COML*	*WILLIAMSBURG, VA*
KATIE WAGNER	*VSUL*	*SAN FRANCISCO, CA*
GEORGE TAKAGI	*GSUL*	*CHICAGO, IL*
MELISSA REED	*FACL*	*LA/LB, CA*

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS
0600	*ATTENDED OPERATIONS BRIEFING - NO ISSUES OF NOTE*
0730-0745	*CONDUCTED BUSINESS MANAGEMENT MTG W/FSC. BURN RATE + CEILINGS BELOW 70%. REQUEST + ORDER PROCESSES FINALIZED + POSTED.*
0800	*ATTENDED CMD + GEN'L STAFF MTG*
0900	*CONDUCTED LOGS FAMILY MTG. PASSED UC KEY ISSUES INCLUDING UC REQUEST TO WORK W/ PSC STAFF TO FORECAST RESOURCE RQMNTS OUT 72 HOURS + ORDER WHERE POSSIBLE.*
1130	*DURING ROUTINE SAFETY INSPECTION, SOFR IDENTIFIED POTENTIAL WATER CONTAMINATION. OTHER WATER SOURCES CHECKED AND FSC CONSULTED RE PURCHASING WATER UNTIL PROBLEM RESOLVED.*
1400	*ATTENDED TACTICS MTG - ID'D POTENTIAL PROBLEM NEXT OP PERIOD DUE TO NON-AVAILABILITY OF LOW-COST CRANE BARGES.*
1454	*BRIEFED COMMAND W/ OSC, PSC + FSC AND GOT APPROVAL TO HIRE HIGH COST CRANE BARGE FOR 72 HRS MAX.*
1700	*ATTENDED PLANNING MTG - NO RESOURCE ISSUES ATT. SUPPORTED PLAN.*

7. Prepared by:	Date/Time
F. Buy	*2130 XX-XXX-09*

3.8.   Example Chronology of Events Log

1. Incident Name	2. Period (Date/Time)		Chronology of Events Log ICS 214A-CG
Fort Lewis College	From: 01DEC2011 To: 01DEC2011		

3. Activity Log				
TIME	Briefing	Display	209/ SITREP	EVENTS
0730	■ U /R̶: UC, C&GS	■	■	Level A Team reports that they found two bodies near the entrance to
	☐ U / R	☐	☐	the lab.
0740	■ U̶ / R	■	■	The Coast Guard established a Safety Zone from the Ben Franklin
	☐ U / R	☐	☐	Bridge to the Commodore Barry Bridge.
0820	■ U /R̶: UC	☐	☐	OSC has reported that the protective booming strategy for Pea Patch
	☐ U / R	☐	☐	Island is only partially complete and running behind schedule due to
	☐ U / R	☐	☐	a storm front passing through the area. Briefed UC
0900	■ U̶ / R:	☐	☐	Safety Zone expanded 5 miles west.
0930	■ U /R̶: OSC, PSC	☐	☐	Received report from local POC noting saw heavy oil sheen near Ben
	☐ U / R	☐	☐	Franklin Bridge. Dispatched FOBS to confirm.
1000	■ U /R̶: UC, OSC, PSC	■	☐	FOBS confirms heavy oil sheen near Ben Franklin Bridge.
1005	☐ U / R	■	☐	OSC reports Pea Patch Island Booming Strategy Complete.
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	
	☐ U / R	☐	☐	

4. Prepared by: K. Jones, DPRO	Date/Time 1200, 01DEC2011

ICS 214A Instructions

CHRONOLOGY OF EVENTS LOG (ICS FORM 214A-CG)

Purpose The Chronology of Events Log records details of unit activity, including strike team activity or individual activity that has been deemed relevant to the incident. Ensure all events are logged including when the data is received **and** when it is distributed, displayed, or briefed.

Preparation A Chronology of Events Log is initiated and maintained by the Situation Unit Leader but may also be used by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit. Use additional ICS 214A forms as necessary during an operational period.

