NRT

NRT Joint Information Center Model

Collaborative Communications During Emergency Response

February 29, 2008

DRAFT

THE NATIONAL RESPONSE TEAM

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Establish Initial Organization

The initial Public Information Officer (PIO) should use the job aid below to prepare for media and other inquiries early in the incident.

STEP	ACTION	✓
1.	Establish a dedicated phone line for inquiries from the media, stakeholders, and general public.	❑
2.	Gather basic facts about the crisis – who, what, where, when, why, and how.	❑
3.	Use this information to answer inquiries.	❑
4.	Activate the following positions: ❑ Information Gathering ❑ Information Products ❑ Media Relations	❑ ❑
5.	Select a location for the Joint Information Center (JIC). The location should meet the following criteria: • Enough space for everyone to work, based on personnel resource requests • Enough alternating current (AC)outlets and/or power strips, used within fire codes • Access to a photocopier • Access to a computer and/or access to the internet • Access to phone lines • Access to a fax machine • Located at or near the Incident Command Post (ICP)	❑
6.	Call for more assistance, preferably people trained in public information, JIC, and Incident Command System (ICS) operations. Make requests for additional resources via the Logistics Section.	❑

NRT Joint Information Center Model
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Preface

Purpose

The National Response Team (NRT) Joint Information Center (JIC) Model documents a plan for conducting crisis communications during emergency responses and other situations in which multiple organizations need to collaborate to provide timely, useful, and accurate information to the public and other stakeholders. The primary focus of the model is to provide a JIC structure that works within the framework of the Incident Command System (ICS). However, because it is functionally based, the model can be used during any situation in which there is a need for centralized communications support involving multiple organizations.

The NRT JIC Model was designed based on requirements identified by the NRT and was developed using a collaborative process through the NRT Response Committee's JIC Model Workgroup.

Revisions

[Insert paragraph regarding revisions of document] – Brandon

NIMS and HSPD-5

On February 28, 2003, the President issued Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, which directs the Secretary of the U.S. Department of Homeland Security (DHS) to develop and administer a National Incident Management System (NIMS) to provide a consistent nationwide approach for federal, state, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. All federal agencies are required to adopt NIMS.

On March 1, 2004, the Secretary of DHS issued NIMS. NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels to provide a comprehensive, all-hazards approach to domestic incident management. A key component of NIMS is ICS.

NIMS ICS is a flexible, adaptable, and scalable system driven by the tactical needs of the responders at the scene of an incident. ICS provides a flexible management structure, common terminology, standardized training, pre-designated leadership positions, specific span of control, and assigned responsibilities.

ICS

1

2   The ICS organization is designed to work equally well for both small and large situations and can
3   expand or contract to meet the needs of the incident. For example, during small incidents, the
4   Incident Commander may directly assign tactical resources and oversee all operations. However,
5   large incidents usually require the Incident Commander/UC to delegate responsibility for each
6   major activity to separate sections within the organization. Each of the primary ICS sections may
7   be delegated as needed. When more than one entity has response authority, UC (and the JIC)
8   may include Response Partner representatives from federal, state, local, tribal, private sector, and
9   Non-Governmental Organizations (NGO) participating in the response or Joint Information
10   System.

11

12   The ICS organization is built around five major management activities. These include the
13   following activities.

14

15   ■ **Command** - sets objectives, priorities and has overall responsibility at the incident or
16   event.
17   ■ **Operations** - conducts tactical operations to carry out the plan, develops the tactical
18   objectives and organization, and directs all resources.
19   ■ **Planning** - develops the action plan to accomplish the objectives, collects and
20   evaluates information, and maintains resource status.
21   ■ **Logistics** - provides support to meet incident needs, as well as resources and all other
22   services needed to support the incident.
23   ■ **Finance/Administration** - monitors costs related to the incident and provides
24   accounting, procurement, time recording, and cost analysis.

25

26   On the following page, Figure 1 is an illustration of the ICS organization.

Figure 1. ICS Organization


```
                                    ┌─────────────────────┐
                                    │ Incident Commander  │
                                    │       Deputy        │
                                    └─────────────────────┘
                        ┌──────────────────┐    ┌──────────────────┐
                        │ Liaison Officer  │    │  Safety Officer  │
Command Staff ──▶       └──────────────────┘    └──────────────────┘
                        ┌──────────────────┐
                        │Information Officer│
                        └──────────────────┘
```

Operations Section Chief	Planning Section Chief	Logistics Section Chief	Admin/Finance Section Chief
Staging Area Manager	Resources Unit Leader	Service Branch Director	Time Unit Leader
Air Operations Branch Director	Situation Unit Leader	Communications Unit Leader	Procurement Unit Leader
Branch Directors	Documentation Unit Leader	Medical Unit Leader	Compensation/ Claims Unit Leader
Division Supervisors	Demobilization Unit Leader	Food Unit Leader	Cost Unit Leader
Group Supervisors	Environmental Unit Leader	Support Branch Director	
	Technical Specialists	Supply Unit Leader	
		Facilities Unit Leader	
		Ground Support Unit Leader	

General Staff ──▶ (points to Section Chiefs row)

Under ICS, the PIO is one of the key members of the Command Staff. The PIO represents and advises the Incident Commander or UC on all public information matters relating to the incident. In carrying out public information responsibilities, the PIO and JIC staff may interact with personnel at all levels of the ICS organization, including the Incident Commander/UC, and other Command and General Staff positions.

The NRT JIC Model is flexible, scalable, and can be adapted for use in a diverse range of field responses likely to be performed by NRT member agencies, ranging from a small, single agency, single-hazard response that lasts a few hours to a large, multiple agency, multi-hazards response or recovery operation that lasts for several weeks or months.

Although NRT member agencies respond to oil spills and other hazardous materials releases under the National Contingency Plan (NCP) and Emergency Support Function 10, the NRT JIC Model has been designed to be a generic, all-hazards model that is compatible with NIMS.

The NRT JIC Model is a voluntary guidance document, not a regulation or requirement. Individual NRT agencies and other Response Partner organizations may modify the NRT JIC Model or develop their own JIC Model to better meet their specific needs, hazards, incident type, JIC type, and available personnel and other resources.

For example, the Federal Emergency Management Agency (FEMA) is an NRT member agency that has developed several guidance documents and training courses for PIOs that provide samples of several different JIC models:

- NIMS IS-702 (Public Information Systems) training
  http://training.fema.gov/emiweb/is/is702.asp

- FEMA publication 517: "Basic Guidance for Public Information Officers"
  http://www.fema.gov/emergency/nims

- NIMS IS-250 (Emergency Support Function 15) training
  http://training.fema.gov/emiweb/is/is250.asp

While the JIC models described in this NRT JIC model, NIMS IS-702, and FEMA Publication 517 are designed for Public Information personnel to use at Incident, Virtual, or Satellite JICs formed under the Incident Command System, the JIC model described in NIMS IS-250 is designed for federal External Affairs personnel to use at the Headquarters level and an Area, Support, or National JIC formed under the National Response Framework (NRF).

Although the job titles and responsibilities may vary between the various JIC models, the following table may help different types of JIC organizations integrate with each other and coordinate with similar functions.

NRT JIC Model	IS-702 JIC Model	FEMA 517 JIC model	ESF-15 JIC Model
Incident Commander or Unified Command	Incident Commander or Unified Command	Incident Commander or Unified Command	Principal Federal Official or Federal Coordinating Officer
Public Information Officer	Public Information Officer	Lead Public Information Officer	ESF 15 External Affairs Officer or Deputy Officer
Assistant PIO / JIC Manager	None	JIC Facility Liaison	ESF 15 Executive Officer and/or Resource Manager
Assistant PIO for Information Gathering		Information Gathering	Strategy/Message Unit Leader
Assistant PIO for Information Products		Information Dissemination	Asst EA Officer for Planning & Products
Assistant PIO for Media Relations		Divided among Information Gathering and Information Dissemination	Assistant EA Officer for the JIC or Media Relations Unit Leader
Assistant PIO for Community Relations		Liaison for Community Relations	Assistant EA Officer for Community Relations

Introduction

How To Use This Model

Specifically, the National Response Team (NRT) Joint Information Center (JIC) Model explains what a JIC is and why a JIC is established. It outlines the structure, processes, functional positions, and roles and responsibilities of JIC personnel.

The NRT JIC Model is separated into the following sections:

- **Section I** provides general information on the structures and processes of the JIC. This section can be used to provide background and a general understanding of how the JIC is operated and how it fits within the different response structures.
- **Section II** provides the position description and responsibilities of the Public Information Officer (PIO).
- **Section III** provides the position description and responsibilities of the Assistant PIO (APIO)/JIC Manager.
- **Section IV** provides the position description and responsibilities of the APIO for Information Gathering.
- **Section V** provides the position description and responsibilities of the APIO for Information Products.
- **Section VI** provides the position description and responsibilities of the APIO for Media Relations.
- **Section VII** provides the position description and responsibilities of the APIO for Community Relations.

To use this model, individuals should refer to the job description for which they have been assigned to gain an understanding of their roles and responsibilities. Likewise, users are encouraged to review other sections to identify how their particular roles will fit within the overall JIC operation. Also included in the document are a series of appendices that are designed to provide guidance, reference materials, and other tools to support a JIC operation. These include:

- **Appendix A:** The Sample Worksheets, Checklists, and Forms Appendix provides materials that can assist JIC personnel perform their responsibilities associated with activating and operating a JIC.
- **Appendix B:** The Sample Documents Appendix provides examples of products and other materials that can be used as guidance for JIC personnel.
- **Appendix C:** Community Feedback Supplement Appendix provides community feedback technique that may be useful for personnel operating a JIC.
- **Appendix D:** The Glossary Appendix identifies acronyms and abbreviations common to response operations.

Section I
Joint Information Center

What It Is

A Joint Information Center (JIC) is a location where personnel with public information responsibilities perform media and community relations during an incident or event. The JIC structure is designed to work equally well for large or small situations and can expand or contract to meet the needs of the incident.

Efficient information flow is critical to effectively meet public information needs and carry out Public Information Officer (PIO) responsibilities when multiple organizations come together to respond to an emergency or manage an event.

By maintaining a centralized communication facility, resources can be better managed, and duplication of effort is minimized. The use of a JIC allows for tracking and maintaining records and information.

When It Should Be Established

The JIC structure is most useful when multiple organizations must coordinate timely, accurate information to the public and other stakeholders. Emergency situations could include natural disasters, oil spills, and other hazardous substance releases or terrorist incidents. The JIC structure may also be useful in coordinating multi-agency event planning for major meetings and events, such as the Olympics, Super Bowl, etc.

The following are National Incident Management System (NIMS) Incident Types in which multiple agencies are involved and for which the Incident Commander/Unified Command (UC) would usually decide to establish a JIC.

Type 4
- Command staff and general staff functions are activated only if needed.
- Several resources are required to mitigate the incident.
- The incident is usually limited to one operational period in the control phase.
- The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.
- No written Incident Action Plan (IAP) is required, but a documented operational briefing will be completed for all incoming resources.
- The role of the agency administrator involves operational plans, including objectives and priorities.
- Examples include house fires, minor oil spills, and minor chemical releases.

Type 3

- When capabilities exceed initial attack, the appropriate Incident Command System (ICS) positions should be added to match the complexity of the incident.
- Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.
- A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 Team.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.
- Examples include the Texas City Refinery explosion and fire, Graniteville, SC train derailment, medium oil spill or chemical release, and local flooding.

Type 2

- This type of incident extends beyond the capabilities of local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of the area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.
- Most or all of the Command and General Staff positions are filled.
- A written IAP is required for each operational period.
- Many of the functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
- Examples include National Security Special Events (NSSE), such as pre-deployments for the Olympics or Super Bowl, national political conventions, major flooding, and major wild land fires.

Type 1

- This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.
- All Command and General Staff positions are activated.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Branches need to be established.
- The agency administrator will have briefings and ensure that the complexity analysis and delegation of authority are updated.
- Use of resource advisors at the incident base is recommended.
- There is a high impact on the local jurisdiction requiring additional staff for office administrative and support functions.
- Examples include the terrorist attacks of September 11, 2001, Hurricane Katrina, and national pandemic influenza.

1 **Figure 2.** National Response Framework (NRF) Coordination Structure
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NRF Coordination Structure

Field Level — Regional Level — National Level

NIMS Role

Multiagency Coordination System

Multiagency Coordination Entity
- Strategic coordination

JFO Coordination Group .... Incident Advisory Council

Multiagency Coordination Centers/EOCs
- Support and coordination

Local Emergency Operations Center — State Emergency Operations Center — Joint Field Office — Regional Response Coordination Center — National Operations Center

Incident Command
- Directing on-scene emergency management

Role of regional components varies depending on scope and magnitude of the incident.

Area Command

An **Area Command** is established when needed due to the complexity or number of incidents.

Incident Command Post — Incident Command Post — Incident Command Post

The NRF includes slight variations of the base structure for *terrorism response* and *Federal-to-Federal support*

3
4

Responsibilities

5
6 ■ Develop, recommend, and execute public information plans and strategies on behalf
7 of the UC.
8 ■ Gain and maintain public trust and confidence.
9 ■ Be the first and best source of information.
10 ■ Gather information about the crisis.
11 ■ Ensure the timely and coordinated release of accurate information to the public by
12 providing a single release point of information.
13 ■ Capture images of the crisis in video and photos that can be used by the response
14 organization as well as the media.
15 ■ Monitor and measure public perception of the incident.
16 ■ Inform the UC of public reaction, attitude, and needs.
17 ■ Ensure the various response agencies' information personnel work together to
18 minimize conflict.
19 ■ Advise the UC concerning public affairs issues that could impact the response.
20 ■ Facilitate and manage control of rumors.
21

Initial Response – First 24 Hours

1
2   Immediately after an incident occurs, there is a high demand for information. Whether the
3   incident is large or small, a natural disaster or accident, the media and public, as well as
4   responders, require accurate and timely information. The responsibility of disseminating updated
5   information is assigned to the PIO immediately after the onset of the incident. The checklist
6   below includes the tasks that the PIO must accomplish prior to and in preparation for the
7   establishment of a JIC.
8

Establish Initial Response

9

Establish Initial Organization

The initial Public Information Officer (PIO) should use the job aid below to prepare for media and other inquiries early in the incident.

STEP	ACTION	✔
1.	Establish a dedicated phone line for inquiries from the media, stakeholders, and general public.	❑
2.	Gather basic facts about the crisis – who, what, where, when, why, and how.	❑
3.	Use this information to answer inquiries.	❑
4.	Activate the following positions: ❑ Information Gathering ❑ Information Products ❑ Media Relations	❑ ❑
5.	Select a location for the Joint Information Center (JIC). The location should meet the following criteria: • Enough space for everyone to work, based on personnel resource requests • Enough alternating current (AC) outlets and/or power strips, used within fire codes • Access to a photocopier • Access to a computer and/or access to the internet • Access to phone lines • Access to a fax machine • Located at or near the Incident Command Post (ICP)	❑
6.	Call for more assistance, preferably people trained in public information, JIC, and Incident Command System (ICS) operations. Make requests for additional resources via the Logistics Section.	❑

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12
13

Media Relations   The first person assigned to assist the initial Public Information Officer (PIO) will respond to requests for information.

STEP	ACTION	✓
1.	Use the dedicated phone to answer calls from the media, stakeholders, and general public.	❑
2.	Record names, phone numbers, and organizations of the callers; also note dates/times of calls, the nature of the inquiries, and the callers' deadlines for receiving additional information.	❑
3.	Use approved news releases and information from the Information Products assistant to answer media calls.	❑

Information Gathering   The second person assigned to assist the initial PIO will gather incident data.

STEP	ACTION	✓
1.	Gather verified information about the incident from sources throughout the response organization, particularly the Situation Unit Leader.	❑
2.	Provide this information to the assistants handling inquiries and writing news releases.	❑

Information Products   The third person assigned to assist the initial PIO will prepare written news releases.

STEP	ACTION	✓
1.	Assemble the facts into two or three sentences that answer who, what, when, where, why, and how. **NOTE**: Answering the "why" and "how" at many incidents is difficult or impossible to accomplish (i.e., these facts may only come out after an investigation).	❑
2.	List the remaining facts and information in bullet form *Example: List responding agencies, type and amount of equipment, etc.* **NOTE:** The news release should be only one page in length. If there is a need for additional information about specific topics, then a separate fact sheet should be created.	❑
3.	Spell check and edit the release and give it to the PIO for editing, approval, and routing to the Incident Commander for final approval.	❑
4.	Give approved news releases to the Media Relations assistant.	❑
5.	Distribute the news release to the news media and other requestors.	❑

Flexible, Functional Approach

The JIC structure is designed to accommodate the diverse range of responses likely to be performed by National Response Team (NRT) member agencies, ranging from a large multiple agency, all-hazards response to a small single agency, single-hazard response. The structure can grow or shrink depending on the unique requirements of a specific response and should be customized for each response. This adaptability encompasses staffing, organizational structure, facilities, hours of operation, resource and logistical requirements, and products and services.

