

# NRT JOINT INFORMATION CENTER MODEL

*Collaborative  
Communications During  
Emergency Response*

October 2009



**Chair**



**Vice Chair**



**FEMA**



**Member Agencies**

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## Acknowledgements

The National Response Team (NRT) acknowledges the NRT member agencies, and state and federal agencies participating on the Regional Response Teams (RRTs), for their contributions in preparing this document. We invite comments or concerns on the usefulness of this document in all-hazard planning for responses. Please send comments to:

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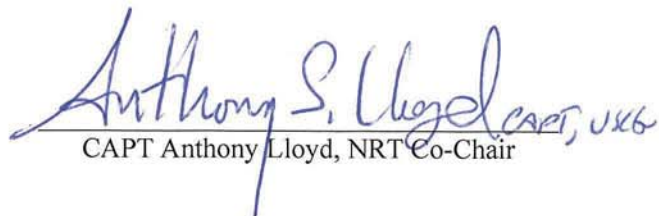
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Deborah Dietrich, NRT Chair



CAPT Anthony Lloyd, NRT Co-Chair

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## How To Use This Model

The 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 – Background and Overview** provides background information on the Incident Command System (ICS) and the history of the NRT JIC Model. This section also describes how the NRT JIC Model corresponds with other external affairs/public information documents.
- **Section II – Establishing a Joint Information Center** provides general information on the structures and processes of the JIC, including how the JIC is operated and how it fits within the different response structures.
- **Section III – Joint Information Center Staffing** provides position descriptions, qualifications, responsibilities and position-specific functions of the Public Information Officer (PIO), Assistant PIO (APIO)/JIC Manager, APIO for Information Gathering, APIO for Information Products, APIO for Media Relations, APIO for Community Relations and other potential personnel.

This document is intended for field use. Portions of this document were developed to stand on their own so that specific position descriptions and their corresponding sections may be removed from the NRT JIC Model and given to personnel filling these positions. To use this model, individuals should refer to the position 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 additional reference materials and tools that can support a JIC operation. These include:

- **Appendix A: Job Aids** provides checklists that can assist JIC personnel to perform their responsibilities associated with activating and operating a JIC.
- **Appendix B: Matrices** provides information exchange matrices that can assist JIC personnel to perform their responsibilities associated with activating and operating a JIC.
- **Appendix C: Forms** provides forms that can assist JIC personnel to perform their responsibilities associated with activating and operating a JIC.
- **Appendix D: References, Worksheets and Samples** provides references, worksheets and samples of products and other materials that can assist JIC personnel to perform their responsibilities associated with activating and operating a JIC.
- **Appendix E: Acronyms** identifies acronyms and abbreviations common to response operations.

The NRT JIC Model is available online at [www.nrt.org](http://www.nrt.org).

NOTE: This document outlines basic principles for establishing and implementing a JIC, however, the guidelines set by official government policy should always take precedence over the guidelines provided in this document. For example, in the case of a nationally significant incident, the National Response Framework (NRF) and the Emergency Support Function (ESF) #15 – External Affairs, should be followed.

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## Section I. Background and Overview

### 1.1 PURPOSE

The NRT JIC Model documents a plan for conducting public information operations 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 the PIO with a JIC structure that works within the framework of the National Incident Management System (NIMS) 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. The model is primarily intended for use at the Incident Command Post (ICP) level by PIOs and JIC members working under an Incident Commander (IC)/Unified Command (UC) structure.

### 1.2 REVISIONS

This edition of the NRT JIC Model is an update to the January 2000 version. To develop the updated NRT JIC Model, the NRT Response Committee chartered a joint-agency workgroup of PIOs with Type 1 all-hazards incident response experience, as well as expertise in establishing, managing and demobilizing JICs.

The workgroup made updates to the model based on PIO best practices, lessons learned from public information operations during all-hazards incident responses of all types and changes to various federal plans and guidance.

The NRT JIC Model Workgroup also reviewed and consulted various federal, state and local guidance documents for conducting public information and JIC operations.

The workgroup took special care to ensure that this document is NIMS ICS compliant and applicable to an all-hazards approach to public information activities during incident response.