Distribution The Documentation Unit maintains a file of all Unit Logs. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Activity Log	**Time**. Enter the time the event is logged.
		Briefing U / R – Check block if the information needs to be briefed? Circle whether it is Urgent or Routine. Urgent means immediate briefing (e.g. meets the Critical Information Reporting Criteria) and Routine means at the next briefing in the Operational Cycle or informally passed along to appropriate unit leader.
		Display – Check block if the information needs to be displayed visually.
		209/SITREP – Check block if the information needs to be distributed in a written format.
		Events –Enter the event that you are logging. If the data is relevant to the incident then it needs to be logged on the form. In addition enter any methods for confirming the validity of the data and when/how the data is confirmed. Log the actions taken with the information as well.
4.	Prepared By	Print Name and enter date (month, day, year) and time prepared (24-hour clock).

3.9.   Example Daily Meeting Schedule

1. Incident Name SunCruz	2. Operational Period (Date/Time) From: 10MAYXX 0730 To: 10MAYXX 1800 10MAYXX 1800 to 11MAYXX 0600	**DAILY MEETING SCHEDULE** **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 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 10MAYXX 0900

DAILY MEETING SCHEDULE	ICS 230-CG (Rev.07/04)

ICS 230 Instructions
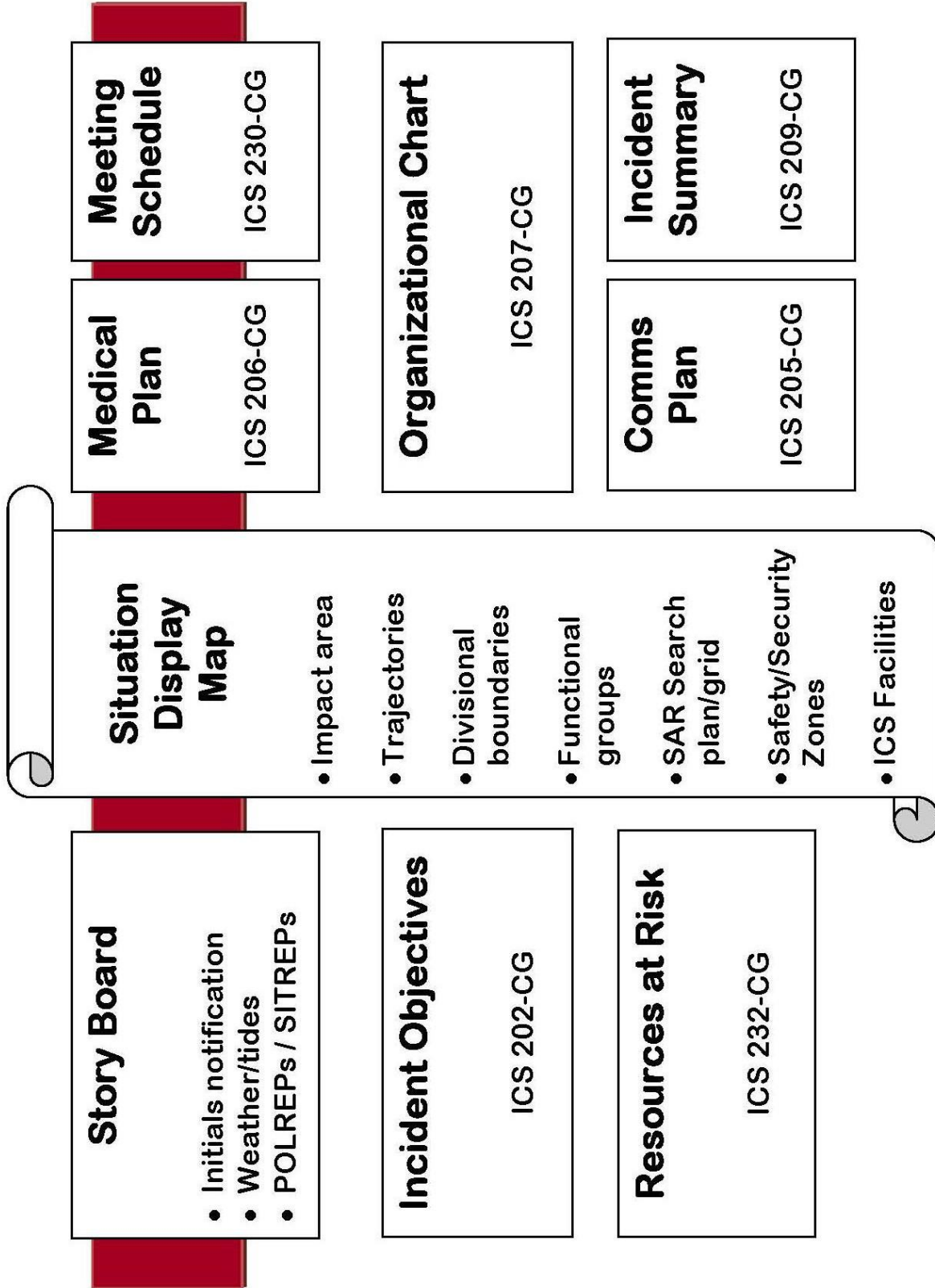
DAILY MEETING SCHEDULE (ICS 230-CG)