The JIC organizational structure is based on functions that must be performed whether a person is handling a routine emergency, or managing communications for a major response to a disaster. The following are options for organizing a JIC.

Organization Charts

Figure 3. The wiring diagram below represents the jobs being accomplished by the initial PIO and assistants, if any, before the JIC is formed.

```
                        ┌──────────┐
                        │   PIO    │
                        └────┬─────┘
          ┌──────────────────┼──────────────────┐
┌───────────────────┐ ┌───────────────────┐ ┌───────────────────┐
│ Gather initial    │ │ Write news release│ │ Answer media calls│
│ incident          │ │ (Information      │ │ (Media Relations) │
│ information        │ │ Products)         │ │                   │
│ (Information      │ │                   │ │                   │
│ Gathering)        │ │                   │ │                   │
└───────────────────┘ └───────────────────┘ └───────────────────┘
```
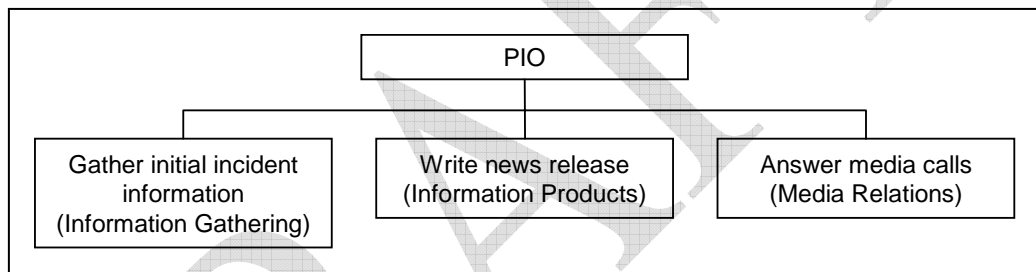
Figure 4. The wiring diagram below is an example of how the initial JIC structure may look during a Type 4 incident. A box represents a person assigned to the JIC. The functions below may be performed by the Assistant PIO (APIO) or by specialists.

```
                              ┌──────────┐
                              │   PIO    │
                              └────┬─────┘
        ┌──────────────────────────┼──────────────────────────┐
┌──────────────────┐      ┌──────────────────┐      ┌──────────────────┐
│ Information       │      │ Information       │      │ Media Relations  │
│ Gathering         │      │ Products          │      │                  │
└──────────────────┘      └──────────────────┘      └──────────────────┘
  ── Fact Gathering          ── Writing               ── Media Relations

  ── Status Board            ── Photography           ── Speaker Support

  ── Media Monitoring        ── Administrative Tasks
     and Analysis
                             ── Website Support
```
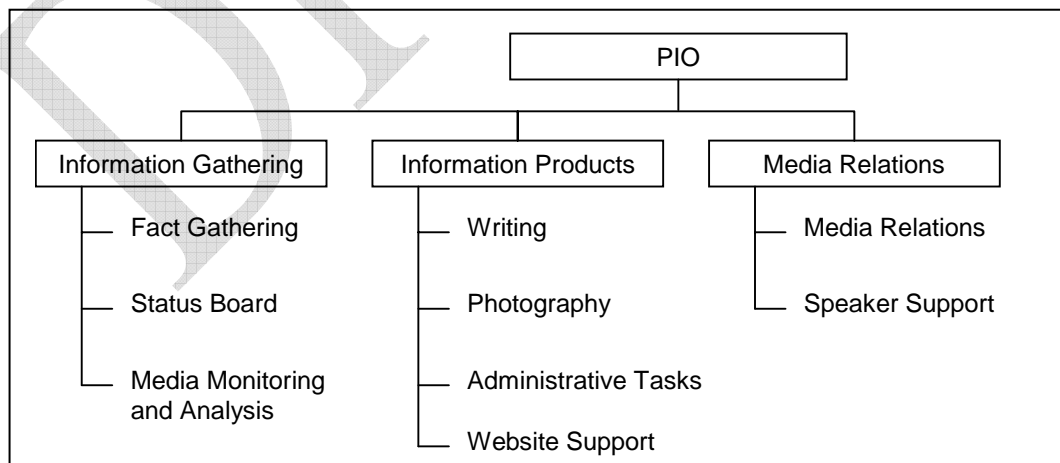
1   **Figure 5.** The wiring diagram below is an example of how your JIC structure may look during a
2   Type 4 or Type 3 incident. A box represents a person assigned to the JIC. The functions below
3   may be performed by the APIO or by specialists.
4
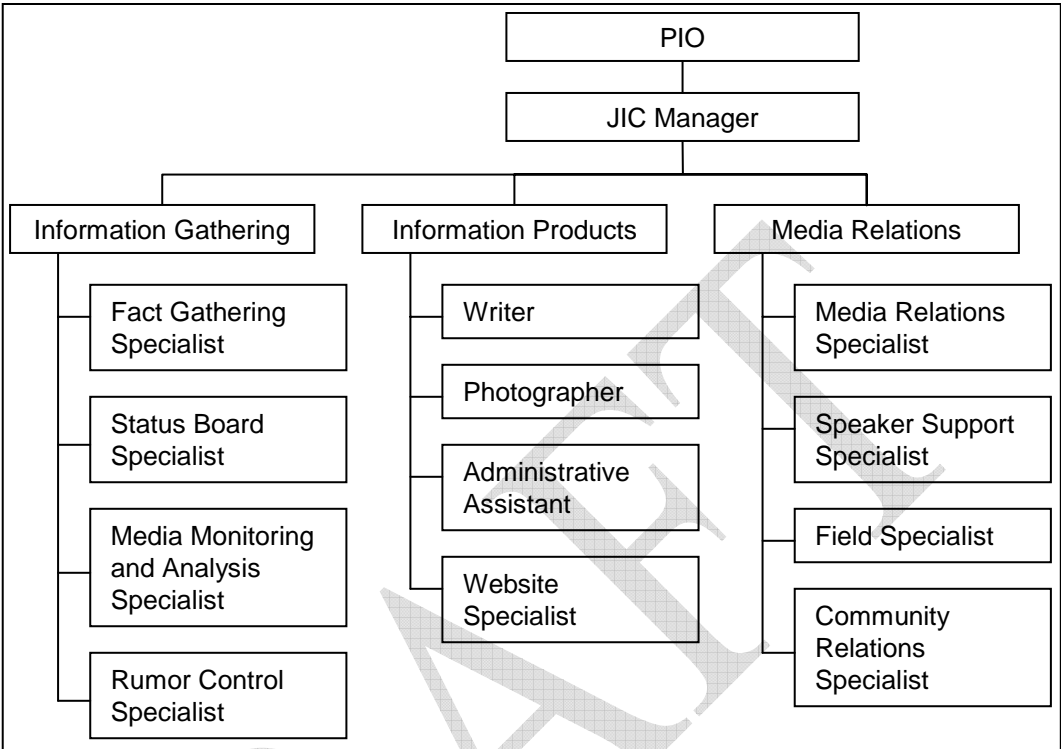
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1   **Figure 6.** This is an example of how your JIC structure may look during a Type 3 or Type 2
2   incident with major community relations issues. A box represents a person assigned to the JIC.
3   The functions below may be performed by the APIO or by specialists.
4
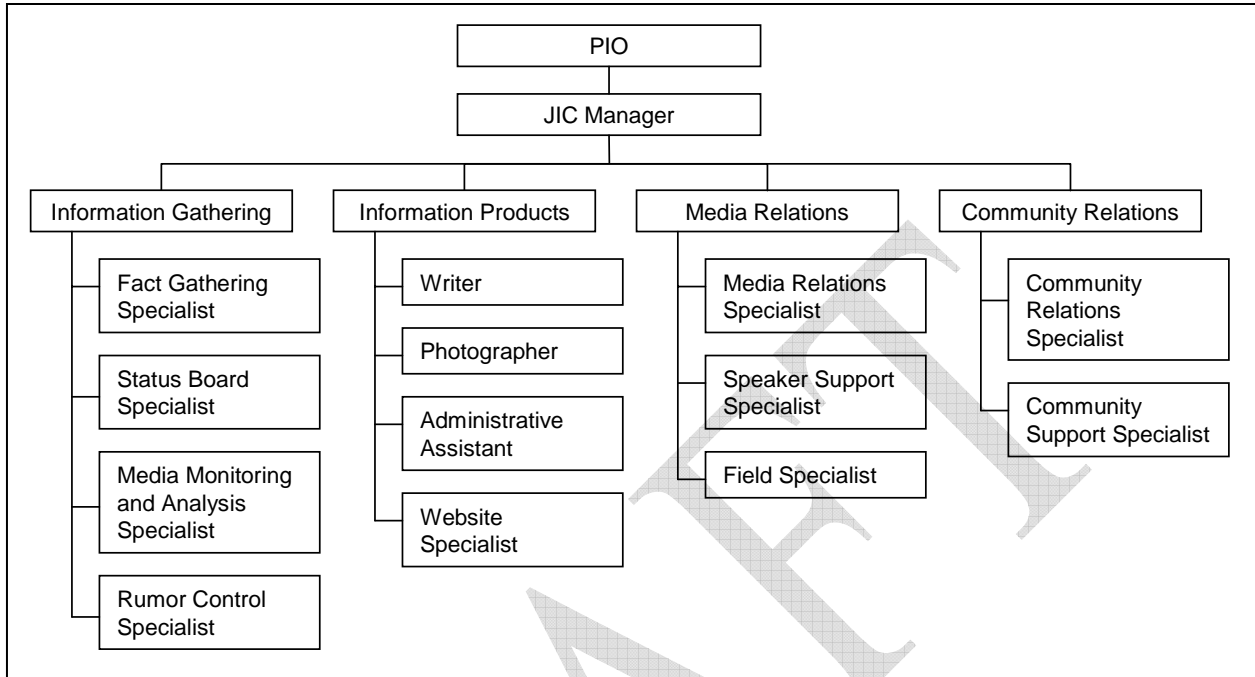
5
6
7   **Figure 7.** This is an example of how the JIC structure may look during a Type 3, Type 2, or Type
8   1 incident with major community relations issues and a need for media relations support in the
9   field. A box represents a person assigned to the JIC. The functions below may be performed by
10   the APIO or by specialists.
11
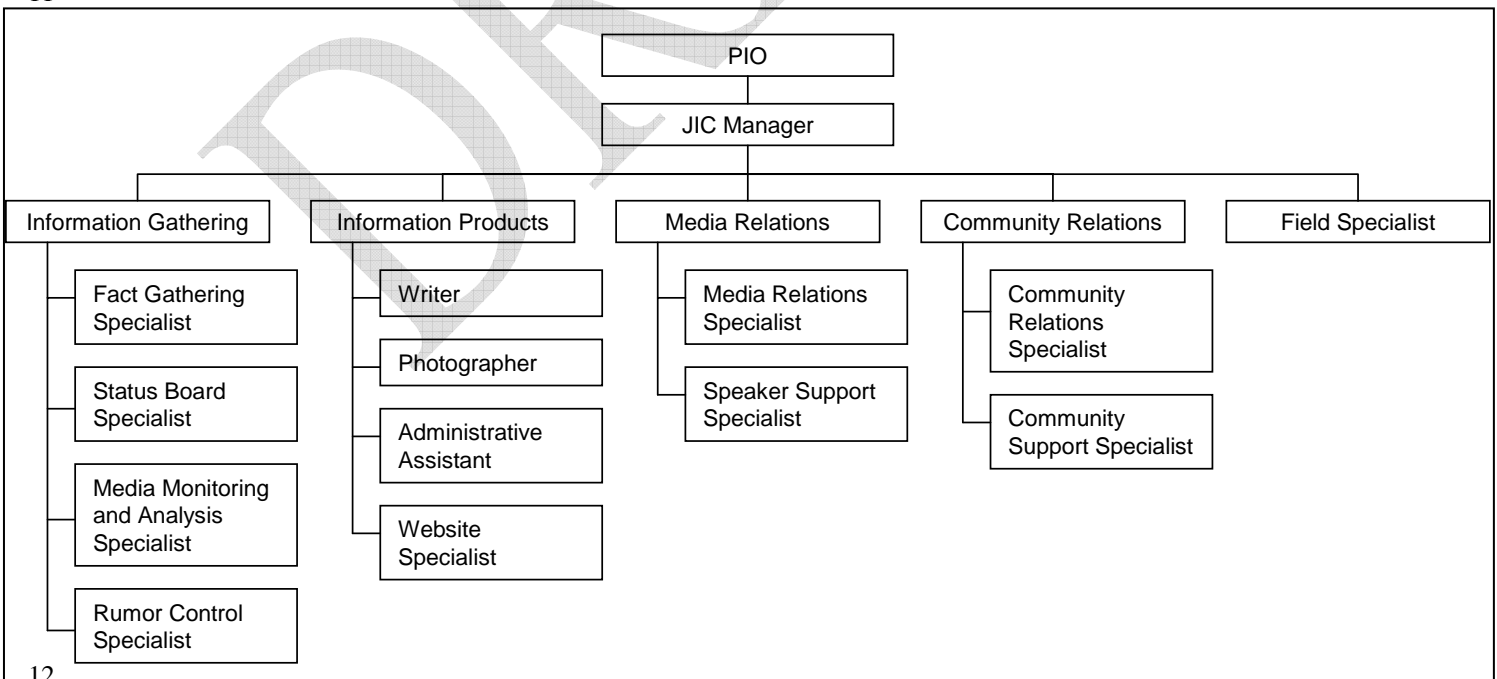
12
13

Section II
Public Information Officer

Position Description

The Public Information Officer (PIO) is responsible for developing and releasing public information about the incident to the media, incident personnel, and other appropriate agencies and organizations.

Only one PIO will be assigned for each incident, including multi-jurisdictional incidents operating under a Unified Command (UC). The PIO may have as many assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions.

The PIO is assigned by the Incident Commander to support the information needs of the response; establish, maintain, and deactivate the Joint Information Center (JIC); and represent and advise the Incident Commander on all public information matters relating to the incident. A person is assigned to this position based on skills and ability, not rank or employer.

Position Qualifications

The National Incident Management System (NIMS) requires all Command Staff, including the PIO, to be certified in the following NIMS training:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents (FEMA)
- ICS-300 Intermediate Incident Command System for Expanding Incidents (FEMA)
- ICS-400 Advanced Incident Command System, Command and General Staff-Complex Incidents (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)
- IS-800 A National Response Plan, An Introduction (FEMA)

The PIO is also recommended to be certified in:
- IS-250 Emergency Support Function 15
- IS-702 National Incident Management System Public Information Systems
- ICS 203 Introduction to Public Information
- ICS 403 Incident Management Team Public Information Officer
- ICS 420 Command and General Staff
- G 290 Basic Public Information Officer (FEMA)
- E 388 Advanced Public Information Officer (FEMA)

Responsibilities

1

2   ■   Support public information needs of the Incident Commander.

3   ■   Obtain approval from Command to disseminate public information products.

4   ■   Advise Command on public information issues and concerns.

5   ■   Attend all Command Staff briefings and meetings.

6   ■   Share data gathered at Command Staff briefings and meetings with JIC Staff.

7   ■   Work closely with the Liaison Officer (LNO), Safety Officer (SOFR), and

8   Intelligence Officer (INTO).

9   ■   Establish and equip a JIC and oversee its operations.

10   ■   Gather incident information.

11   ■   Inform the media and public.

12   ■   Provide public information to incident staff.

13   ■   Monitor the media, correct misinformation, and identify trends and issues.

14   ■   Analyze public perceptions and develop public information strategies.

15

16   These responsibilities can be performed by one or more individuals or by a Unit composed of

17   several individuals per shift.

18

Working with the Safety Officer, Liaison Officer and Intelligence Officer

19

20   The PIO meets regularly with the SOFR, LNO, and INTO. The SOFR's main responsibility is to

21   monitor safety conditions and develop measures for assuring the safety of all incident personnel.

22   The PIO works with the SOFR to develop safety messages and escort media and VIPs to the

23   incident site in a safe manner.

24

25   The PIO works with the LNO to obtain and provide information to agency representatives, public

26   officials, and other stakeholders. The PIO also works with the LNO to address stakeholder

27   concerns, requests for briefings, tours, and VIP visits.