### 1.3 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 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.

### 1.4 ICS

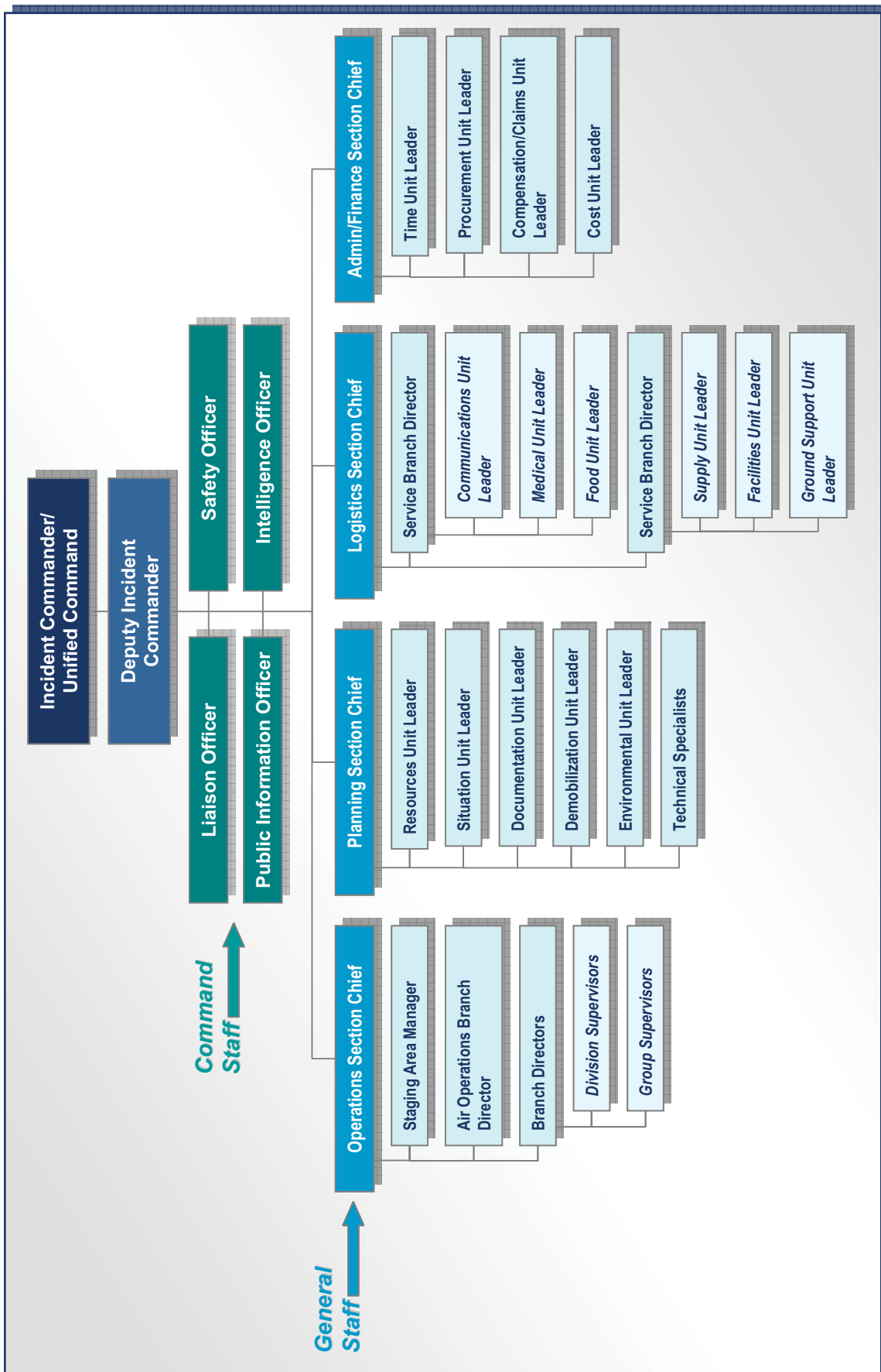
The ICS organization is designed to work equally well for both small and large incidents and can expand or contract to meet the needs of the event. For example, during small incidents, the IC may directly assign tactical resources and oversee all operations. However, large incidents usually require the IC/UC to delegate responsibility for each major activity to separate sections within the organization. Each of the primary ICS functions may be delegated as needed. When more than one entity has response authority, the IC/UC may include response partner representatives from federal, tribal, state, local, private sector and Non-Governmental Organizations (NGO).