Purpose. The Daily Meeting Schedule records information about the daily scheduled meeting activities.

Preparation. This form is prepared by the Situation Unit Leader and coordinated through the Unified Command for each operational period or as needed. Commonly-held meetings are already included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of these standard meetings are not scheduled, they should be crossed out on the form.

Distribution. After coordination with the Unified Command, the Situation Unit Leader will duplicate the schedule and post a copy at the Situation Status Board and distribute to the Command Staff, Section Chiefs, and appropriate Unit Leaders. All completed original forms MUST be given to the Documentation Unit.

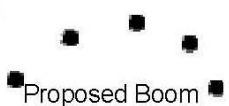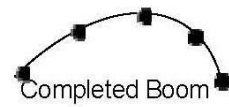| Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies.
3.	Meeting Schedule	For each scheduled meeting, enter the date/time, meeting name, purpose, attendees, and location. Note: Commonly-held meetings are included in the form. Additional meetings, as needed, can be entered onto the form in the spaces provided. Time and location for each meeting must be entered. If any of the standard meetings are not scheduled, they should be deleted from the form (normally the Situation Unit Leader).
4.	Prepared By	Enter name and title of the person preparing the form, normally the Situation Unit Leader.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

3.10. Example Situation Unit Status Display Board

Meeting Schedule
ICS 230-CG

Medical Plan
ICS 206-CG

Organizational Chart
ICS 207-CG

Incident Summary
ICS 209-CG

Comms Plan
ICS 205-CG

Situation Display Map
- Impact area
- Trajectories
- Divisional boundaries
- Functional groups
- SAR Search plan/grid
- Safety/Security Zones
- ICS Facilities

Story Board
- Initials notification
- Weather/tides
- POLREPs / SITREPs

Incident Objectives
ICS 202-CG

Resources at Risk
ICS 232-CG

3.11. Mapping Requirements and Guidelines

	Use common ICS mapping symbols
	Use the designated colors when plotting symbols
	Make sure the map is understandable to the reader
	Include a legend that explains map symbols
	Add non-ICS symbols (if necessary) 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. lat/long or National Grid System)

	Use the STAND principle on all incident maps
	    Scale
	    Title
	    Author
	    North Arrow
	    Date & Time

	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 OPS
	Keep the maps updated with current information
	If possible, keep the incident situation map in the Situation Unit
	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

3.12. Map Display Symbols

ICS MAP/CHART DISPLAY SYMBOLOGY

MINIMUM RECOMMENDED

BLACK
Proposed Boom

Completed Boom

✕✕✕ Absorbent Material

RED
10
Aug ⊗   Hazard Origin
1430

BLUE
◪ Incident Command Post
(B) Incident Base
(C) HOLT Camp (Identify by Name)
(S) REDFERN Staging Area (Identify by Name)
(JIC) Joint Information Center
● Helispot (Location & Number)
(H) Helibase
(R) Mobile Relay