28

29   The Incident Commander may appoint an INTO as the incident requires. The INTO's main

30   responsibility is to supervise, coordinate, and participate in the collection, analysis, processing,

31   and dissemination of intelligence. The PIO works with the INTO regarding intelligence

32   information and operational security.

Establishing a JIC

1
2   These steps are to be followed when the appointed Public Information Officer (PIO) arrives to
3   relieve the initial PIO.
4

General Tasks   The PIO appointed by the Incident Commander should use this job aid to establish and manage a Joint Information Center (JIC).

STEP	ACTION	✓
1.	Conduct transition meeting with initial PIO.	❑
2.	Appoint someone experienced as Assistant PIO/JIC Manager, who can meet the responsibilities and achieve the position goals as listed in the National Response Team (NRT) JIC Model	❑
3.	Appoint someone experienced as Assistant PIO (APIO) for Information Gathering who can meet the responsibilities and achieve the position goals as listed in the NRT JIC Model.	❑
4.	Appoint someone experienced as APIO for Information Products who can meet the responsibilities and achieve the position goals as listed in the NRT JIC Model.	❑
5.	Appoint someone experienced as APIO for Media Relations who can meet the responsibilities and achieve the position goals as listed in the NRT JIC Model.	❑
6.	Use the NRT JIC Model manual to ensure all PIO responsibilities are being performed. Gather incident data → Inform the public → Analyze public information → (cycle)	❑

Establish a 24-Hour Schedule

If demands are high, a 24-hour operating schedule may require multiple shifts. This decision is made by the PIO and the UC. In the event a 24-hour schedule is required, a Deputy PIO will be assigned to each shift. The Deputy PIO assigned to each shift has all of the responsibility and authority of the PIO.

Information Exchange Matrix

The following Information Exchange Matrix describes what types of information or resources the PIO should obtain from specific response positions within the ICS organization, as well as what information or resources the PIO should provide to those same positions.

Response Position	Activities that call for Information Exchange	Information and Resources Exchange	
		From PIO To Response Position	From Response Position To PIO
Incident Commander/ Unified Command (UC)	• Initial incident brief • Command and General Staff, Objectives, and Planning meetings • Operations briefing • Release of incident information (all information products, media events, etc.)	• Initial incident data • Level of public interest • Public information strategy • Speaker preparation • News releases, fact sheets, video, photos, and news clips • Interviews, news briefs, and town meeting schedules • Media analysis	• Initial incident brief • Appointment of PIO • Key messages • News release authority
Safety Officer (SOFR)	• Initial incident brief • Command and General Staff, Objectives, and Planning meetings • Operations briefing • Access for JIC personnel, media, community, and distinguished visitors to incident site • As needed	• News releases, fact sheets, video, photos, and news clips • Roster of on-site visitors escorted by JIC personnel • Escorts for media, community, and distinguished visitors to incident site	• Safety briefings for JIC personnel, media, community, and distinguished visitors • Personal protective equipment when going on-site • Incident response organization accident reports

Response Position	Activities that call for Information Exchange	Information and Resources Exchange	
		From PIO To Response Position	From Response Position To PIO
Liaison Officer (LNO)	• Command and General Staff, Objectives, and Planning meetings • As needed	• News releases, fact sheets, video, photos, and news clips • Names of additional agencies, organizations, and stakeholders for inclusion in incident response	• Names and numbers of additional agencies, organizations, and stakeholders to be added to JIC dissemination list • Pass-down of trends in stakeholder concerns
Intelligence Officer (INTO)	• Command and General Staff, Objectives, and Planning meetings • As needed	• News releases, fact sheets, video, photos, and news clips • De-briefing of JIC field personnel, as needed • Facts gathered from outside the incident response organization, as needed	• Intelligence briefings
Planning Section Chief (PSC)	• Command and General Staff, Objectives, and Planning meetings • As needed	• Copies of all news releases, fact sheets, video, photos, and news clips for Documentation Unit • Interview, news brief, and community meeting schedule • Public information guidance for inclusion in Incident Action Plan (IAP) • Select information products for inclusion in IAP • Demobilization paperwork for outgoing JIC personnel	• Incident situation status data • Daily meeting schedule • Copy of IAP

Response Position	Activities that call for Information Exchange	Information and Resources Exchange	
		From PIO To Response Position	From Response Position To PIO
Operations Section Chief (OSC)	• Command and General Staff, Objectives, and Planning meetings • As needed	• News releases, fact sheets, video, photos, and news clips • Names of and a proposed schedule for people needing air/vessel transportation	• Incident situation data • Air/vessel transportation for JIC personnel and media to incident site(s)
Logistics Section Chief (LSC)	• Command and General Staff, Objectives, and Planning meetings • As needed	• News releases, fact sheets, video, photos, and news clips	• Supplies and office equipment • Adequate working space for JIC • Contract assistance for newspaper, television, and radio clipping service • Specialized clothing
Finance/Administration Section Chief (FSC)	• Command and General Staff, Objectives, and Planning meetings • As needed	• News releases, fact sheets, video, photos, and news clips	• Travel orders
Response Personnel	• Incoming personnel briefings, as needed • Operations Briefing • As needed	• Speaker preparation • News releases, fact sheets, video, photos, and news clips	• Spokespeople at news conferences, community meetings, and individual interviews with media

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Demobilize the JIC

1
2   The Incident Commander/Unified Command (UC) determines when to deactivate the Joint
3   Information Center (JIC) based on the recommendation of the Public Information Officer (PIO).
4   This decision would usually be made when media and public interest has diminished or when
5   recovery and mitigation operations are underway or complete.
6

Tasks   Below are demobilization responsibilities applicable to all personnel assigned to this section/unit.

STEP	ACTION	✔
1.	Receive Demobilization Plan from Demobilization Unit Leader/Planning Section Chief.	❑
2.	Brief subordinates regarding demobilization. Debrief appropriate personnel prior to departing incident: • Incident Commander • Planning Section Chief • Logistics Section Chief • Agency representatives	❑
3.	Supervise demobilization of unit, including storage of supplies.	❑
4.	Provide Supply Unit Leader with a list of supplies to be replenished.	❑
5.	Forward all Section/Unit documentation to Documentation Unit.	❑
6.	Complete Check-out Sheet.	❑

Section III
Assistant Public Information Officer/
Joint Information Center Manager

Position Description

An Assistant Public Information Officer (APIO)/Joint Information Center (JIC) Manager is selected by the Public Information Officer (PIO) to supervise the daily operations of the JIC; execute plans and policies, as directed by the PIO; and provide direction to the APIOs to ensure that all functions are well organized and operating efficiently. The APIO/JIC Manager should possess public affairs, crisis response, JIC, and management or leadership experience. Personnel are assigned to this position based on training, experience, skills, and ability, not rank or employer. The APIO/JIC Manager should have the same training as the PIO.

Position Qualifications

In addition to agency training requirements, the APIO/JIC Manager is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents (FEMA)
- ICS-300 Intermediate Incident Command System for Expanding Incidents (FEMA)
- ICS-400 Advanced Incident Command System, Command and General Staff-Complex Incidents (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)
- IS-800 A National Response Plan, An Introduction (FEMA)

The APIO/JIC Manager is also recommended to be certified in:
- IS-250 Emergency Support Function 15
- IS-702 National Incident Management System Public Information Systems
- ICS 203 Introduction to Public Information
- ICS 403 Incident Management Team Public Information Officer
- ICS 420 Command and General Staff
- G 290 Basic Public Information Officer (FEMA)
- E 388 Advanced Public Information Officer (FEMA)

Responsibilities

- Assume all responsibilities of the PIO, as needed.
- Supervise all JIC operational and administrative activities.
- Ensure proper organization of JIC.
- Oversee all operations of the JIC.
- Coordinate internal JIC information flow.
- Set JIC staff work hours and daily operating schedule.
- Maintain unit log (ICS Form 214, see Appendix A).

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Develop Operating Schedule

The Assistant Public Information Officer (APIO)/Joint Information Center (JIC) Manager manages the JIC staff by developing an operating schedule, which includes the following steps:

Tasks

The APIO/JIC Manager should use this job aid to assist in developing an operating schedule.

STEP	ACTION	✔
1.	Conduct transition briefing between shifts (See briefing checklist in Appendix A).	❏
2.	Gather Command Message(s) for the APIO for Information Products from the Public Information Officer and Unified Command (UC).	❏
3.	Coordinate with Public Information Officer (PIO) and JIC staff on messages and strategies for reaching target audiences.	❏
4.	Deliver media analysis to PIO.	❏
5.	Ensure preparation for news briefings	❏