The ICS organization is built around five major management functions:

- **Command** - sets objectives, priorities and has overall responsibility at the incident or event.
- **Operations** - conducts tactical operations to carry out the plan, develops the tactical objectives and organization and directs all resources.
- **Planning** - develops the Incident Action Plan (IAP) to accomplish the objectives, collect and evaluate information and maintain resource status.
- **Logistics** - provides support to meet incident needs, as well as resources and all other services needed to support the incident.
- **Finance/Administration** - monitors costs related to the incident and provides accounting, procurement, time recording and cost analysis.

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

FIGURE 1 – ICS ORGANIZATION



Under ICS, the PIO is one of the key members of the Command Staff. The PIO represents and advises the IC/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 IC/UC and other Command and General Staff positions.

## **1.5 FLEXIBILITY OF THE NRT JIC MODEL**

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 Oil and Hazardous Substances Pollution Contingency Plan (NCP) and ESF #10 – Oil and Hazardous Materials Response, the NRT JIC Model has been designed to be an 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 organizational structures:

- ***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>

The JIC organizational structures described in this NRT JIC Model, NIMS IS-702 and FEMA Publication 517 are designed for use under ICS. The JIC organizational structure described in NIMS IS-250 is designed for use at an Area, Support or National JIC formed under the NRF.



Although the job titles and responsibilities may vary between the various JIC organizational structures, they are designed to perform the same mission: to keep the public informed during a crisis/event. The following table compares and contrasts the roles and responsibilities defined in the various JIC organizational structures identified above.

<b>NRT JIC Model</b>	<b>NIMS IS-702 Course</b>	<b>FEMA Publication 517 Guidance</b>	<b>NIMS IS-250 ESF #15 Training</b>
<b>Incident Commander/ Unified Command</b>	Incident Commander/ Unified Command	Incident Commander/ Unified Command	Principal Federal Official or Federal Coordinating Officer
<b>Public Information Officer</b>	Public Information Officer	Lead Public Information Officer	ESF #15 External Affairs Officer or Deputy Officer
<b>Assistant Public Information Officer/JIC Manager</b>	Deputy Public Information Officer or JIC Coordinator	JIC Facility Liaison	ESF #15 Executive Officer and/or Resource Manager
<b>Assistant Public Information Officer for Information Gathering</b>	Information Gathering and Analysis	Information Gathering	Strategy/Message Unit Leader
<b>Assistant Public Information Officer for Information Products</b>	Information Coordination and Production	Information Dissemination	Assistant External Affairs Officer for Planning & Products
<b>Assistant Public Information Officer for Media Relations</b>	Information Dissemination	Divided among Information Gathering and Information Dissemination	Assistant External Affairs Officer for the JIC or Media Relations Unit Leader
<b>Assistant Public Information Officer for Community Relations</b>	Public Inquiry Center	Liaison for Community Relations	Assistant External Affairs Officer for Community Relations

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## Section II. Establishing a Joint Information Center

### 2.1 WHAT IT IS

The Joint Information System (JIS) provides the mechanism to organize, integrate and coordinate information to ensure timely, accurate, accessible and consistent messaging across multiple jurisdictions and/or disciplines.

The JIC is the central location that facilitates the operation of the JIS. It is a physical or an Internet-based virtual 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 incidents 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 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.

### 2.2 JIC RESPONSIBILITIES

- Be the first and best source of information.
- Develop, recommend and execute public information plans and strategies on behalf of the UC.
- Advise the UC concerning public affairs issues that could impact the response.
- Ensure the various response agencies' information personnel work together to minimize conflict.
- Gain and maintain public trust and confidence.
- Gather information about the crisis.
- Capture images of the crisis in video and photos that can be used by the response organization as well as the media.
- Write and communicate emergency public information regarding public protective actions, evacuations, sheltering and other public safety messages.
- Ensure the timely and coordinated release of accurate information to the public by providing a single release point of information.
- Facilitate and manage control of rumors.
- Monitor and measure public perception of the incident.
- Inform the UC of public reaction, attitude and needs.

## 2.3 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 incident types in which multiple agencies are involved and for which the IC/UC would usually decide to establish a JIC. Source: U.S. Fire Administration <sup>1</sup>

### *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.
- No written IAP is required, but a documented operational briefing will be completed for all incoming resources.
- Examples include house fires, minor oil spills and minor chemical releases.

### *Type 3*

- When capabilities exceed initial needs, the appropriate 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.
- 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.
- Examples include National Special Security Events (NSSE), such as pre-deployments for the Olympics or Super Bowl, national political conventions, major flooding and major wildfires.