OPTIONAL

BLUE
(P) Police Station
(T) Telephone
(F) Fire Station
(X) Mobile Weather Unit
(EOC) Emergency Operations Center
✚ Fire Aid Section
✚ Hospital

ORANGE
5 hr
4 hr
3 hr
2 hr
1 hr
Oil Spread Prediction

BLACK
Actual Oil or
Chemical Plume

BLACK
[I]   [I I] Branches (Initially numbered
              clockwise from Incident origin)
(A) (B) Divisions (Initially lettered clockwise
              from Incident origin)

Division Boundary

Branch Boundary

W/10 1600 9/7   Wind Speed and Direction

1   Safety/Security Zone

1   Boat Ramp

All overlays must contain
registration marks. These
may consist of identified road
intersections township/range
coordinates, map corners etc.

TO BE USED ON INCIDENT BRIEFING AND ACTION PLAN
MAPS/CHARTS

3.13. Meeting Preparation Checklist

	Room Setup
	Ensure room setup is appropriate for specific meeting (see 0)
	Wall Display Setup
	Ensure appropriate agenda posted
	Update maps/charts & trajectories
	Ensure meeting specific products are generated and posted
	Prepare Briefing (Ensure you have negotiated your Situation briefing with OSC)

3.15   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
- Command and General Staff Meeting
- Tactics Meeting
- Planning Meeting
- Operations Briefing

UNITED STATES COAST GUARD

ICS-201 Briefing Layout

| ICS-201 Page 2 (Actions) *(optional)* | ICS-201 Page 3 (Org Chart) *(optional)* | ICS-201 Page 4 (Resources) *(optional)* |

Ground Rules / Agenda

Incident Chart or ICS-201 page 1 (Chart)

ICS-233 Open Actions

DOCL

Current IC/UC

PSC

uc   uc   uc   uc

COMMAND

UNITED STATES COAST GUARD

IC/UC Objectives Meeting

| Ground Rules Agenda | Incident Chart and/or ICS-201 | ICS-202 Incident Objectives | ICS-202A Command Decisions | ICS-202B Critical & Key Info Requirements |

SITL

PSC

May leave after briefing

ICS-233 Open Actions

DOCL

COMMAND

UC   UC   UC   UC

Revised 7/15/13

UNITED STATES COAST GUARD

Command and General Staff Meeting Layout

Ground Rules / Agenda

Incident Chart or ICS 201

ICS-202 Incident Objectives

ICS-202A Command Direction Priorities/Limitations & Constraints/

ICS-202B Critical & Key Info Requirements

ICS-230 Meeting Schedule

ICS-233 Open Actions

DOCL

PSC

SITL

May leave after briefing

OSC

LSC

FSC

PIO

LOFR

SOFR

UC

UC

UC

UC

COMMAND

OBSERVERS

Revision 7/15/13

UNITED STATES COAST GUARD

Tactics Meeting Layout

| Ground Rules / Agenda | Incident Chart/ Map | ICS-202 Incident Objectives | ICS-234 Work Analysis | ICS-215 Operational Planning Worksheet | ICS-215A Safety Hazard Analysis | ICS-230 Meeting Schedule |

ICS-202A Command Decisions

Operations Organization Chart

Resource Status T-Card Rack

ICS-233 Open Actions

DOCL

SITL

May leave after briefing

OSC

SOFR

PSC

RESL

FSC

LSC

COML

THSP

Optional

UNITED STATES COAST GUARD

Planning Meeting Layout

| Ground Rules / Agenda | Incident Chart | ICS-202 Incident Objectives / ICS-202A Command Decisions / ICS-202B (optional) | ICS-215 Operational Planning Worksheet | Operations Org Chart | ICS-230 Meeting Schedule |

SITL — May leave after briefing

PSC

ICS-233 Open Actions

DOCL

PIO
LOFR
SOFR

UC UC UC UC

COMMAND

OSC
LSC
FSC

THSP — If Required

OBSERVERS

Revision 7/15/13

UNITED STATES COAST GUARD

Operations Briefing Layout

ICS-233 Open Actions

DOCL

ICS-202 Incident Objectives

•THSP
•COML
(Optional)