Section IV
Assistant Public Information Officer for
Information Gathering
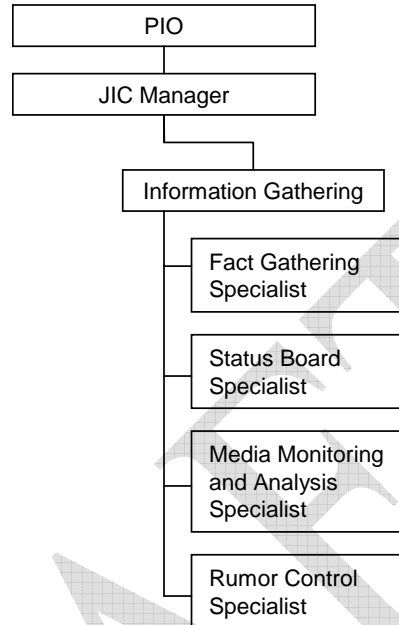
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┌─────────────────┐
│       PIO       │
└────────┬────────┘
┌────────┴────────┐
│   JIC Manager   │
└────────┬────────┘
┌────────┴──────────────┐
│ Information Gathering  │
└───┬───────────────────┘
    │   ┌──────────────────┐
    ├───│ Fact Gathering   │
    │   │ Specialist       │
    │   └──────────────────┘
    │   ┌──────────────────┐
    ├───│ Status Board     │
    │   │ Specialist       │
    │   └──────────────────┘
    │   ┌──────────────────┐
    ├───│ Media Monitoring │
    │   │ and Analysis     │
    │   │ Specialist       │
    │   └──────────────────┘
    │   ┌──────────────────┐
    └───│ Rumor Control    │
        │ Specialist       │
        └──────────────────┘
```

Position Description

An Assistant Public Information Officer (APIO) for Information Gathering is assigned by the Public Information Officer (PIO) or APIO/Joint Information Center (JIC) Manager.

The APIO for Information Gathering conducts information gathering activities in support of the JIC. Personnel selected for this position should possess experience in public affairs, crisis response, JIC operations, and management. Personnel should be assigned to this position based on training, experience, skills, and ability, not on rank or employer.

Position Qualifications

In addition to agency training requirements, the APIO for Information Gathering is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

The APIO for Information Gathering is also recommended to be certified in:
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents (FEMA)
- ICS-300 Intermediate Incident Command System for Expanding Incidents (FEMA)
- IS-702 National Incident Management Systems Public Information Systems
- IS-800 A National Response Plan, An Introduction (FEMA)

Responsibilities

- Gather facts.
- Display facts on status boards.
- Monitor the media.
- Analyze and respond to media reports.
- Respond to rumors.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Fact Gathering Specialist

Position Description

The Fact Gathering Specialist is assigned by the APIO/JIC Manager and reports to the APIO for Information Gathering. The Fact Gathering Specialist is responsible for gathering incident information in the JIC. Personnel selected for this position should possess some public affairs and Incident Command System (ICS) experience. Selected personnel should be able to work quickly, accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Fact Gathering Specialist is required to be certified in:

- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Gather information about the incident from Command, Planning Section's Situation Unit, and agency representatives from each response partner (see details in matrix below).
- Establish contacts and maintain regular times to pick up information from all branches of the ICS .
- Respond rapidly to requests for the latest response information from other units of the JIC.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Information Request Checklist

The Fact Gathering Specialist must meet with each response position face-to-face and establish a good working relationship. The Fact Gathering Specialist should continuously obtain information from the various response positions.

Response Position	Information to Request	✔
PIO	• Request initial incident briefing. • Request updated information following the Command briefing.	☐
APIO for Media Relations	• Request media inquiries. • Gather information to respond to media inquiries.	☐
APIO for Community Relations	• Request community inquiries. • Gather information to respond to community inquiries.	☐
APIO for Information Gathering	• Obtain work assignment(s). • Provide updates.	☐
Logistics Section	• Request information regarding equipment/personnel.	☐
Planning Section – Situation Unit	• Request information from Situation Reports.	☐
Planning Section – GIS	• Request maps and charts.	☐
Planning Section – Environmental Unit	• Request Material Safety Data Sheet (MSDS), plume modeling, and spill trajectory(s).	☐
Planning Section	• Request a copy of Incident Action Plan (IAP). • Request a copy of the daily meeting schedule.	☐
Operations Section	• Request location and number of resources on-site from Staging. • Request information about on-going operations.	☐
Finance Section	• Request cost of response and claims hotline number.	☐
Response Partners	• Request other agency's participation and plans.	☐
INTO	• Request guidance regarding law enforcement, terrorist, or security issues.	☐
LNO	• Request information about affected stakeholders.	☐
SOFR	• Request safety concerns for responders and general public and appropriate protective actions.	☐

Status Board Specialist

Position Description

The Status Board Specialist is assigned by the APIO/JIC Manager and reports to the APIO for Information Gathering. The Status Board Specialist is responsible for displaying incident information in the JIC. Personnel selected for this position should possess some public affairs and ICS experience. Selected personnel should be able to work quickly, accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Status Board Specialist is required to be certified in:

- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Display incident information on status boards in the JIC so that it is easily accessible to personnel answering inquiries and producing written products.
- Provide all members of the JIC with copies of news releases, fact sheets, current command message(s), and talking points.
- Work with the Planning Section's Display Processor to maintain information boards in high traffic areas of the Incident Command Post (ICP) and field locations to keep responders informed.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Produce Status Board

The Status Board Specialist produces status boards at the Incident Command Post (ICP) for all response personnel, which include the following steps:

Tasks

The Status Board Specialist should use this job aid to assist in producing status boards

STEP	ACTION	✔
1.	Identify high-traffic locations for information boards in the ICP (break rooms, main hallways, etc.).	❏
2.	Display current news releases, fact sheets, and incident news clips.	❏
3.	Display non-incident/morale boosters – other news, sports, comics, local restaurant menus, etc.	❏
4.	Update boards as needed, including after each Operations Briefing.	❏

Media Monitoring and Analysis Specialist

Position Description

The Media Monitoring and Analysis Specialist assesses the content and accuracy of news media reports. Media Monitoring and Analysis also assists in identifying trends and breaking issues.

The Media Monitoring and Analysis Specialist monitors and analyzes the media coverage of the response. (A Media Analysis Job Aid can be found in Appendix A). The Media Monitoring and Analysis Specialist provides daily coverage synopses; identifies issues, inaccuracies, and view points; and recommends corrections to Media Relations. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.
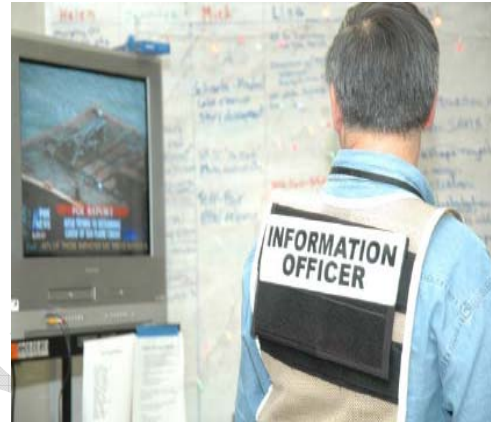
Position Qualifications

In addition to agency training requirements, the Media Monitoring and Analysis Specialist should be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Determine newspaper, radio, television, and internet outlets to monitor.
- Monitor blogs and social networking sites.
- Gather perceptions from the media about the progress of the response efforts.
- Identify potential detrimental rumors and rapidly determine effective ways to deal with them.
- Set up a news clip collection (radio, TV, print, and appropriate Internet websites). Request Finance Section to contract a clipping service for the incident, or organize some means of recording television news and print articles.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Analyze Information

The Media Monitoring and Analysis Specialist will monitor and analyze the media coverage of the response, as well as the local community's concerns about the response. (A job aid for analyzing and identifying potential solutions for media coverage that does not support Best Response is located in Appendix B.) When appropriate, the Media Monitoring and Analysis Specialist will make recommendations to improve or increase the coverage and accuracy of information in an effort to alleviate concerns and gain community support.

The major activities involved in analyzing information are:

- Determine primary newspaper, radio, television, and internet outlets to monitor.
- Attend town meetings.
- Conduct door-to-door surveys.
- Track incoming phone calls and requests.
- Determine media outlets that reach significant diverse audiences.
- Gather perceptions from the media about the progress of the response efforts.
- Identify potential issues, problems, and rumors and report the information immediately to the PIO and appropriate agency or office.
- Identify potential detrimental rumors and rapidly determine effective ways to deal with them.
- Identify significant diverse communities and determine the most effective ways to communicate with them (e.g. media, fliers, posters, town meeting, etc.).
- Monitor the perceptions of the affected communities concerning the progress of the response.
- Make a record of each print, broadcast, and Internet news clip (including a summary of coverage, issues, inaccuracies, and view points) using the JIC Media Analysis Worksheet (see Appendix A).

Rumor Control Specialist

Position Description

The Rumor Control Specialist receives, verifies, and corrects all rumors regarding the incident. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Rumor Control Specialist is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Identify potential issues, problems, and rumors and report the information immediately to the APIO for Information Gathering, APIO for Media Relations, and APIO for Community Relations.
- Verify the accuracy of the rumor and document results on JIC Rumor Control form.
- Report results of each rumor investigation to previously noted APIOs.
- Maintain a file of JIC Rumor Control forms.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Validate Rumors

1
2   The Rumor Control Specialist will validate rumors, which include the following steps:
3

Tasks   The Rumor Control Specialist should use this job aid to assist in validating rumors.

STEP	ACTION	✔
1.	The Rumor Control Specialist receives rumor from someone in other response position (e.g., media relations specialist, community relations specialist). NOTE: Rumors can be received by anyone from many different means – by field workers through interaction with the public, by other JIC members who work with the media, etc. Intake of rumors to the JIC may be via telephone, face-to-face interaction, via ICS-213 General Message, or other means.	❑
2.	The Rumor Control Specialist documents received rumor and all amplifying information on JIC Rumor Query Record (see Appendix A).	❑
3.	The Rumor Control Specialist seeks out appropriate response organization subject matter expert to validate/invalidate received rumor (e.g., Situation Unit Leader (SITL) for collected incident data, Liaison Officer (LNO) for list of assisting agencies).	❑
4.	The Rumor Control Specialist records validated fact on Rumor Query Record.	❑
5.	The Rumor Control Specialist provides copies of completed form to the following JIC personnel: • APIO for Information Gathering (for posting and media analysis, if necessary) • APIO for Information Products (to correct any previously released or draft information products, to correct any information posted to incident website, and for filing in JIC records) • APIO for Media Relations (for dissemination to the media) • APIO for Community Relations (for dissemination to the public)	❑

4

Section V
Assistant Public Information Officer for
Information Products
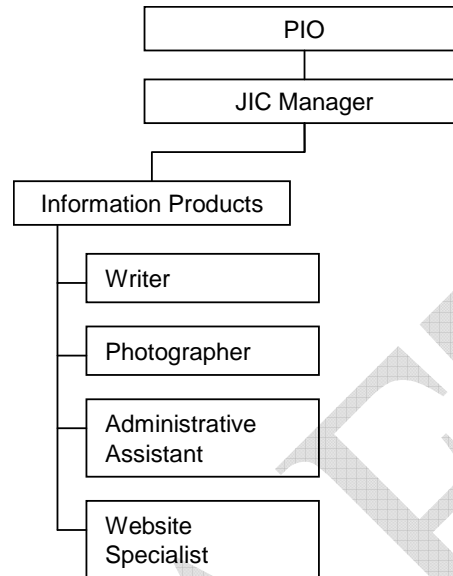
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                      │  │   Photographer   │
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                      │  │    Assistant     │
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                         │     Website      │
                         │    Specialist    │
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Position Description

An Assistant Public Information Officer (APIO) for Information Products is assigned by the Public Information Officer (PIO) or APIO/Joint Information Center (JIC) Manager to manage the product development responsibilities of the JIC. Personnel selected for this position should possess some public information, journalism, photography, videography, web management, desktop publishing, Incident Command System (ICS), and JIC experience. Selected personnel should be able to type, operate a variety of computers and software, work quickly, accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the APIO for Information Products is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

The APIO for Information Products is also recommended to be certified in:
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents (FEMA)
- ICS-300 Intermediate Incident Command System for Expanding Incidents (FEMA)
- IS-702 National Incident Management Systems Public Information Systems
- IS-800 A National Response Plan, An Introduction (FEMA)

Responsibilities

- Produce written news releases, media advisories, public service announcements, fact sheets, and other publications.
- Route to PIO for approval all documents, photos, video, and other materials (accurate information is essential in preventing public confusion, loss of credibility, and/or adverse publicity).
- Establish and manage an incident news website.
- Take and disseminate news photos and video of the incident.
- Produce and gather graphics and logos for the incident.
- Produce incident casebook.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Writer

Position Description

The Writer is assigned by the APIO for Information Products to produce written news releases, media advisories, public service announcements, fact sheets, talking points, and key messages. Personnel selected for this position should possess strong journalism skills and some public information, ICS, and JIC experience. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Writer is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Write News Releases

1
2   The Writer should follow these steps to draft and gain approval of a written news release (Blank
3   news release letterhead is located in Appendix B):
4

Tasks   The Writer should use this job aid to assist in writing news releases.

STEP	ACTION	✔
1.	Assemble the facts into two or three sentences that answer – who, what, when, where, why, and how.	❑
2.	List the remaining facts and information in bullet form (e.g., what agencies are responding, type and amount of equipment, etc.). **NOTE:** The release should be only one page in length. If there is a need for additional information about specific topics, than a separate fact sheet should be created. Follow steps 3 - 5 for fact sheets and news releases.	❑
3.	Spell check and edit the release and give it to the Public Information Officer (PIO) for approval.	❑
4.	Give approved release to APIO for Information Products and Joint Information Center (JIC) Situation Status units and Incident Commander.	❑
5.	Fax to media and other requestors.	❑

5

Photographer

Position Description

A Photographer is assigned by the APIO/JIC Manager to shoot high quality photos and video for release to the public and media. The Photographer reports to the APIO for Information Products. Personnel selected for this position should possess extensive photographic, video-graphic, electronic photo and video editing, and some journalism skills. Selected personnel should be able to operate a variety of digital, still, and video cameras; accomplish tasks with only initial direction; and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Photographer is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Shoot and edit photographs of newspaper/magazine quality.
- Shoot and edit video of broadcast quality.
- Catalog and manage all photos and videos.
- Provide all photos and videos to the and Website Specialist.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Information Exchange Matrix

The following Information Exchange Matrix describes what type of information and resources the Photographer should obtain from specific response positions, as well as what information the Photographer should provide to those same response positions.

Response Position	Materials and Resources Exchange	
	From Response Position to Photographer	From Photographer to Response Position
Writer	• Photo Assignments	• Image support for fact sheets (as needed) • Briefing on activities
JIC Support Unit	• Not Applicable	• Photos/video for new briefings • All products that do not have an immediate use for inclusion in the case book
Status Board Specialist	• Not Applicable	• Photos for information boards
Operations Section	• On-water/aerial transportation to sites	• Not Applicable
Logistics Section	• Supplies	• Not Applicable
Planning Section	• Daily schedule (ICS Form 204)	• Not Applicable

The APIO/JIC Manager may also assign the Photographer to complete tasks listed on the Information Exchange Matrix in Section II. These tasks focus on information exchanges to the JIC.

Administrative Assistant

Position Description

An Administrative Assistant is assigned by the APIO/JIC Manager to manage additional activities in support of the APIO for Information Products and his/her staff. Personnel selected for this position should be able to accomplish tasks with only initial direction and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Administrative Assistant is required to be certified in:
■ IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
■ IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Provide audio/visual support.
- Provide support for news conferences and town meetings.
- Produce a casebook.
- Provide all JIC files and products to the Documentation Unit.
- Produce briefing packets.
- Coordinate security needs with the Security Manager of the Facilities Unit in the Logistics Section.
- Catalog, file, and copy all JIC materials.
- Maintain media credentialing files.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Provide News Conference/Town Meeting Support

The Administrative Assistant will provide support to the Joint Information Center (JIC) for news conferences and town meetings. The Administrative Assistant will need to coordinate with the Logistics section to complete the following steps:

Tasks

The Administrative Assistant should use this job aid to assist with news conferences and town meetings.

STEP	ACTION	✔
1.	Secure a space for the event.	❑
2.	Provide and set up chairs, tables, and lectern.	❑
3.	Set up microphone and public address system, if necessary.	❑
4.	Set up supporting graphic material near spokespeople.	❑
5.	Set up overhead projector, televisions/VCRs, and/or computers for supporting visuals.	❑

Produce a Casebook

A casebook is a compilation of all public information about the incident that can be used for post-incident information requests and evaluations. It provides a case history that can be used as a reference for future events. A printed or electronic copy of the casebook should be made available to each of the JIC's response partners. The casebook should contain:

- All news releases, fact sheets, talking points, and key messages generated by the JIC
- Copies of all news clips
- Copies of all JIC-produced videos, photographs, maps, and other visuals

NOTE: The casebook would not include Incident Action Plans (IAPs).

Information Exchange Matrix

1
2   The following Information Exchange Matrix describes what types of materials and resources the
3   Administrative Assistant should obtain from specific response positions, as well as the
4   information the Administrative Assistant should provide to those same response positions.
5

Response Position	Materials and Resources Exchange	
	From Response Position to Administrative Assistant	**From Administrative Assistant to Response Position**
Logistics Section	• Space, chairs, lectern, tables, PA system, and other materials for news conferences • Security service for the JIC • JIC visitor passes	• Not Applicable
Media Monitoring and Analysis Specialist	• Copies of news clips	• Not Applicable
Writer	• Copies of press releases and fact sheets for briefing packs and news conferences • Copies of key message(s), talking points, and speaker prep sheets	• Not Applicable
Photographer	• Photos/video for news conferences • All products that do not have an immediate use for inclusion in the casebook	• Not Applicable
APIO for Media Relations	• Copies of media list	• Not Applicable
Documentation Unit	• Copies of media list	• Copies of all JIC files and products

6
7   The APIO/JIC Manager may also assign the Administrative Assistant to complete tasks listed on
8   the Information Exchange Matrix in Section II. These tasks deal with information exchanges.

Website Specialist

Position Description

The Website Specialist is assigned by the APIO/JIC Manager to manage all JIC web activities in support of the APIO for Information Products and his/her staff. The Website Specialist may be located in the physical JIC or at another location away from the Command Post. Personnel selected for this position should be knowledgeable of website design software, internet protocols, website accessibility for special needs populations (Section 508 of the Disabilities Act), able to accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Website Specialist is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Maintain and update incident website.
- Route email inquiries to Media or Community Relations Specialist.
- Ensure approval of all items prior to emailing or posting on the incident website.
- Ensure all items posted to the incident website are 508 compliant.
- Establish a virtual JIC, as needed.
- Coordinate with other response partners' web support personnel.
- Coordinate media and community distribution lists.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Section VI
Assistant Public Information Officer
for Media Relations

```
┌──────────────────────┐
│         PIO          │
└──────────┬───────────┘
┌──────────┴───────────┐
│     JIC Manager      │
└──────────┬───────────┘
           │
      ┌────┴──────────────────┐
      │    Media Relations    │
      └────┬──────────────────┘
           │   ┌──────────────────────┐
           ├───│  Media Relations     │
           │   │  Specialist          │
           │   └──────────────────────┘
           │   ┌──────────────────────┐
           ├───│  Speaker Support     │
           │   │  Specialist          │
           │   └──────────────────────┘
           │   ┌──────────────────────┐
           └───│  Field Specialist    │
               └──────────────────────┘
```

Position Description

An Assistant Public Information Officer (APIO) for Media Relations is assigned by the Public Information Officer (PIO) or APIO/Joint Information Center (JIC) Manager to coordinate the release of information to the media.

Personnel selected for this position should possess experience in public information, crisis response, JIC operations, management, and Incident Command System (ICS), as well as have demonstrated skills in interacting with the media. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the APIO for Media Relations is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

The APIO for Media Relations is also recommended to be certified in:
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents (FEMA)
- ICS-300 Intermediate Incident Command System for Expanding Incidents (FEMA)
- IS-702 National Incident Management Systems Public Information Systems
- IS-800 A National Response Plan, An Introduction (FEMA)

Responsibilities

- Respond to media inquiries.
- Select and prepare speakers prior to interviews.
- Conduct news briefings and interviews.
- Provide escorts to the media.
- Credential media.
- Maintain multi-lingual capabilities.
- Maintain and update media lists.
- Identify misinformation or rumors.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Media Relations Specialist

Position Description

The Media Relations Specialist is assigned by the APIO/JIC Manager to manage the distribution of information regarding the event. Personnel selected for this position should have experience interacting directly with the media, be able to speak clearly and concisely, be able to accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Depending on the region, bilingual personnel may be needed in this unit. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Media Relations Specialist is required to be certified in:

- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Determine primary media outlets.
- Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry, and result.
- Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax number, and e-mail and postal addresses.
- Disseminate approved written material to the media.
- Staff the phones with people able to answer calls, possibly in more than one language, from local, state, national, and international media.
- Respond to routine inquiries using talking points, speaker preparation, news releases, and fact sheets.
- Promote story and feature ideas to target media.
- Establish a daily drive-time call-out schedule that meets local radio and television deadlines. This will vary with each incident.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Speaker Support Specialist

Position Description

The Speaker Support Specialist is assigned by the APIO/JIC Manager to manage the coordination of meetings, interviews, and engagements. The Speaker Support Specialist reports to the APIO for Media Relations. Personnel selected for this position should have good interpersonal skills, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Speaker Support Specialist is required to be certified in:

- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
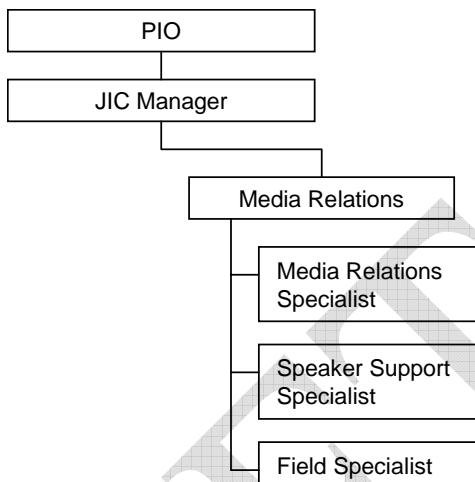- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Identify, schedule, and prepare appropriate personnel and subject matter experts for news briefings and media interviews.
- Advise the PIO and APIO/JIC Manager on times for news briefings.
- Coordinate with the Administrative Assistant about set-up and audio visual needs for news briefings and media interviews.
- Schedule and coordinate editorial board.

1   These responsibilities can be performed by one or more individuals or by a Unit composed of
2   several individuals per shift.

Speaker Preparation Checklist

1
2   The following checklist should be used by the Speaker Support Specialist to prepare personnel
3   for speaking to the general public and media during phone interviews, on-camera interviews,
4   and news briefings. (See Appendix A for Speaker Preparation Worksheet.)
5

Tasks   The Speaker Support Specialist should use this job aid to assist in preparing personnel to address the public.

STEP	ACTION	✓
1.	Prepare a statement of commitment, empathy, or concern to use as an introduction. Put yourself into the shoes of your audience and address what they are most concerned about. *Example: "Before I give you an update of the incident, I'd like to say that our number one concern is the safety of the community." or "The most important objective in our operation is returning the river to the pristine state it was in before ... ."* **NOTE:** From this point on, sentences should be short – 7 to 12 words in length.	❑
2.	Prepare one to three key messages you want to address and incorporate them into a bridge between step one and the body of your statement. *Example: "We are removing oil from the environment, protecting sensitive areas, and rehabilitating oiled wildlife."*	❑
3.	Repeat your first message and state two to four facts about it. *Example: "We are removing oil from the environment. Our skimmers on the water have removed 500 gallons today. Workers with sorbent pads are combing the beaches. In total, we've collected more than one million gallons of oil."*	❑
4.	Repeat Step 3 for the other key messages you may have prepared.	❑
5.	Write a bridge between the body of your statement and your conclusion – repeat your one to three key messages again. This should be similar or exactly the same as the bridge in Step 2.	❑
6.	State future actions as a conclusion.	❑
7.	Reiterate all public contact information, such as hotlines.	❑

News Briefing Checklist

1
2   The following checklist should be used when setting up and conducting news briefings. Personnel
3   from nearly all positions in the Joint Information Center (JIC) will play some part in this process.
4

Tasks   The Speaker Support Specialist should use this job aid to assist with news briefings.

STEP	ACTION	✓
1.	The Speaker Support Specialist should select the appropriate time for the news briefing. **NOTE:** Should be held approximately two hours before the majority of news deadlines, or as soon as possible after a major development.	❑
2.	The Speaker Support Specialist and Administrative Assistant should select and schedule an appropriate location and set up logistics for the space (audiovisual, chairs, public address system, etc.). **NOTE:** The location should be easily accessible, with plenty of parking, power, minimal background noise, and a good back drop if possible.	❑
3.	The Media Relations Specialist should notify media of place and time for the news briefing.	❑
4.	The Writer and Administrative Assistant should produce briefing packets for distribution to the media.	❑
5.	The Speaker Support Specialist should identify spokespeople, schedule, and conduct speaker preparation for as much time as possible before the news conference begins. **NOTE:** Speaker preparation is essential before a news conference. Time spent will depend on incident circumstances. Spokespeople should have a message to send (see Speaker Preparation Worksheet in Appendix A) and the answers to all questions that may be asked during the news conference. The Unified Command (UC) must be made aware of the importance and consequences of this task.	❑
6.	The Public Information Officer (PIO) should appoint a news conference moderator – usually the PIO, Assistant PIO (APIO)/JIC Manager or member of the APIO for Media Relations– who will: • Set the agenda and discuss format. • Greet the assembly. • Explain the purpose of the news conference. • Introduce the speakers. • Provide sources for additional information. • Control the amount of time spent on any given subject. • End the conference on time.	❑
7.	The APIO for Media Relations should prepare to assist reporters with any additional needs immediately following the news conference.	❑

Coordinate an Editorial Board Meeting

An editorial board is a meeting between the UC and an editor from a media organization in which reporters may or may not be present. Usually an editorial board is not conducted until several days into an incident. The Editorial Board serves the following functions:

- Provides the UC a chance to explain in broad terms the policies and positions of the command
- Provides the editor with a chance to ask questions about Command's policies and positions as they pertain to the response.
- Is normally held in the offices of the editor and typically does not result in a story; it is intended to be used for background in future stories.

Field Representative

Position Description

The Field Representative is assigned by the APIO/JIC Manager to provide media relations support in the field. Depending on the region, bilingual personnel may be needed. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Field Representative is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Escort media to incident scene or other field locations.

Based on the needs of the incident, the Field Representative may be assigned additional responsibilities such as:
- Take photos and video of incident scene.
- Gather facts from incident scene.
- Assign additional media and community relations responsibilities.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Section VII
Assistant Public Information Officer
for Community Relations