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<sup>1</sup> <http://training.fema.gov/EMIWeb/IS/ICSResource/assets/IncidentTypes.pdf>

*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.
- Branches need to be established.
- 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.

**2.4 FLEXIBLE, FUNCTIONAL APPROACH**

The JIC structure is designed to accommodate the diverse range of responses likely to be performed by 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. If a virtual JIC is established, JIC staff members can perform their assigned functions from work, home or any location with Internet access.

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.

**FIGURE 2 – INITIAL PIO**

The organizational chart below represents the jobs being accomplished by the initial PIO and assistants, if any, before the JIC is formed.

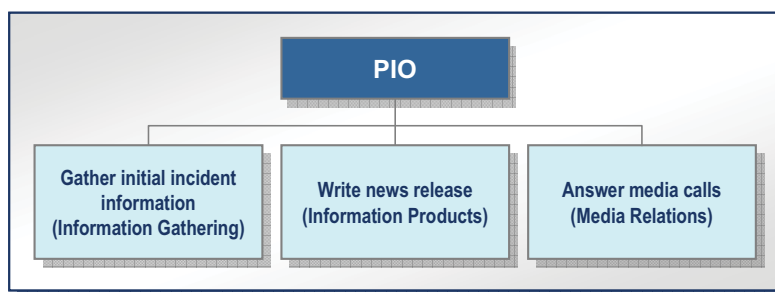


FIGURE 3 – JIC (TYPE 4)

The organizational chart 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 performed by personnel in these positions are listed below each box.

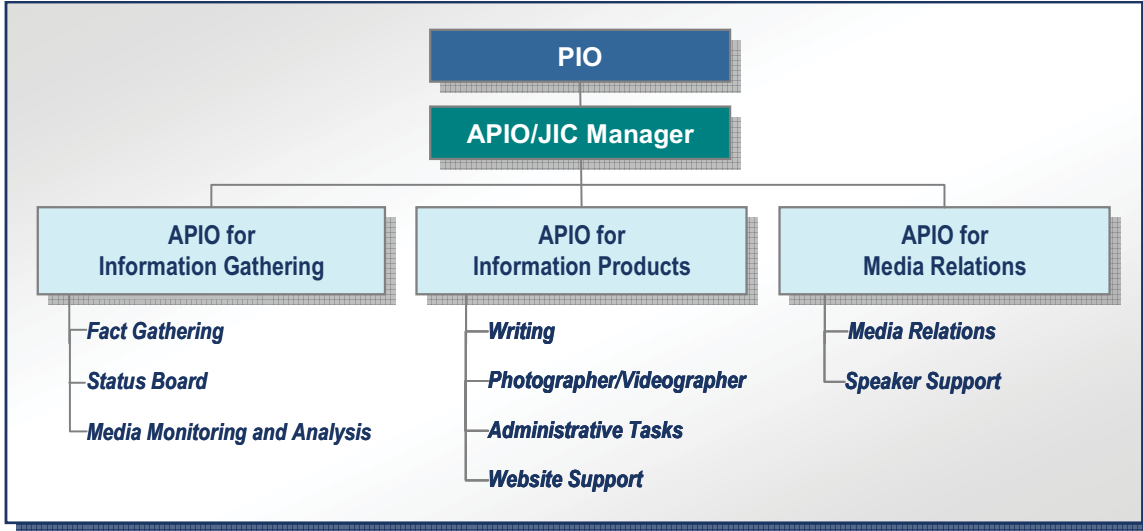


FIGURE 4 – JIC (TYPE 3)

The organizational chart below is an example of how the JIC structure may look during a Type 3 incident. Response positions below the APIO level may be staffed by more than one person, based on the needs of the incident. Functions not specifically assigned would be performed by the appropriate APIO.