General Staff

•PSC
•OSC
•LSC
•FSC

Incident Chart

INCIDENT ACTION PLAN

Ground Rules / Agenda

Command Staff

•IC/UC
•SOFR
•PIO
•LOFR

SITL

May leave after briefing

Staging Area Managers

Task Force and Team Leaders

Branch Directors

Division/ Group Supervisors

O B S E R V E R S
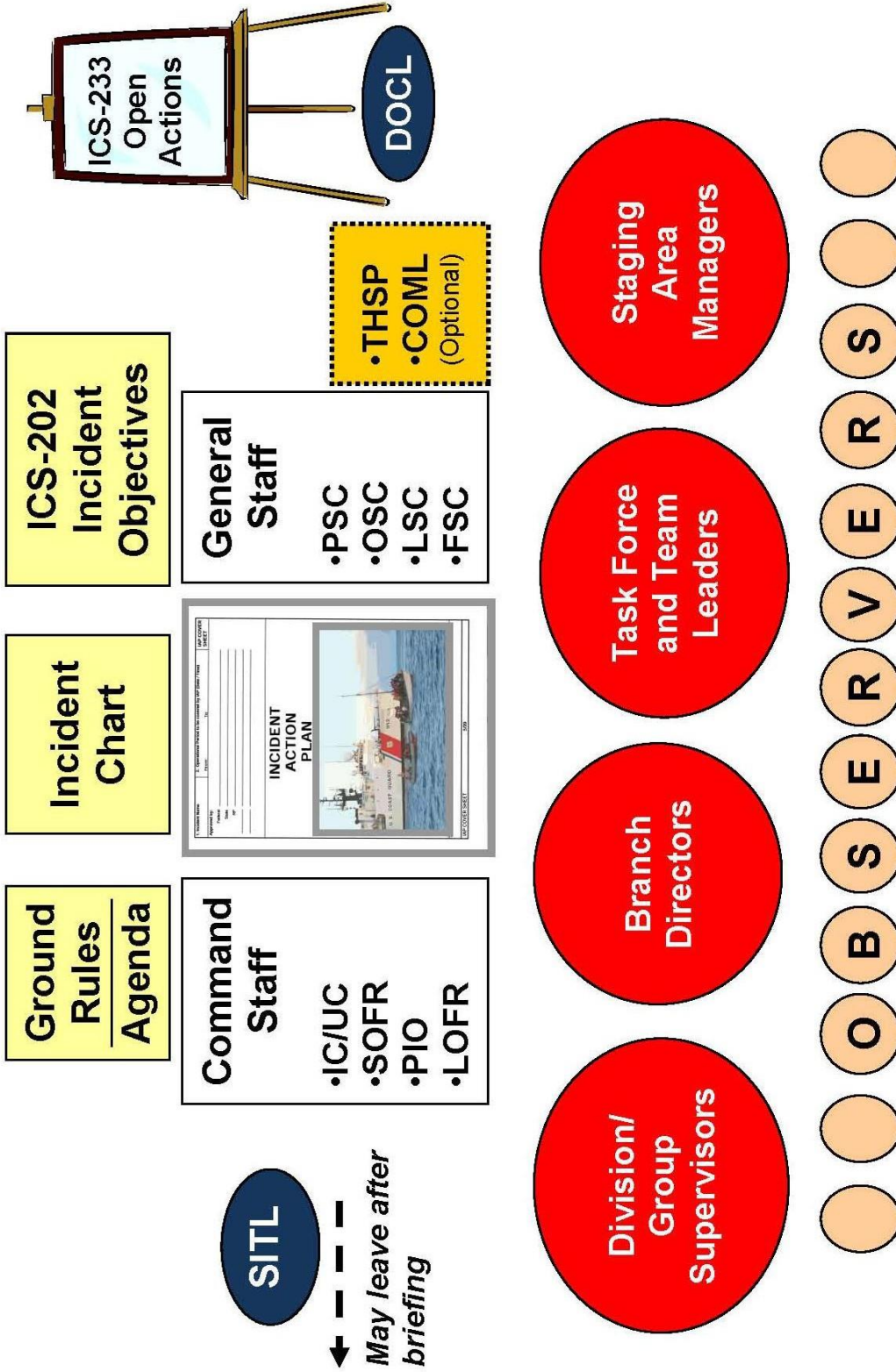
3.16. Briefing Checklist and Briefing Focus