```
                    ┌─────────────────────┐
                    │         PIO         │
                    └──────────┬──────────┘
                    ┌──────────┴──────────┐
                    │     JIC Manager     │
                    └──────────┬──────────┘
                               │
                    ┌──────────┴──────────┐
                    │ Community Relations │
                    └──────────┬──────────┘
                               │  ┌──────────────────┐
                               ├──│    Community     │
                               │  │    Relations     │
                               │  │    Specialist    │
                               │  └──────────────────┘
                               │  ┌──────────────────┐
                               └──│    Community     │
                                  │ Support Specialist│
                                  └──────────────────┘
```

Position Description

The Assistant Public Information Officer (APIO) for Community Relations is assigned by the PIO/Joint Information Center (JIC) Manager to monitor the communities' concerns regarding the incident, advise the Public Information Officer (PIO) about community information needs, and coordinate release of information to the public.

Personnel selected for this position should possess community relations, crisis response, JIC, operations, management, and Incident Command System (ICS) experience, as well as have demonstrated skills in interacting with the public. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the APIO for Community Relations is required to be certified in:
- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

The APIO for Community Relations is also recommended to be certified in:
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents (FEMA)
- ICS-300 Intermediate Incident Command System for Expanding Incidents (FEMA)
- IS-702 National Incident Management Systems Public Information Systems
- IS-800 A National Response Plan, An Introduction (FEMA)

Responsibilities

- Determine the information needs of the community.
- Develop and coordinate community outreach programs.
- Establish contact with influential local community members that can provide feedback about how the response is perceived.
- Determine the need for and format of community meetings.
- Conduct and/or participate in community meetings.
- Canvas the local community.
- Develop posters, flyers, newsletters, and other community outreach materials.
- Inform the public of volunteer opportunities coordinated by the Liaison Officer (LNO) and assisting agencies.
- Respond to community inquiries.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Community Relations Specialist

Position Description

The Community Relations Specialist is assigned by the APIO/JIC Manager to document and respond to community inquiries. Personnel selected for this position should have experience interacting directly with the community, speaking clearly and concisely, accomplishing tasks with only initial direction, and functioning efficiently in a high-stress environment. Depending on the region, multilingual personnel may be needed in this unit. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Community Relations Specialist is required to be certified in:

- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Identify communities affected by the incident.
- Produce detailed accounts of calls, including name and organization, phone numbers, nature of inquiry, and results.
- In conjunction with the LNO, maintain a comprehensive and current list of interested stakeholders, including phone and fax numbers or e-mail addresses.
- Disseminate approved written material to the community.
- Staff the phones with people able to answer calls, possibly in more than one language, from the community.
- Respond to routine inquiries using talking points, frequently asked questions, news releases, fact sheets, and other community relations materials.
- Route inquiries about volunteer opportunities to the Volunteer Coordinator, LNO, or Logistics Section Chief (LSC).

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Community Support Specialist
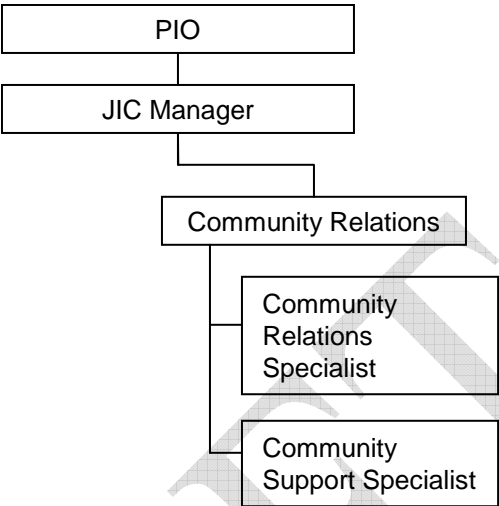
Position Description

The Community Support Specialist is assigned by the APIO/JIC Manager to manage the coordination of meetings, interviews, and engagements. The Community Support Specialist reports to the APIO for Community Relations. Personnel selected for this position should have good interpersonal skills, the ability to accomplish tasks with only initial direction, and function efficiently in a high-stress environment. Personnel should be assigned to this position based on training, experience, skills, and ability, not rank or employer.

Position Qualifications

In addition to agency training requirements, the Community Support Specialist is required to be certified in:

- IS-100 (ICS 100) Introduction to Incident Command System (FEMA)
- IS-700 National Incident Management System, An Introduction (FEMA)

Responsibilities

- Identify, schedule, and prepare appropriate personnel and subject matter experts for community meetings.
- Advise the PIO and APIO/JIC Manager on times for news community meetings.
- Coordinate with the Administrative Assistant about set-up and audio visual needs for community meetings.
- Participate in meetings hosted by the community.

These responsibilities can be performed by one or more individuals or by a Unit composed of several individuals per shift.

Speaker Preparation Checklist

The following checklist should be used by the Community Support Specialist to prepare personnel for speaking at community meetings. (See Appendix C for Speaker Preparation Worksheet.)

Tasks

The Community Support Specialist should use this job aid to assist in preparing personnel to address the community.

STEP	ACTION	✔
1.	Prepare a statement of commitment, empathy, or concern to use as an introduction. Put yourself into the shoes of your audience and address what they are most concerned about. *Example: "Before I give you an update of the incident, I'd like to say that our number one concern is the safety of the community." or "The most important objective in our operation is returning the river to the pristine state it was in before … ."* **NOTE:** From this point on, sentences should be short – 7 to 12 words in length.	❑
2.	Prepare one to three key messages you want to address and incorporate them into a bridge between step one and the body of your statement. *Example: "We are removing oil from the environment, protecting sensitive areas, and rehabilitating oiled wildlife."*	❑
3.	Repeat your first message and state two to four facts about it. *Example: "We are removing oil from the environment. Our skimmers on the water have removed 500 gallons today. Workers with sorbent pads are combing the beaches. In total, we've collected more than one million gallons of oil."*	❑
4.	Repeat Step 3 for the other key messages you may have prepared.	❑
5.	Write a bridge between the body of your statement and your conclusion – repeat your one to three key messages again. This should be similar or exactly the same as the bridge in Step 2.	❑
6.	State future actions as a conclusion.	❑
7.	Reiterate all public contact info, such as hotlines.	❑

Conduct a Community Meeting

1

2   The following checklist should be used by the Community Support Specialist in setting up
3   community meetings. The media should be invited to community meetings.
4

Tasks   The Community Support Specialist should use this job aid to assist in preparing personnel to address the public.

STEP	ACTION	✔
1.	Select the appropriate time for the exhibit/community meeting. **NOTE:** The end of the working day is best. Tuesday and Thursday have proven to generate greater attendance.	❏
2.	Select an appropriate meeting format, e.g., open house, audio/visual presentation, or panel discussion.	❏
3.	Select and schedule an appropriate location. **NOTE:** The location should be easily accessible, contain plenty of parking, power, and minimal background noise.	❏
4.	Notify the community of the event.	❏
5.	Identify exhibitors from the UC, schedule and conduct speaker preparation, and provide assistance with materials for exhibits. **NOTE:** The Photographer may also be able to provide assistance with exhibits.	❏
6.	Appoint a town meeting moderator, usually the Public Information Officer (PIO), Assistant PIO (APIO)/Joint Information Center (JIC) Manager or APIO for Community Relations, who will: • Assist in preparing handouts. • Coordinate graphics needs. • Remain on hand at exhibit hall for any exhibitor needs or help answer any questions.	❏

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Appendix A
Sample Worksheets, Checklists, and Forms

JIC Staff Self-Assessment Survey

Welcome to the JIC! Please complete this survey, so our PIO and JIC Manager can match your availability, experience, training, and preferences to the JIC Staff positions presently available.

First and Last Name: _____

Rank and/or Job Title: _____

Agency/Organization: _____

Work Phone: (   ) _____ Cell Phone: (   ) _____

E-mail address: _____

If you are staying at a hotel, list Hotel name: _____ Room #: _____

AVAILABILITY

Please list any dates/times or shifts that you are <u>NOT</u> available to work in the JIC:

RESOURCES

Please check any equipment/supplies or other JIC resources that you brought with you:

☐ Laptop   ☐ Printer   ☐ Camera/videocam   ☐ Tape recorder   ☐ Office supplies

☐ Other: _____

EXPERIENCE

How many years of public affairs experience do you have? _____

How many times have you previously worked in a JIC? _____

Describe what JIC roles or duties you have previously performed:

TRAINING

Please check which NIMS courses that you have completed:

☐ None   ☐ IS-700   ☐ IS-702   ☐ IS-800   ☐ ICS-100   ☐ ICS-200   ☐ ICS-300   ☐ ICS-400

Have you completed any PIO or JIC training?   ☐ No   ☐ Yes _____

Have you completed any media spokesperson training?   ☐ No   ☐ Yes _____

SKILLS

Please check your "Top 3" best skills:

☐ Supervising others   ☐ Developing strategies   ☐ Conducting media briefings and interviews

☐ Gathering info   ☐ Writing copy   ☐ Taking photos/video   ☐ Web support

☐ Answering inquiries   ☐ Investigating rumors   ☐ Computer skills   ☐ Admin support

☐ Other: _____

PREFERENCES

Please indicate which JIC role(s) or duties that you would like to be assigned to:

☐ Preferred role(s): _____

☐ No preference; I'll work any role or duties as needed

Joint Information Center Query Record

Person Calling: _____

Date/Time of call: _____

Organization: _____

Phone Number: _____

Fax: _____

Address: _____

_____

Inquiry: _____

_____

_____

_____

_____

Deadline: _____

Person taking call: _____

Reply made by:

_____

Date/Time:

_____

Reply:

_____

_____

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Joint Information Center Rumor Query

Person Calling: _____

Date/Time of call: _____

Organization: _____

Phone Number: _____

Fax: _____

Address: _____

_____

Rumor: _____

_____

_____

_____

_____

_____

Person taking call: _____

Reply made by:

_____

Date/Time:

_____

Reply:

_____

Public Information Officer
Daily Joint Information Center Brief Worksheet

1. Incident Name:	**2. Operational Period:**
3. PIO:	**4. Prepared by:**

5. Joint Information Center Personnel Assigned

APIO – JIC Manager:	APIO – JIC Manager (satellite JIC)
APIO – Information Gathering:	APIO – Media Relations:
APIO – Information Products:	APIO – Community Relations:

6. Joint Information Center Daily Activities

6a. Information Gathering

Media monitoring & analysis highlights:	Rumor control highlights:

6b. Information Products

Written news releases:	Fact sheets:
Photographs:	Video:
PSAs:	Website:

6c. Media Relations	
Media inquiry highlights:	Media interviews scheduled:
Media briefings scheduled:	Media speaker preparation scheduled/required personnel:
Field activities scheduled:	

6d. Community Relations	
Community inquiry highlights:	Community meetings scheduled:
Community speaker preparation scheduled/required personnel:	

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Daily Checklist

- ❑ Brief from off-going shift

- ❑ Develop and monitor information strategies in support of overall response effort

- ❑ Monitor Joint Information Center's activities to ensure information strategies are being followed

- ❑ Ensure public affairs people in field are given assignments

- ❑ le Ensure necessary work space, materials, equipment and personnel are available or requested

- ❑ Receive approval from unified command on all information released from the JIC

- ❑ Maintain high level of understanding of current situation and response operations by attending incident command post briefings

- ❑ Ensure that people in JIC work with the Situation Unit to obtain the most current information

- ❑ Ensure information is being provided to the "Public." This includes internal and external publics

- ❑ Monitor any request identified by either the unified command of JIC as "special." VIPs, special interest, local issues, etc.

- ❑ Provide unified command with timely information about external perceptions, concerns and needs regarding the incident and response

- ❑ Ensure the speakers for the news conferences are prepared by the JIC well before the conferences

- ❑ Represent the unified command during all public functions where the actual members of the unified command are not in attendance

- ❑ Ensure appropriate and timely communications are maintained by the JIC with government, community and media publics throughout the response

- ❑ Ensure all the hard work done by yourself and the members of the JIC is well documented and delivered ti the appropriate places

- ❑ Complete Daily Log (ICS-Form 214)

- ❑ Turn in Time Sheets (SF 261)

Joint Information Center
Media Analysis Worksheet

Date: ____ / ____ / ____

Media outlet name: _____

Current release #: _____

Daily Broadcast times: _____

(If recorded please mark Y or N after time)

Daily coverage synopses: _____

_____

_____

Issues: _____

_____

Inaccuracies: _____

_____

_____

View points: _____

_____

Fixes: _____

Who replied to: _____

1

2

3

Joint Information Center Field Escort Equipment and Communications Checklist

Personal Protective Equipment

❏ Hard Hat

❏ Goggles

❏ Gloves

❏ Tyvek

❏ Rubber Boots

❏ Life Jacket

❏ Respirator

❏ Level A suit

❏ Self-contained Breathing Apparatus

Notes:

_____

_____

_____

_____

_____

_____

_____

_____

_____

Communications

❏ VHF radio

❏ Cell Phone

_____

_____

Information

❏ ICS 204

❏ Latest situation status

❏ Latest news release

_____

_____

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Speaker Preparation Worksheet

All written responses for steps 1 – 6 from previous page should be put on this sheet.

1. Statement

_____
_____
_____
_____

2. Key Message(s)

_____
_____
_____
_____

3 - 4. Key Message(s) with Supporting Facts

_____
_____
_____
_____
_____

5. Repeat Key Message(s)

_____
_____
_____
_____

6. Future Action(s)

_____
_____
_____
_____

1

Joint Information Center
Spokesperson Request Worksheet

Speaker's event:
_____

Contact & phone number:
_____

Date:
_____

Time:
_____

Location:
_____

Subject of event:
_____

_____

Speaker requested: (if known)
_____

Speaker assigned:
_____

Speaker's event:
_____

Contact & phone number:
_____

Date:
_____

Time:
_____

Location:
_____

Subject of event:
_____

_____

Speaker requested: (if known)
_____

Speaker assigned:
_____

1

2

3

4

Joint Information Center
News Conference/Town Meeting Worksheet

Event:

Date:

Time:

Location:

Moderator:

Speakers:

Length of conference or meeting:

Exhibits:

1.

Presenter:	Handout:

2.

Presenter:	Handout:

3.

Presenter:	Handout:

4.

Presenter:	Handout:

5.

Presenter:	Handout:

Refreshments:

Special needs arrangements:

Notes:

1. Incident Name	2. Operational Period (Date / Time) From: To: Time of Report	INCIDENT STATUS SUMMARY ICS 209-CG (Revised 01/05)

3. Type of Incident

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

4. Situation Summary as of Time of Report:

5. Future Outlook/Goals/Needs/Issues:

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

9. Equipment Resources					
Kind	Notes	# Ordered	# Available	# Assigned	# Out of Service
USCG Assets					
Aircraft – Helo					
Aircraft – Fixed Wing					
Vessels – USCG Cutter					
Vessels – Boat					
Vehicles – Car					
Vehicles – Truck					
Pollution Equip – VOSS/SORS					
Pollution Equip – Portable Storage					
Pollution Equip – Boom					
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	
DHS (other than USCG)	
NOAA	
FBI	
DOD (USN Supsalv, CST, etc.)	
DOI (US Fish & Wildlife, Nat Parks, BLM, etc.)	
RP	
State	
Local	
Total Personnel Resources Used From all Organizations:	

11. Prepared by:	Date/Time Prepared:
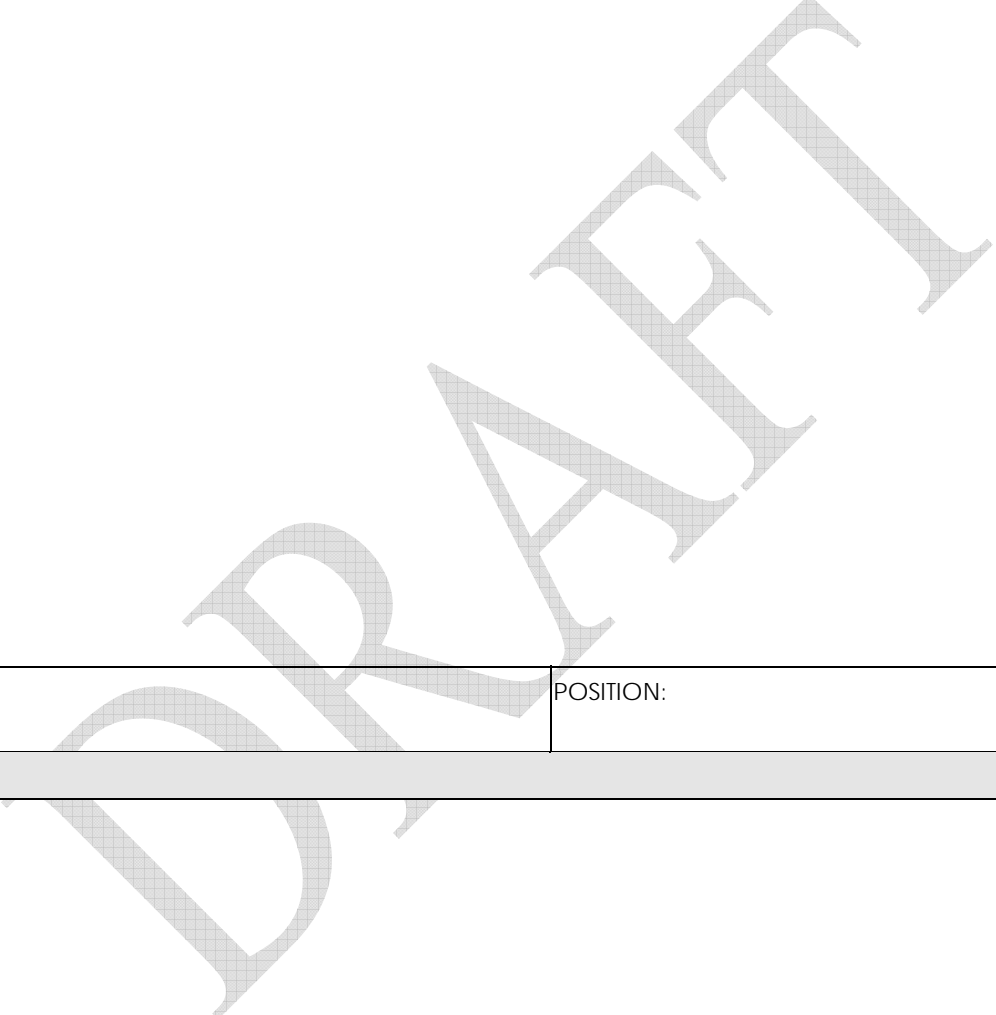
1. Incident Name	2. Operational Period (Date / Time) From: To: Time of Report 		ICS 209-CG OIL/HAZMAT **ATTACHMENT** (Revised 01/05)

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

Common Name(s):

UN Number:	☐ Secured ☐ Unsecured
CAS Number:	Remaining Potential (bbl):
	Rate of Spillage (bbl/hr):

	Adjustments To Previous Operational Period	Since Last Report	Total
Volume Spilled/Released			

Mass Balance - HAZMAT/Oil Budget

Recovered HAZMAT/Oil			
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			
Medium			
Heavy			
Total			

Comments:

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

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

Comments:

7. Prepared by:	Date/Time Prepared:

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1. Incident Name	2. Operational Period (Date / Time) From: To: Time of Report	ICS 209-CG **SAR/LE ATTACHMENT** (Revised 01/05)

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)

<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)		

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:	Date/Time Prepared:

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GENERAL MESSAGE		
TO:	POSITION:	
FROM:	POSITION:	
SUBJECT:	DATE:	TIME:
MESSAGE:		
SIGNATURE:	POSITION:	
REPLY:		
DATE:	TIME:	SIGNATURE/POSITION:

4

Resource Request Message

Purpose: The 213RR CG is used by all incident personnel to request tactical and non-tactical resources.

ICS-213 RR CG (2/07)

1. Incident Name:	2. Date/Time:	3. Resource Request Number:

4. ORDER Note: Use additional forms when requesting different resource sources of supply

<table>
<tr><td rowspan="2">a. Qty</td><td rowspan="2">b. Kind</td><td rowspan="2">c. Type</td><td rowspan="2">d. Priority
U or R</td><td rowspan="2">e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.</td><td colspan="2">f. Requested Reporting</td><td rowspan="2">g. Order #
(LSC)</td><td rowspan="2">h. ETA
(LSC)</td><td rowspan="2">i. Cost</td></tr>