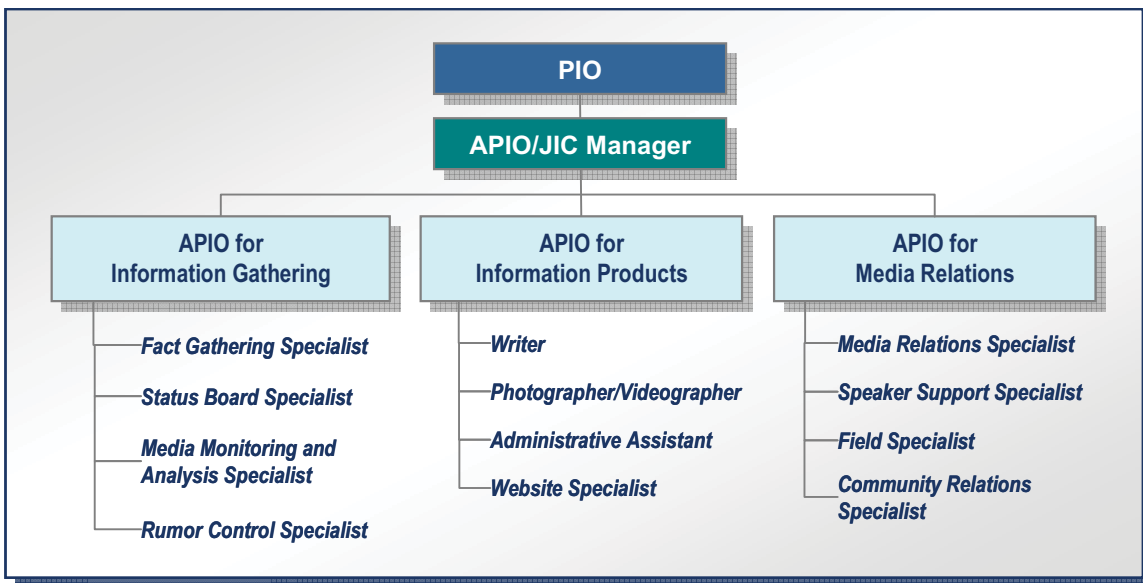


FIGURE 5 – JIC (TYPE 3 OR TYPE 2)

The organizational chart below is an example of how the JIC structure may look during a Type 3 or Type 2 incident with major community relations issues. Response positions below the APIO level may be staffed by more than one person, based on the needs of the incident. Functions not specifically assigned would be performed by the appropriate APIO.

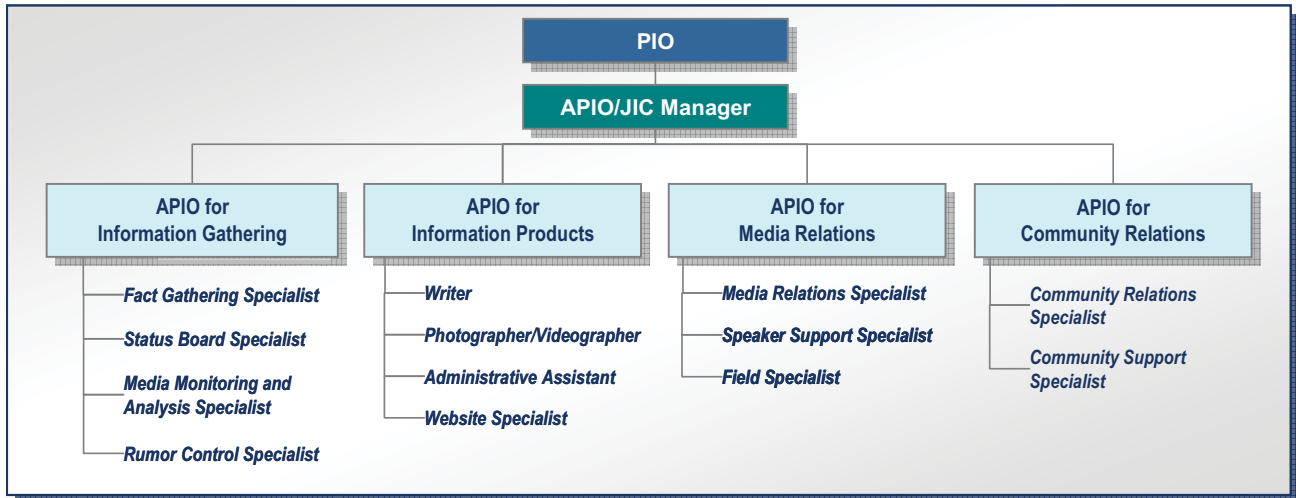


FIGURE 6 – JIC (TYPE 3, TYPE 2, OR TYPE 1)

The organizational chart below is an example of how your JIC structure may look during a Type 3, Type 2 or Type 1 incident with major community relations issues and a need for constant JIC representation in the field. Response positions below the APIO level may be staffed by more than one person, based on the needs of the incident. Functions not specifically assigned would be performed by the appropriate APIO.