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 & 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 (negotiate with OSC what each will brief)
	Predictions, modeling, incident escalation potential, etc
	Questions from the audience

SITL's Briefing Focus at the ICS Process Meetings/Briefings

Tactics Meeting

- This situation briefing should be a detailed briefing and focus on prediction modeling, resources at risk, and responder safety. It enables those attending the meeting to evaluate the draft tactical plan to mitigate ongoing and predicted threats.
- Briefing includes environmental issues that can have an adverse effect on operations (e.g., weather, topography, sea conditions, tides, currents).
- Briefing should cover timeframe from last briefing that all were in attendance (C&GS).

Command and General Staff (C&GS) Meeting

- This situation brief should be a general brief to all members of the C&GS to ensure that they all have the same common operating picture. Coordinate with OSC on content
- Briefing should include any modeling predictions that may further define incident potential.
- If this is the first C&GS Mtg brief, briefing should cover from the start of the incident (include 201 info). If not, it should cover from last briefing that all C&GS were in attendance (e.g. Ops Brief).

IC/UC Objectives Meeting

- This situation briefing provides Command with a common operating picture of current operations and the results and implications of any modeling predictions.
- The briefing should provide information that may influence operating procedures (e.g., information sharing and dissemination) and the development of incident objectives.
- If this is the first UC Meeting, briefing should cover from the start of the incident (include 201 info). If not, it should cover from last briefing that all UC were in attendance (e.g. Ops Brief).

Initial UC Meeting

- This is an enhanced ICS-201 Briefing that should focus on information required by Command to begin developing guidance that will influence how the incident will be managed (e.g., facilities, priorities, limitations and constraints, organizational structure, key decisions).
- Rely on any contingency plans to help you with resources at risk, critical infrastructure etc.

Planning Meeting

- This situation briefing should be a general brief to all members of the Command & General Staff that includes an operational focus and sets the stage for the OSC's briefing on planned tactical actions.
- This brief also provides the Command & General Staff with an updated common operating picture.
- Briefing should cover timeframe from last briefing that all were in attendance (e.g. C&GS).

Ops Briefing

- This situation briefing is focused on preparing the oncoming Operation's Section personnel with information to enable them to understand what has occurred during the last operational period
- The briefing also covers the future predictions, which could influence their activities in the field.
- If this is the first Ops Brief, briefing should cover from the start of the incident (include 201 info). If not, it should cover from last briefing that all ops personnel were in attendance (e.g. last Ops Brief)

Tactics Meeting · Preparing for the Planning Meeting · Planning Meeting · IAP Prep & Approval · Operations Briefing · New Ops Period Begins · Execute Plan & Assess Progress · IC / UC Develop/ Update Objectives Meeting · Command & General Staff Meeting / Briefing · Preparing for the Tactics Meeting · Initial UC Meeting · Incident Brief · Initial Response · Notification · Incident/Event · Initial Response

3.17. Sample Instructions for FOBS/THSP

- 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 that you have read and initialed the site safety plan and adhere to the Plan's requirements
- Ensure that you have the contact information for the field supervisors whose area you will be operating in
- Ensure that 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 that 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 that you have the right clothing for predicted weather conditions
- Have on hand adequate water and food for the estimated time you will be in the field
- Make sure that you have coordinated your transportation requirements with logistics

* Make sure that all non-expendable equipment is returned

Information to Collect (list is not specific to any incident and not inclusive)
* Safety hazards (Safety Officer)
  o Power lines (lines down are lying across access roads)
  o Hazardous materials
  o Unique weather conditions (ice, fog)
  o Topography (steep slope, narrow canyons)
  o Water conditions (swift current, extreme tides)
* Discrepancies in resource deployment based on the IAP (RESL)
* Transportation (GSUL)
  o Condition of roads within the incident area (e.g., bridge limited to 5,000 lbs, traffic choke points)
* Work Accomplished
  o Measurement of fire line production
  o Amount of boom deployed and location
  o Status of mitigation activities (e.g., chlorine release secured, hole in levee wall 50% filled)
* Impacts of the incident on:
  o Transportation infrastructure
  o Wildlife
  o Commercial and private property
  o Historic properties
  o 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 kit)
- Any established or potential sites for support facilities (e.g., helispots)

Reporting Schedule
- You are required to provide updates to the SITL based on the defined reporting schedule.