<tr><td>Location:</td><td>Date/Time:</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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</table>

Requestor

5. Suggested source(s) of supply - POC phone number if known and suitable subtitutes:	6. Requestor Position and Signature: Date/Time:
	7. Section Chief/Command Staff Approval: Date/Time:

Plans

8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.

a. ☐

b. ☐ Resources available as noted in block 12

c. ☐ Resources not available

9. RESL Review/Signature: Date/Time:

Logistics

10. Requisition/Purchase Order #:	11. Supplier Name/Phone/Fax/Email:	13. Logistics Section Signature: Data/Time:
12. Notes:		

14. Order placed by (check box): ☐ SPUL   ☐ PROC   ☐ OTHER _____

Finance

15. Reply/Comments from Finance:	16. Finance Section Signature: Date/Time:

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. Pink copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

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1. Incident Name	2. Operational Period (Date/Time)	UNIT LOG
	From: To:	ICS 214-CG

3. Unit Name/Designators	4. Unit Leader (Name and ICS Position)

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS

7. Prepared by:	Date/Time

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1. Incident Name	2. Operational Period (Date/Time)	UNIT LOG (CONT.) ICS 214-CG
	From: To:	

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS

7. Prepared by:	Date/Time:

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UNIT LOG (ICS FORM 214-CG)

Purpose. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

Preparation. A Unit Log is initiated and maintained 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.

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.	Check-In Location	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Unit Name/Designators	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4.	Unit Leader	Enter the name and ICS Position of the individual in charge of the Unit.
5.	Personnel Assigned	List the name, position, and home base of each member assigned to the unit during the operational period.
6.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
7.	Prepared By	Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

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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.

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name:		2. Incident Name:		
3. Home Unit (address/phone):		4. Location of Incident (address):		

5. Position Assigned:	6. Date of Assignment: From: To:	7. Date Incident Started:	8. Incident Type:	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
Knowledge of the job/ Professional Competence: Ability to acquire, apply and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)		Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.		Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.		Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.
Ability to obtain performance/results: Quality, quantity, timeliness and impact of work.		Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.		Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness.		Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement.
Planning/Preparedness: Ability to anticipate, determine goals identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team		Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.		Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.		Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.
Using Resources: Ability to manage time, materials, information, money, and people (i.e. all IMT components as well as external publics).		Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.		Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time and direction. Cost conscious, sought ways to cut waste.		Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.
Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.		Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations.		Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Positively and effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate societal trends or political realities.		Rapidly assessed and confidently adjusted to changing conditions, political realities, new information and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively and encouragingly dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change
Communication Skills: Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.		Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread.		Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously.		Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives.
Ability to work on a team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.		Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.		Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participant. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.		Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.

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Rating Factors	N/A	1 - Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
Consideration for personnel/team welfare: Ability to consider and respond to others *personal* needs, capabilities, and achievements; support for and application of work-life concepts and skills.		Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members.		Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members.		Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements, professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
Directing Others: Ability to influence or direct others in accomplishing tasks or missions.		Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.		A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.		An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership styles to best meet challenging situations.
Judgment/Decisions under stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.		Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.		Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost and time considerations. Made sound decisions promptly with the best available information.		Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.
Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.		Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.		Championed improvement through new ideas, methods, and practices; self-starter. Anticipated problems and took prompt action to avoid or resolve them. Sought opportunities for own career development. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.		Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes, decision-making, and service delivery.
Physical ability for the job: Ability to invest in the IMT's future by caring for the physical health, and emotional well-being of self and others.		Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.		Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.		Remarkable vitality, enthusiasm, alertness and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities which supported physical and emotional well-being. Monitored and helped others deal with stress, enhance health and well-being.
Adherence to Safety: Ability to invest in the IMT's future by caring for the safety of self and others		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.
Other (specify:)						

11 Remarks:

12 Rated Person (signature) This rating has been discussed with me.			13 Date:

14 Rated By (signature/print name):	15 Supervisor Home Unit (address/phone):	16 Supervisor Position:	17 Date:

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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 <u>ONLY</u> 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.

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7 # Appendix B
Sample Documents

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Unified Command
News Release

Unified Command

Type unified command entities here

For more information contact:
POC name and telephone number

Release #: _____

Date: _____/_____/_____

Type News Release headline and text here

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News Conference

General Guidelines:

As the moderator it is your responsibility to set the tone for the news conference

Have a predetermined message for each news conference. If you do not have a message, you do not need a news conference.

Provide correct spellings for any of the names with peculiar spellings. Ensure you state the person's position in the Unified Command.

Set a time with the your speakers prior to starting the news conference. Stick to that time. Do not let any one person dominate the time during the news conference. Take charge and use time as your authority.

Make yourself available at the end of the news conference. This will build relationships and your trust and credibility with the members of the media attending your news conference.

Moderator Script:

Welcome, Ladies and Gentlemen to today's (this morning's, tonight's) NEWS CONFERENCE.

We will be presenting information on_____ today.

With us today is _____.

We will begin today with some brief statements from the representatives of the Unified Command. Then we will open the floor to your questions. Because of the on-going operations we will be available for _____ minutes today. Please allow time for everyone here to ask questions.

Following the news conference, the Joint Information Center staff and myself will be available to help you with any further needs.

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Sample Advisory

(DR-##)-DR-(STATE)-(ADV#)
(DATE)

DISASTER INFORMATION FROM:
(Organization)
(Street Address)
(City, State, Zip)

MEDIA ADVISORY – NOT FOR PUBLICATION OR BROADCAST

JIC AND (STATE) SET UP DISASTER FIELD OFFICE IN (CITY, STATE)

(CITY, STATE) A JIC/State Disaster Field Office (DFO) is being established in (CITY, STATE) to administer assistance programs available as a result of the President's disaster declaration, (DAY). The Presidential declaration is in response to the damages and losses resulting from (DISASTER).

The address of the DFO is: (LOCATION)

Public affairs officers are available to help with facts about recovery programs and any assistance you may need in providing information to the public about disaster response and recovery programs. (LIST PAO NAMES AND PHONE NUMBERS).

A toll-free disaster registration line is in operation. The number is **1-800-XXX-XXXX**. People with speech or hearing impairments may apply by calling the TTY registration line at **1-800-XXX-XXXX**.

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Sample Advisory

DISASTER INFORMATION FROM:
(Organization)
(STATE Emergency Operations Center)
(Street Address)
(City, State, Zip)

| **MEDIA CONTACTS:** | JIC | (PAO name) | (phone) |
| | (State Agency) | (PIO name) | (phone) |

MEDIA ADVISORY – NOT FOR PUBLICATION OR BROADCAST

**JIC, (STATE) EMERGENCY MANAGEMENT AGENCY TO HOLD
NEWS CONFERENCE ON FEDERAL/STATE DISASTER RESPONSE**

WHAT: Officials from the Joint Information Center (JIC) and the (STATE) Emergency Management Agency will hold a news conference to discuss the federal/state response to the (DISASTER) and answer questions about the response and recovery effort following President (NAME)'s major disaster declaration for (NUMBER) counties in (STATE).

WHEN: (TIME), (DAY)
(DATE)

WHERE: (BUILDING NAME)
(ROOM NUMBER, FLOOR, EXACT LOCATION)
(STREET ADDRESS)
(CITY, STATE)
(ON-SITE TELEPHONE NUMBER)

PARTICIPANTS: (FCO NAME), JIC
Federal Coordinating Officer
(SCO NAME), (STATE) EMA
State Coordinating Officer

BACKGROUND: President (NAME)'s designation of (NUMBER) counties in (STATE) opens the way for a wide range of disaster assistance for (DISASTER) victims affected by the disaster as well as emergency protective measures and assistance to repair and replace public facilities. Federal Coordinating Officer (FCO NAME) will provide information on the response and recover process now under way and specifics regarding the kinds of assistance available to the residents of (STATE). The (NUMBER) counties designated disaster areas include (LIST COUNTIES).

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Sample Press Release

(DATE)

DISASTER INFORMATION FROM:
(Organization)
(Street Address)
(City, State, Zip)

MEDIA CONTACTS: JIC   (PAO name)   (phone)
                         (State Agency)   (PIO name)   (phone)

INSPECTORS VISITING DAMAGED PROPERTIES

(CITY, STATE)—Damage inspectors are now in the field visiting people who have filed applications for assistance, (FCO NAME), an official with Joint Information Center (JIC), said in a joint statement with the State Coordinating Officer (SCO NAME).

Residents who have applied for disaster assistance can expect to hear from one or more inspectors who will schedule a visit to look at damaged property, according to the federal and state disaster recovery officials.

One or more different inspectors may come to look at damaged property. FEMA schedules inspections within 7 to 10 days to verify losses. The U.S. Small Business Administration sends loss verifiers to inspect damaged property of those who have submitted completed loan applications. And the Red Cross also sends inspectors to meet with disaster victims and local building and safety inspectors may come to see if damaged structures are safe, (FCO NAME) said.

"We are advising applicants to ask for identification from everyone saying they are damage inspector," (FCO NAME), serving as federal coordinating officer for disaster recovery operations, said. All inspectors and verifiers carry official photo identification. "If an inspector is not wearing an identification card or badge, ask to see it."

Almost (NUMBER) (STATE) residents have applied for aid by calling the toll-free registration number at **1-800-XXX-XXXX**. And assistance is still available. Persons who are speech- or hearing-impaired can call **TTY 1-800-XXX-XXXX**.

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Sample Public Service Announcement

DISASTER INFORMATION FROM:
(Organization)
(Street Address)
(City, State, Zip)

MEDIA CONTACTS:

JIC	(PAO name)	(phone)
(State Agency)	(PIO name)	(phone)

PSA: APPLY FOR DISASTER ASSISTANCE BY PHONE
kill date: until further notice

:20 SEC

(STATE) (Pennsylvanians, Marylanders) WHOSE HOMES AND
PROPERTY WERE DAMAGED BY THE RECENT (DISASTER) CAN
APPLY FOR DISASTER ASSISTANCE BY PHONE. CALL JIC TOLL-
FREE AT **1-800-XXX-XXXX**. IF YOUR HOME OR BUSINESS WAS
DAMAGED BY THE (DISASTER)… AND IF YOU LIVE OR DO BUSINESS
IN (COUNTY) OR (COUNTY)… YOU COULD BE ELIGIBLE FOR
DISASTER ASSISTANCE… BUT YOU HAVE TO APPLY… CALL **1-800-
XXX-XXXX**. APPLY NOW.

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Appendix C
Community Feedback

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Joint Information Center Model

(Community Feedback Supplement)

DRAFT: January, 1999

Developed for the
Public Information Assist Team
National Strike Force Coordination Center
United States Coast Guard
by Environmental Programs Directorate
Navy Environmental Health Center
2510 Walmer Avenue
Norfolk, VA 23513-2617
(757) 363-5548

Introduction

1

2   The Community Feedback Supplement provides community feedback techniques to help

3   achieve Incident Command System (ICS) goals and objectives related to community

4   information.

5

6   The "Job Aid: Community Feedback Techniques" table on the following page lists action

7   steps to take. The use of the action steps is based on the supplement which has brief

8   descriptions of related information in a question and answer format, has appendices with

9   potential questions, and has four worksheets to record the content of community feedback.

10

11   Information obtained from community feedback should help either the Joint

12   Information Center (JIC) staff or Public Information (PIO) staff to respond to community

13   perceptions about the response effort and identify community information needs.

Using Community Feedback Techniques

Step	Action
1	Determine current JIC structure/staffing/resources ■ What JIC positions/units are established? ■ Does the JIC include staff with local knowledge? ■ What media outlets are monitored by the JIC?
2	Identify currently available information related to feedback ■ Does the JIC have community publics identified? ■ Does the JIC have media contacts identified? ■ Does the JIC have incident information including press releases?
3	Establish relative priorities for JIC support? ■ What is the most important current priority for the JIC? ■ Does the JIC require feedback type information?
4	Evaluate staff availability to assist with feedback ■ Can JIC staff be dedicated to feedback efforts? ■ Can JIC staff help with feedback efforts while assigned to JIC units? ■ Does the JIC staff require training in feedback techniques?
5	Select potential feedback techniques for use ■ Does the JIC need feedback from community members? ■ Does the JIC need assessment of media reports? ■ Does the JIC require triangulation of conflicting information?
6	Prepare plan (actions and milestones) to obtain feedback ■ Is collected feedback time urgent? ■ Is JIC staff available for continuing feedback efforts?
7	Incorporate feedback results into JIC operations ■ Does the feedback indicate the need for more community information? ■ Should specific issues be clarified for community members or media? ■ Should the JIC re-focus efforts to address community perceptions?
8	Review/evaluate feedback results ■ What are the "lessons learned"? ■ What is the overall community feedback for the incident?

1

Section 1
Role of Community Feedback to Support the JIC

What is the role of the Joint Information Center?

Multiple public and private agencies often collaborate in responding to emergent environmental, health, and safety incidents. The timely, effective, and efficient flow of information to and from the community and media is integral to a successful incident response.

The Joint Information Center or JIC is the organizational structure used to facilitate the necessary information flow or interchange. The JIC is normally headed by the designated Public Information Officer. Among the general objections established for the JIC and Public Information Officer are the following:

- ❑ Establishing and maintaining community trust and confidence.
- ❑ Providing timely and accurate information, both written and visual.
- ❑ Evaluating and responding to community information needs.

The Joint Information Center Model outlines a flexible organizational structure that can range from an initial response effort with an Public Information Officer and three assistants to the establishment of a much more elaborate JIC. The model specifies "major responsibilities" or objectives for the different units, branches and managers which might be established depending on the breadth of the JIC deemed necessary for a specific incident. Many of the "major responsibilities" are largely impacted by community information needs and the results of community feedback.

Three JIC Assistants or their staffs (Units) are primarily involved with community interaction. Media and Community Relations have the "major responsibilities" to receive community and media input and to have information on community stakeholders, stakeholders, influentials, and other interested individuals.

Media Relations has the "major responsibilities" to prepare spokespersons, to analyze information, and to evaluate potential issues. Finally, Community Relations has the "major responsibilities" to determine community information needs and to obtain community feedback.

What is the role for community feedback in support of the Joint Information Center?

The role for community feedback is primarily to support JIC objectives for information interchange with the community. The need for community feedback is common to all emergency response agencies. Without feedback, response agencies have limited insight into community information needs, their expectations for the role to be played by the response agencies, and the lessons to be learned from specific response efforts. The Joint Information Center Model establishes specific objectives for JIC assistants and units as "goals" or "major responsibilities."

In general, the objectives normally established for a crisis information center are of two types. The first, and more traditional objective, is the output objective where the crisis information center (e.g., JIC and Public Information Officer) seek to share information with the community about the incident. The crisis information center produces and distributes press releases, answers questions from community members, and attempts to keep the community updated on the status of the incident.

The second type of objectives is termed impact objectives. Impact objectives represent the potential end result or impact from how the JIC and the response agencies engage in information interchanges with the community.

The three most commonly discussed impact objectives are informational, attitudinal, and behavioral.

Informational objectives include issues related to whether the community is exposed to the JIC messages, how well the community comprehends the messages, and the extent to which the community might retain the message over time. As an example, media or JIC messages might create visual images or general picture representations of an issue that are held in a community member's mind. The JIC informational objective should be to create an image that is appropriate to the incident situation. Community feedback helps to evaluate the actual images held with the community or presented by the news media.

Attitudinal objectives include issues related to the knowledge or feelings community members might have toward the response agencies and whether the response effort meets their community expectations. As an example, feedback from the community is important to incorporate into "lessons learned." Community members might have a specific attitude about the issue, the response agencies, or the messengers who represent the response agencies. Since attitudes often impact behavior, an understanding of attitudes might help response agencies be better prepared to support the community information needs.

Behavioral objectives include issues related to actions that might be taken by community members based on the incident situation. As an example, the JIC might assist with communicating messages related to protective or corrective actions (or behaviors) required of community members. These behavioral decisions are the results of a community member's evaluations, judgments, and choices among various alternatives.

Community feedback helps to evaluate whether the JIC impact objectives (i.e., informational, attitudinal, and behavioral) have been reached. As an example, the informational objective might be deemed reached based on the ability of the JIC to disseminate specific information about an

1   issue. Alternatively, the behavioral objective might be deemed reached based an ability to
2   persuade community members to take some protective actions during the incident.
3
4   As feasible during the emergent situation, response agencies might obtain community feedback
5   to help in decision-making or information interchanges with the community. Most response
6   agencies prepare an after action report to address "lessons learned." Areas for improvement or
7   "lessons learned" provide a basis for making changes in the response agency's future
8   communication efforts.
9

Section 2
Using the Community Feedback Techniques to Support the JIC

Using the community feedback techniques to support the JIC

The "Using Community Feedback Techniques" table lists eight action steps.
Step 1 is to determine current JIC structure, staffing, and resources. In many emergent situations, the initial JIC operation has limited staff and resources. The sections or units tasked in the JIC model to help with community information interchange might not yet be established. JIC staff might not have local area knowledge or experience.

Step 2 is to identify currently available information related to feedback. Of primary importance is identification of community publics and media contacts. JIC staff might not be available to initiate content analysis of community feedback or news media reports or to interview influentials; however, the initial staff can begin to collect such information for later analysis.

Step 3 is to establish the relative priorities for JIC support. The primary JIC effort at this time might be to disseminate basic crisis information. As the situation develops, the JIC might identify a need for community feedback related to whether or not JIC Information is being disseminated to certain community publics.

Step 4 is to evaluate staff availability to assist with community feedback. Even if specific sections or units are not yet established, JIC staff can be designated to initiate selected community publics.

Step 5 is to select potential feedback techniques to use. As an example, additional information on community members might be needed. Section 3 in the supplement describes community points of contact and Appendix 1 has a generic list of community publics to consider. These can be reviewed to begin developing a comprehensive list of points of contact. As a second example, the JIC might want to evaluate community understanding of crisis messages.

Section 5 in the supplement describes questions that might be asked and Appendices 2 through 6 list specific questions. Also, Appendix 7 provides an opening statement to preface interviews or discussions with community members.

Step 6 is to prepare and plan (actions and milestones) to obtain feedback. The plan might include assigned JIC staff to evaluate news media reports. Section 6 describes the general approach to media content analysis and Worksheets 1 and 2 provide specific worksheets to document the analysis. Other JIC staff might be assigned to contact influentials for telephone interviews. Appendices 2 through 6 list specific questions. Appendix 7 provides an opening statement to preface interviews. Worksheets 3 and 4 provide specific

1 worksheets to document a summary of the discussions. These worksheets are suitable to
2 document summaries of other community feedback results such as incoming calls,
3 observations of community interactions, and one-on-one interviews.
4
5 Step 7 is to incorporate feedback results into JIC operations. The community feedback as
6 documented on the worksheets should be used to help prepare updated or revised crisis
7 messages, to evaluate community perceptions or concerns, and to identify new community
8 information needs. The results from media content analysis might identify requirements to
9 correct factual misstatements.
10
11 Step 8 is to review and evaluate feedback results. Community feedback results from
12 influentials and other community members can help evaluate the overall success of the JIC
13 effort for specific incidents. The community feedback results can be incorporated into the
14 after action report for the incident.

Section 3
Community Points of Contact

When should community points of contact be identified?

Some response agencies pre-plan the actions that might be taken during an emergent situation. The pre-planning should involve identifying community points of contact and determining baseline evaluation of community information needs.

Who are the usual community points of contact?

The community points of contact are also known as community members, community publics, community stakeholders, or the affected community. The community points of contact include the persons who live, work, or have an interest in events occurring at a specific location. Often these persons reside in the proximity of the location.

In addition, the points of contact can include those persons who evaluate the issue or situation as having an impact on their values. An example might be environmental activists who respond to all oil spills, irrespective of their geographic location.

Community points of contact include, but are not limited to, the following: local, state, and federal elected and appointed officials; civic, business, and economic group representatives; neighbors, social groups, social agencies, and public health groups, interest groups for environmental, economic, and business issues; local, regional, and national media.

Appendix 1 provides a general list of potential community publics that should be considered during any specific emergent situation.

Who are the influentials?

Influentials or opinion leaders are the small group of community members who make or have important impact on community decisions, attitudes, or behaviors.

A community member might exert influence by virtue of their position or rank within an important organization. Some community members exert influence on their perceived power or their extensive network of community contacts. Some community members have organizational authority to make decisions and so are influential.

Finally, some community members have an established reputation for participation in community issues. Their influential effect is based on their knowledge of issues, their ability to be involved, and their actual participation and interaction. In some situations, an influential can be identified with specific demographic parameters.

What is self-identification?

Self-identification involves the community members becoming involved in environmental, health, or safety issues by participating in public meetings, being impacted by ongoing issues, or submitting comments or requesting assistance.

Their involvement helps to identify them as important community members.

What is third party identification?

Third party identification involves obtaining feedback from other response agencies, other affected community members, or opinion leaders.

JIC or Liaison Officer staff who have worked with the local community previously usually have work experience or knowledge about community points of contact.

What are other methods to identify community points of contact?

Lists of groups or individual community members can be obtained from the yellow pages, chambers of commerce, city directories, direct mailing lists, and contract researchers.

Maps provide a basis for geographic definition of the affected community.
Historical analysis considers lists of prior participants, correspondence files, media content analysis, and library files on past issues.

Most yellow pages list numerous categories of potential community contacts. The listing for "mailing lists" includes contract researchers who have or can prepare lists for specific community groups or issues.

Section 4
Community Feedback Techniques

What are recommended community feedback techniques?

Community feedback techniques include the following:

- ❑ Interviews with community members such as influentials, public officials, community members affected by the incident, or other stakeholders
- ❑ Content analysis of media reports or community feedback
- ❑ Observations of community members
- ❑ Questionnaires to help obtain community perspective on specific issues
- ❑ Triangulation techniques to further refine the community perspective on issues.

What is the distinction between quantitative and qualitative feedback techniques?

Quantitative techniques are designed to obtain data in a form that can be represented by numbers. This type of community feedback technique has a research design that results in quantities and magnitudes that can be measured, assessed, and interpreted with the use of mathematical or statistical manipulation.

Qualitative techniques are defined as techniques designed to obtain data in the form of words or other indications that do not lend themselves to quantitative analysis. This type of community feedback technique has a research design that requires analysis and interpretation which depends on subjective judgment.

The community feedback techniques used by the JIC are usually qualitative techniques. The subjective judgment or evaluation of the feedback is made by the JIC staff.

What are the types of community interviews typically used for community feedback?

The interview is one technique of collecting community feedback. Types include:

The intercept interview is a feedback technique in which the interviewer stops persons on the street, in a mall, or some other public location to conduct face-to-face interviews or multi-person interviews.

The one-on-one interview is a less structured feedback method conducted in person by an interviewer with one person from the community at a time. The telephone interview is a technique that involves telephoning community members such as influentials to obtain their response to questions about the incident.

What is content analysis?

Content analysis is the review of media reports or community comments to determine the type of information being reported in the media or the type of comments being offered back to the response agency by the community. Areas for evaluation include visual images, information sources, factual statements, and key messages.

How do community observations help with community feedback?

Observations involve watching or observing community members in situations where the community member is faced with or is responding to the environmental, health, or safety situation.

An example is observing community members who report to a relocation center or attend a public information meeting. The JIC or Liaison Officer staff who are also at the same relocation center or meeting should observe and listen to community members. Community feedback in an informal situation might help identify community concerns or information needs.

What is the role of questions in community feedback?

The role of questions is to help obtain community feedback. The focus of questions can be to information, attitudes, behaviors, or other issues.

Every question should focus directly to a single, specific issue or topic. Questions should be as brief as possible because longer questions are more difficult for community members. Shorter questions are less likely to be misinterpreted.

The meaning of the question should be completely clear to all community members. Clarity requires that virtually all community members interpret the question in the same way. The questions should be in the "core" vocabulary used by most community members. Grammar and sentences should be understandable to community members.

What is triangulation?

Triangulation is an attempt to continually update and revise the JIC or Liaison Officer staff's understanding of the community perspective using a variety of community feedback techniques.

Various community feedback techniques are used at different times to evaluate current community positions. The most recent feedback results are compared to prior results. A new perspective on community positions is formulated.

1   Other community feedback techniques are used to reevaluate community positions. Often,
2   the follow-up techniques approach the issues from a slightly different perspective and at a
3   different point in time.

Section 5
Questions for Community Feedback

What is the purpose of questions?

The purpose of questions is to help obtain community feedback on information, attitude, and behavior issues by asking community members to respond to specific questions. The questions should be specific to ICS/UCS, IO/JIC, or Liaison Officer efforts to have an information interchange with the community either as a pre-planning effort or during an actual emergent situation

What is the difference between open-ended questions and close-ended questions?

An open-ended question is defined as an unstructured question that does not include a list of alternative answers, so that community members can answer in their own words. Open-ended questions are questions that allow community members to provide detailed answers. They encourage detailed responses, which can be later evaluated using content analysis techniques and combined into an overall community response.

A close-ended question is defined as a structured survey question where the alternative answers are listed so that community members must ordinarily pick only from among those answers.

Why do community members sometimes give answers different from their actual opinions?

Some community members might respond to questions with answers that do not reflect their actual opinions.

Some of the reasons are listed below:

- ❑ *Social desirability*: response based on what's perceived as being socially acceptable or respectable.
- ❑ *Acquiescence*: response based on respondent's perception of what would be desirable to the sponsor.
- ❑ *Yea- and nay-saying*: response influenced by the global tendency toward positive or negative answers.
- ❑ *Prestige*: response intended to enhance the image of the respondent in the eyes of others.
- ❑ *Threat*: response influenced by anxiety or fear instilled by the nature of the question.
- ❑ *Hostility*: response arising from feelings of anger or resentment engendered by the response task.

1   ❑ *Auspice*s: response dictated by the image or opinion of the sponsor rather than
2   the actual question.
3   ❑ *Mental se*t: cognitions, thoughts, or perceptions based on previous items
4   influence response to later ones.
5   ❑ *Orde*r: the sequence in which a series is listed affects the responses to the items.
6   ❑ *Extremit*y: clarity of extremes and ambiguity of mid-range options encourage
7   extreme responses.
8

What are probing techniques in asking questions?

9