3.18. Debriefing Criteria for End of Shift

	Safety issues
	Hazards
	Work Progress
	Effectiveness of assigned equipment & personnel
	Work remaining
	Hindrances or barrier
	Communications problems
	Incident support facilities
	Resources at Risk
	Topography
	Area access limitations and conditions
	Weather concerns

3.19. Unit/Staff Meeting Guidelines

The purpose of the Unit Staff 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 just good leadership so it is imperative that you conduct this meeting at least once a day!

- If at all possible set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff 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.
- Situation update – while they probably don't need or even want detail, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.
- Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.
- Compliment – Praise their 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 fill out the ICS 214 daily.

3.20. Situation Unit Self-Evaluation Checklist

	Is the Situation Unit aggressively receiving and disseminating information?
	Is the Situation Unit verifying the information received?
	Is the Situation Unit producing the highest quality of reports that are accurate to the IMT?
	Is the Situation Unit maintaining good records and working with DOCL to ensure preservation?
	Is the Situation Unit providing briefings that are relevant, focused, clear and concise?
	Is the Situation Unit debriefing OPS and is this effective?
	Is the Situation Unit using the best technology to support the IMT?
	Does the Situation Unit have the right logistical support to do the job effectively and efficiently?
	Is the Situation Unit actively engaged with other members of the response team?
	Are new members of the Situation Unit receiving a proper in-brief?
	Is there adequate rest, meals, and PPE to accomplish the job safely?

3.21. Personnel Evaluation Criteria

	Crew morale? High Med Low
	Are assignments completed on time?
	Are injuries exceeding normal operating environment?
	Is team effectively interacting?
	Number of unresolved issues passed to Command?
	Any aggression or frustration by team members?
	Possible solutions to problems/issues?

3.22. Incident Personnel Performance Rating (ICS 225)

INCIDENT PERSONNEL PERFORMANCE RATING 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: Rank Last, First	2. Incident Name: Enter Incident Name		
3. Home Unit and Phone Number: Enter Unit or Home Office here	4. Location of Incident: City, State		

5. Position Assigned: ICS Position	6. Date of Assignment: From: dd/mm/yyyy To: dd/mm/yyyy	7. Date Incident Started: dd/mm/yyyy	8. Incident Type: Type I, II, III	9. Incident Kind: (Oil/Hazmat Spill/SAR/Fire/Etc)

10. Evaluation

Rating Factors	N/A	1 - Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
A. Knowledge of the job/ Professional Competence & Using ICS:	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. ☐	☐	Competent and credible authority on specialty or operational issues. ☐	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. ☐
B. Planning/Preparedness & ability to obtain performance/results:	☐	Got caught by the unexpected; appeared to be controlled by events; routine tasks accomplished with difficulty. ☐	☐	Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates. ☐	☐	Exceptional preparation. Always looked beyond immediate events or problems. Maintained optimal balance among quality, quantity, and timeliness of work. ☐
C. Adaptability/Attitude:	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. ☐	☐	Receptive to change, new information, and technology. ☐	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information and technology. ☐
D. Communication Skills:	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. ☐	☐	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. ☐	☐	Clearly articulated and promoted ideas. Adept at presenting complex or sensitive issues. ☐
E. Directing Others:	☐	Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. ☐	☐	An inspirational leader who motivated others to achieve results not normally attainable. Modified leadership styles to best meet situations. Won people over rather than imposing will. ☐
F. Ability to work on/ Consideration for team:	☐	Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs. ☐	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Ensured appropriate and timely recognition of others. ☐
G. Judgment/Decisions under stress:	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. ☐	☐	Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information. ☐
H. Initiative	☐	Postponed needed action. Implemented or supported improvements only when directed. ☐	☐	Championed improvement through new ideas, methods, and practices; self-starter. ☐	☐	Aggressively sought out additional responsibility. A self-learner. Optimized use of new ideas. ☐
I. Adherence to safety:	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐	Demonstrated a significant commitment towards safety of personnel. ☐

11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).

12. Rated Person (signature) This rating has been discussed with me. Rank Last, First	13 Date: mm/dd/yyyy

14. Rated By (signature/print name): Rank Last, First	15. Supervisor Home Unit (address/phone): Rank Last, First	16. Supervisor Position: ICS Position	17. Date: mm/dd/yyyy

ICS 225 Instructions

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

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

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

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

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

UNITED STATES COAST GUARD

Situation Unit Leader Activities
in the ICS Planning Process

Deliver an up-to-date detailed situation briefing

Provide any current modeling predictions

Consult with any THSP & evaluate adequacy of THSP to support planned operations

Consider potential locations for displays & re-evaluate Situation Unit staffing requirements

Determine any mapping requirements for the IAP (e.g., Division Specific Map(s)

Prepare briefing, displays, and handouts

Coordinate with OSC and others who may provide a briefing

Validate modeling predictions

Coordinate with other IMT members on ICS-209 requirements

Deliver an up-to-date detailed situation briefing

Provide any current modeling predictions

As needed, update the meeting schedule

Resolve any unanswered questions as a result of the briefing

Prepare briefing, displays, and handouts

Follow up on any open action items that are your responsibility

Identify/review/request short & long term staffing requirements (number of FOBS & DPRO required)

Identify/review/request work space, equipment, & supplies

Ensure that the PSC is briefed on the status of the Situation Unit

---

Provide to the RESL the IAP support documents & information: Maps, weather, tides, currents, etc.

Prepare for the Operations Briefing

Coordinate with OSC, INTL on who is delivering what parts of the briefing

---

Prepare & deliver an up-to-date situation briefing

Provide modeling predictions (if able)

Document & post any decisions regarding meeting schedule

Deliver an up-to-date detailed situation briefing

Provide any current modeling predictions

Discuss if there will be FOBS in the field & their role

Discuss any end-of-shift debriefing requirements

Prepare & deliver an up-to-date detailed situation briefing

Identify/Review Critical Information Requirements & Immediate Reporting Thresholds

Identify/review off-site reporting requirements

Present the most up-to-date information needed for the initial UC meeting. Sources of initial information:
- Command & General Staff (ICS-201)
- Command centers/EOCs/Dispatch centers
- Media/ Radio traffic

Review your ICS tools including: IMH, Job Aid, & other references

Obtain ICS-201,

Review your in-briefing checklist & formulate additional questions as the situation dictates

Based on the in-briefing, determine initial level of situation support required

Advise PSC when operationally ready

Ensure readiness of personal response & SITL kit

Begin situational awareness

Planning process cycle (center diagram):

Tactics Meeting

Preparing for the Planning Meeting

Planning Meeting

Preparing for the Tactics Meeting

IAP Prep & Approval

Command & General Staff Meeting / Briefing

Operations Briefing

IC / UC Develop/ Update Objectives Meeting

Execute Plan & Assess Progress

New Ops Period Begins

Initial UC Meeting

Incident Brief ICS-201

Initial Response & Assessment

Notification

Incident/Event

Initial Response

Continue to evaluate Unit's performance & make adjustments as necessary

Assign & monitor the FOBS field activity

Continually update displays

Update modeling predictions

Prepare to deliver any special briefings or maps (e.g., political, stakeholder, JIC, etc.), as required

Prepare the situation briefing for the next Objectives Meeting

Ensure that the PSC is up-to-date on incident situation (situational awareness)

Produce any special reporting requirements (e.g., ICS-209, SITREP)

Interact with all "customers" to ensure that the Situation Unit is providing satisfactory service

Ensure Situation Unit staff are briefed on current & future activities