10   Probing techniques are used to help draw out the community member's response. Probing
11   techniques include the following:
12

13   ❑ Echo probe: Restate the respondent's exact answer (e.g., "I think it's a good
14   plan."), while raising your voice at the end to form a question (i.e., "You think
15   it's a good plan?").
16   ❑ Reprobe: Repeat part of the question.
17   ❑ Silent probe: Remain silent momentarily.
18   ❑ Restate probe: Request the respondent to rephrase his or her previous answer.
19   ❑ Specification probe: Ask a question to get a more specific comment.

Section 6
Content Analysis

What is content analysis?

Content analysis can be defined as any technique for making judgments about communications, reports, comments, or messages by using a systematic approach to evaluate the content variables of the messages.

Content analysis usually includes the review of media reports or community member comments to determine the type of information being reported in the media or the type of comments being offered back to the response agencies by the community.

Content variable or areas for systematic evaluation might include the following:

- ❑ Overall themes or key messages in media reports or comments by community members, with emphasis on negative information, possible misperceptions, or rumors
- ❑ Statements of information needs or requirements, such as a when community member indicates a lack of information interchange with the response agencies.
- ❑ Visual images reported by the media or described by community members, including metaphors, analogies, or stories
- ❑ Information sources quoted by media reports or community members, with emphasis on credible sources, influentials, and opinion leaders
- ❑ Factual statements, with emphasis on technical accuracy

What is media content analysis?

Media content analysis is the application of content analysis to news media reports. The news media reports can be from radio broadcasts, television reports, or newspaper articles.

The content variables or areas for systematic evaluation of news media reports might include the following:

- ❑ Length of the report, either as length of broadcast or number of newspaper columns.
- ❑ Placement of the report, either as the lead story on the evening news, a featured story on page one, or else found later in the newscast
- ❑ Sources quoted in the report, such as response agencies' representatives, community members, subject matter experts, elected officials, or activists.
- ❑ Factual statements which should be validated for accuracy or sources who make statements which represent their opinion or judgment, not necessarily based on scientific evidence
- ❑ Key messages as stated by the sources, quoted in the report, or implied as the overall theme of the report.

1   ❑ Visuals such as pictures, word analogies, or anecdotal stories as the overall
2   theme or background information to explain the environmental, health, or safety
3   issue.
4   ❑ Negative words or phrases which might provide a significant influence on the
5   community perception or understanding of the issue

6

7

What is the purpose of content analysis?

8

9 Content analysis is one of several community feedback techniques available to the PIO/JIC
10 or Liaison Officer staff.

11

12 The purpose of content analysis is to complete a systematic evaluation of available media
13 reports or community comments, record a brief summary on a worksheet, and evaluate the
14 overall significance of the content on the JIC objectives for information interchange with
15 the community.

16

17 Community feedback resulting from content analysis might provide a basis for changes in
18 communication efforts or identify a need to correct factual errors.

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Appendix 1
List of Publics

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4

Community Publics

5
6   Community media
7   Mass
8   Specialized
9   Community leaders
10   Public officials
11   Educators
12   Religious leaders
13   Professionals
14   Executives
15   Bankers
16   Union leaders
17   Ethnic leaders
18   Neighborhood leaders
19   Community organizations
20   Civic
21   Service
22   Social
23   Business
24   Cultural
25   Religious
26   Youth
27   Political
28   Special interest groups
29   Other
30
31

Government Publics

32
33   Federal
34   Legislative branch
35   Representatives, staff, committee personnel
36   Senators, staff, committee personnel
37   Executive branch
38   President
39   White House staff, advisers, committees
40   Cabinet officers, departments, agencies, commissions
41   State
42   Legislative branch
43   Representatives, delegates, staff, committee personnel

1	Senators, staff, committee personnel
2	Executive branch
3	Governor
4	Governor's staff, committee personnel
5	Cabinet officers, departments, agencies, commissions
6	County
7	County executive
8	Other county officials, commissions, departments
9	City
10	Mayor or city manager
11	City council
12	Other city officials, commissions, departments
13	
14	

Consumer Publics

15	
16	Company employees
17	Customers
18	Professionals
19	Middle class
20	Working class
21	Minorities
22	Other
23	Activist consumer groups
24	Consumer publications
25	Community media, mass and specialized
26	Community leaders and organizations
27	
28	

Special Publics

29	
30	Media consumed by this special public
31	Mass
32	Specialized
33	Leaders of this special public
34	Public officials
35	Professional leaders
36	Ethnic leaders
37	Neighborhood leaders
38	Organizations composing this special public
39	Civic
40	Political
41	Service
42	Business
43	Cultural

1	Religious
2	Youth
3	Other
4	
5	

Public Health Publics

6	
7	Local health educators
8	Local physicians
9	Public health nurses
10	Community health workers
11	Unlicensed health professionals
12	Members and volunteers of voluntary health agencies
13	Clients of health related services

Appendix 2
Questions for Community Feedback

1

2 1. What are people in your community saying about the response agencies?

3 2. What actions, responses, or activities involving the response agencies have you heard about or

4   seen?

5 3. Think back to an experience you had with the response agencies recently. Describe the

6   experience. *(Encourage storytelling)*.

7 4. What has been your greatest disappointment with how the response agencies respond?

8 5. Has the response agency disappointed you in any way? How?

9 6. Let's talk about the needs of the community and actions by the response agencies, what needs

10   do the response agencies meet most effectively? What needs are being overlooked?

11 7. What are people saying about how the response agencies work with other emergency

12   organizations and agencies, or with your local community?

13 8. How would you measure the response agencies' success?

14 9. What is most important for the response agencies to keep doing?

15 10. When you interact with the response agencies, what is the single most important thing that

16   could happen so that response agencies' support meets community needs?

Appendix 3
Questions for Multi-Person Interviews

1. If you were in charge of how the response agencies respond to these types of incidents, what kind of changes would you make?

2. What would it take for us (e.g., the response agencies) to meet community expectations and needs?

3. If you were the moderator for this meeting, what would be the next question to ask the group?

4. What would you tell other community members about the response agencies and how well they have responded to this incident?

5. Assume that the response agencies was just one person, how would you describe that one person?

6. If you could change one thing about the response agencies, what would you change? What is the main reason that one thing needs changing?

7. What would it take for the response agencies to get a passing grade or even an "A", at least for their efforts to respond to this type of incident?

8. Can you tell me two positive things about the response agencies? Can you tell me two negative things about the response agencies?

9. If you were responsible for telling other community members or the local mayor about the response agencies and their response to this incident, what is the most important thing you would say?

10. What other information do you need to know about the response agencies, in order to approve or disapprove of how it responds to these types of incidents?

Appendix 4
Information Questions

1

2 1. What, if anything, have you heard or read about the…?

3 2. Do you know when the warning was sounded for…?

4 3. As best you can recall, what did the emergency center say about…?

5 4. What do you understand by the recommendation from the emergency center to…?

6 5. Who is in charge of the emergency response for the incident at…

7 6. Where do you get information during an emergency like…?

8 7. Who in your community has the best contacts with the persons living…?

9 8. When did you relocate from…?

10 9. In which neighborhoods would you say that the warning was not sounded for…?

11 10. What kind of information do you need to help when…?

12 **Note:** Responses to information type questions should be evaluated for the following:

13 ❑ presence/absence of knowledge
14 ❑ vague/specific knowledge of detail
15 ❑ high/low level of knowledge
16 ❑ correct/incorrect knowledge

Appendix 5
Attitude Questions

1

2   1. What do you think of the emergency response effort for...?

3   2. How important is it for the water to be ...?

4   3. Do you favor a general relocation or evacuation if ..?

5   4. Would you agree or disagree that the response agencies were…?

6   5. Is it or is it not your position that the first priority should be…?

7   6. Would you say that most people in the community are for or against…?

8   7. Do you accept the emergency center's explanation that…?

9   8. What do you think of how the emergency response teams helped with…?

10   9. How strongly do you feel about…?

11   10. As far as you are concerned, what is the most important...?

12   **Note:** Responses to attitude questions should be evaluated for the following:

13   ❑ presence/absence of a specific attitude
14   ❑ structured/unstructured focus for the attitude
15   ❑ positive/negative emphasis and direction of the attitude
16   ❑ high/low degree of intensity of the attitude

Appendix 6
Behavior Questions

1

2   1. Did you use the relocation center at the…?

3   2. Did you follow the recommendation to use only bottled water for…?

4   3. How many times did you use the…?

5   4. Do you know whether your neighbors used the…?

6   5. Were you able to do all the things listed in the brochure from…?

7   6. How often did you…?

8   7. What was the first thing that you did when…?

9   8. What was something that you delayed doing until…?

10   9. How strongly do you feel about…?

11   **Not**e: Behavior questions should relate to the following issues:

12   ❑ presence/absence of the behavior
13   ❑ regular/irregular frequency of occurrence
14   ❑ degree of complete/incomplete performance
15   ❑ high/low degree of importance

Appendix 7
Opening Statement for Interviews

Example for Intercept Interview

Hello, my name is _____, and I'm from the Joint Information Center that is helping with the response to the incident (*describe*).

Do you live or work in this area?

We are asking a few community members to give us feedback on the incident.

We want to make sure we are getting you and all community members the information you want and need.

The questions will only take a few minutes to answer.

I can assure you that your answers will be kept in confidence.

First, let me ask…

Example for Telephone Interview

Hello, my name is _____, and I'm calling from the Joint Information Center that is helping with the response to the incident (*describe*).

Is this *(state telephone number)*?

We are asking a few community members to give us feedback on the incident.

We want to make sure we are getting you and all community members the information you want and need.

The questions will only take a few minutes to answer.

I can assure you that your answers will be kept in confidence.

First, let me ask….

Media Content Analysis

Media Source:
Date/Time/Length/Placement:
Spokespersons/Information Sources:
Facts/Statements:
Words/Phrases:
Visuals (pictures, analogies, anecdotes):
Key Messages/Themes:
Overall Evaluation/Follow-Up Issues:

Media Content Analysis

Media Source	Date/Time Length/Placement	Spokespersons/ Sources	Facts/Statements/ Words/Phrases	Visuals	Messages/Themes	Overall Impression

Community Feedback Content Analysis

Public Represented:
Date/Time/Feedback Type:
Information Sources/Influentials:
Facts/Statements:
Words/Phrases:
Visuals (pictures, analogies, anecdotes):
Key Messages/Themes:
Overall Evaluation/Follow-Up Issues:.

Community Feedback Content Analysis

1

Public Represented	Date/Time Feedback Type	Sources/ Influentials	Facts/Statements/ Words/Phrases	Visuals	Messages/Themes	Overall Impression

1

2

3

4

5

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7 **Appendix D**

8 **Glossary**

The following are acronyms and abbreviations commonly used in the marine, petroleum and environmental fields.

ACP: Area Contingency Plan

AOBD: Air Operations Branch Director

API: American Petroleum Institute

APR: Air/Purifying Respirator

AREP: Agency Representative

ASGS: Air Support Group Supervisor

ASOF: Assistant Safety Officer

BBL: Abbreviation for barrel

CAA: Clean Air Act

CDC: Center for Disease Control and Prevention

CEMP: Comprehensive Emergency Management Plan

CERCLA: Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601 et seq); also known as Superfund

CFR: Code of Federal Regulations

CHEMTREC: Chemical Transportation Emergency Center (1-800-424-9300)

CHRIS: Chemical Hazard Response Information System

COLREG: (USCG) Collision Regulations

COML: Communications Unit Leader

COMP: Compensation/Claims Unit Leader

COR: (USCG) Certificates of Registry

COST: Cost Unit Leader

COTP: (USCG) Captain of the Port

CRWB: Crew Boss/Crew Supervisor

CVM: (NOAA) Contingent Value Methodology

CWA: Clean Water Act

Decon: Abbreviation for decontamination

DOD: U.S. Department of Defense

DOE: U.S. Department of Energy

DHHS: U. S. Department of Health and Human Services

DOl: U.S. Department of Interior

DOJ: U.S. Department of Justice

DOL: U.S. Department of Labor

DOT: U.S. Department of Transportation

DWT: Dead Weight Tonnage

DINS: Damage Inspection Technical Specialist

DMOB: Demobilization Unit Leader

DPIC: Deputy Incident Commander

DOSC: (USCG) Deputy Operations Section Chief

DPRO: Display Processor

DIVS: Division/Group Supervisor

DOCL: Documentation Unit Leader

ENSP: Environmental Specialist

ENVL: Environmental Unit Leader

EBBS: (USCG) Electronic Bulletin Board System

EOC: Emergency Operations Center

EPA: U.S. Environmental Protection Agency

EQ: Environmental Quality

ERT: Emergency Response Team

ESD: Emergency Shutdown Device

FACL: Facilities Unit Leader

FOBS: Field Observer

FSC: Finance Section Chief

FDUL: Food Unit Leader

FAA: Federal Aviation Administration

FEMA: Federal Emergency Management Agency

FOG: Field Operations Guide (for ICS)

FOSC: Federal On-Scene Coordinator

FRP: Federal Response Plan

FRERP: Federal Radiological Emergency Response Plan

FWPCA: Federal Water Pollution Control Act

GSUL: Ground Support Unit Leader

GIS: Geographic Information System

GSA: General Services Administration

HazCom: Abbreviation for Hazard Communications

Program (29 CFR 1910.1200)

Hazwoper: Abbreviation for Hazardous Waste

Operations and Emergency Response (29 CFR 110.120)

IBRRC: International Bird Rescue Research Center

IC: Incident Command/Incident Commander.

ICP: Incident Command Post

ICS: Incident Command System

IDLH: Immediately Dangerous to Life or Health

INTO: Intelligence Officer

JIC: Joint Information Center

LEL: Lower Explosive Limit

LNO: Liaison Officer

LNG: Liquefied Natural Gas

LPG: Liquefied Petroleum Gas

LOSC: Local On-Scene Coordinator

LSC: Logistics Section Chief

MEDL: Medical Unit Leader

MARPOL 73/78: International convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978

MSDS: Material Safety Data Sheet

MSHA: Mine Safety and Health Administration (federal)

MSO: (USCG) Marine Safety Office

NCP: National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)

NEPA: National Environmental Policy Act

NIIMS: National Interagency Incident Management System

NIOSH: National Institute for Occupational Safety and Health

NLS: Noxious Liquid Substance (33 CFR 151.47 or .49)

NMFS: National Marine Fisheries Service

NPRM: Notice of Proposed Rule Making (federal)

NOAA: National Oceanic and Atmospheric Administration

NRC: National Response Center; also Nuclear Regulatory Commission

NRDA: National Resource Damage Assessment

NRT: National Response Team

NSFCC: National Strike Force Coordinating Center

NVIC: Navigation and Vessel Inspection Circular

OPA 90: Oil Pollution Act of 1990

OSC: On-Scene Coordinator

OSC: (USCG) Operations Section Chief

OSHA: Occupational Safety and Health Administration (federal)

OSRO: Oil Spill Response Organization

OPBD: Operations Branch Director

PEL: Permissible Exposure Limit

P & I: Protection and Indemnity Club

PIO: Public Information Officer

POC: Point-of-Contact

PSC: Planning Section Chief

PROC: Procurement Unit Leader

PPE: Personal Protection Equipment

PPM: Parts Per Million

PSI: Pounds Per Square Inch.

PSIG: Pounds Per Square Inch Gauge

RCRA: Resource Conservation and Recovery Act

RESL: Resource Unit Leader

RRT: Regional Response Team

SARA: Superfund Amendments and Reauthorization Act of 1986

SCBA: Self-Contained Breathing Apparatus

SIT: Spontaneous Ignition Temperature (SIT); also abbreviation for Situation

SOSC: State On-Scene Coordinator.

SOFR: Safety Officer

SVBD: Service Branch Director

SCTL: Scientific Unit Leader

SITL: Situation Unit Leader

STAM: Staging Area Manager

SCKN: Status/Check-In Recorder

STVE: Strike Team Leader, Vessel

SPUL: Supply Unit Leader

SUBD: Support Branch Director

SSC: (NOAA) Scientific Support Coordinator

STEL: Short Term Exposure Limit

STORMS: Standard Oil Spill Response Management System

TAT: (EPA) Technical Assistance Team

TFLD: Task Force Leader

THSP: Technical Specialist

TIME: Time Unit Leader

TLV: Threshold Limit Value

TSCA: Toxic Substances Control Act

TSD: Treatment, Storage and Disposal Facility

TWA: Time Weighted Average

UC: Unified Command

UCS: Unified Command System

UEL: Upper Explosive Limit

USACE: U.S. Army Corps of Engineers

USCG: U.S. Coast Guard

USFWS: U.S. Fish & Wildlife Service

USGS: U.S. Geological Survey

USN: U.S. Navy

VOSS: Vessel of Opportunity Skimming System

VTS: (USCG) Vessel Traffic Service

WMD: Weapons of Mass Destruction