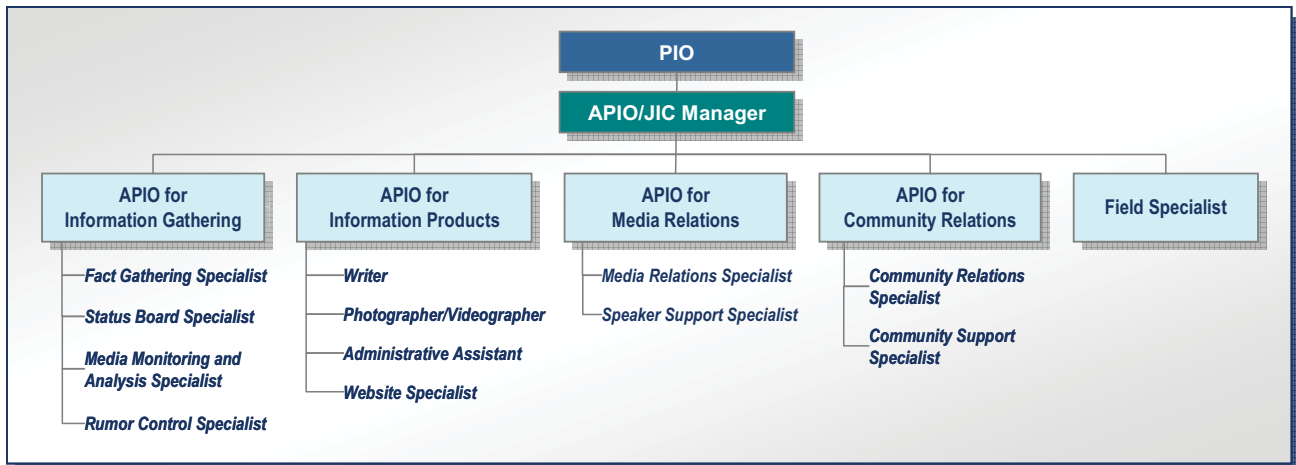
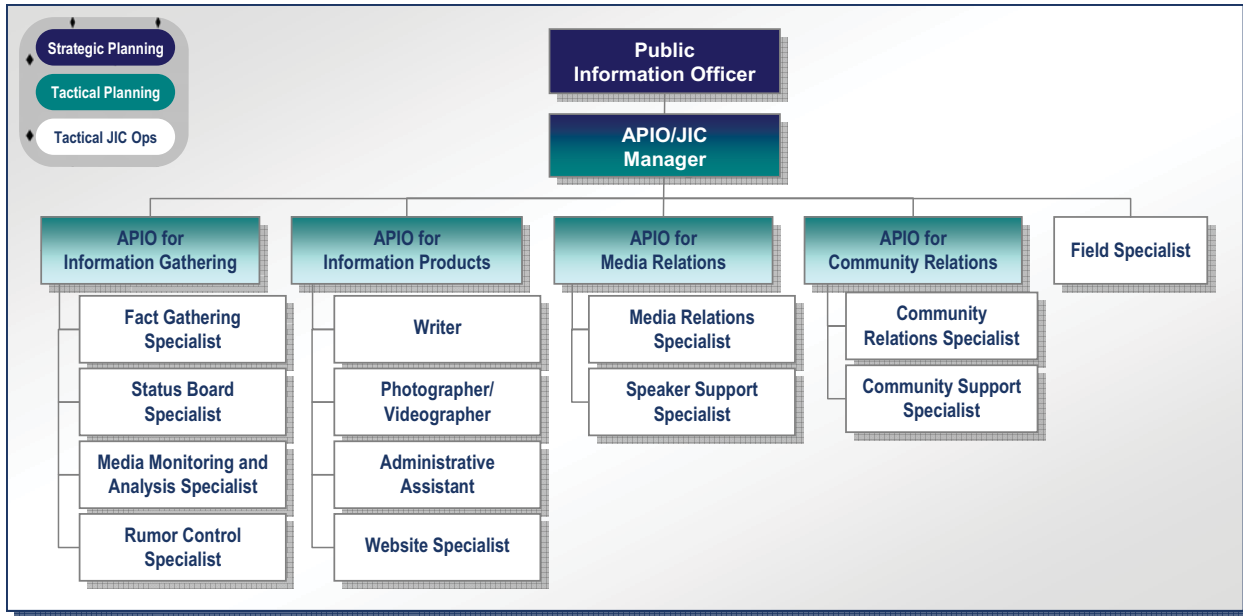


FIGURE 7 – JIC

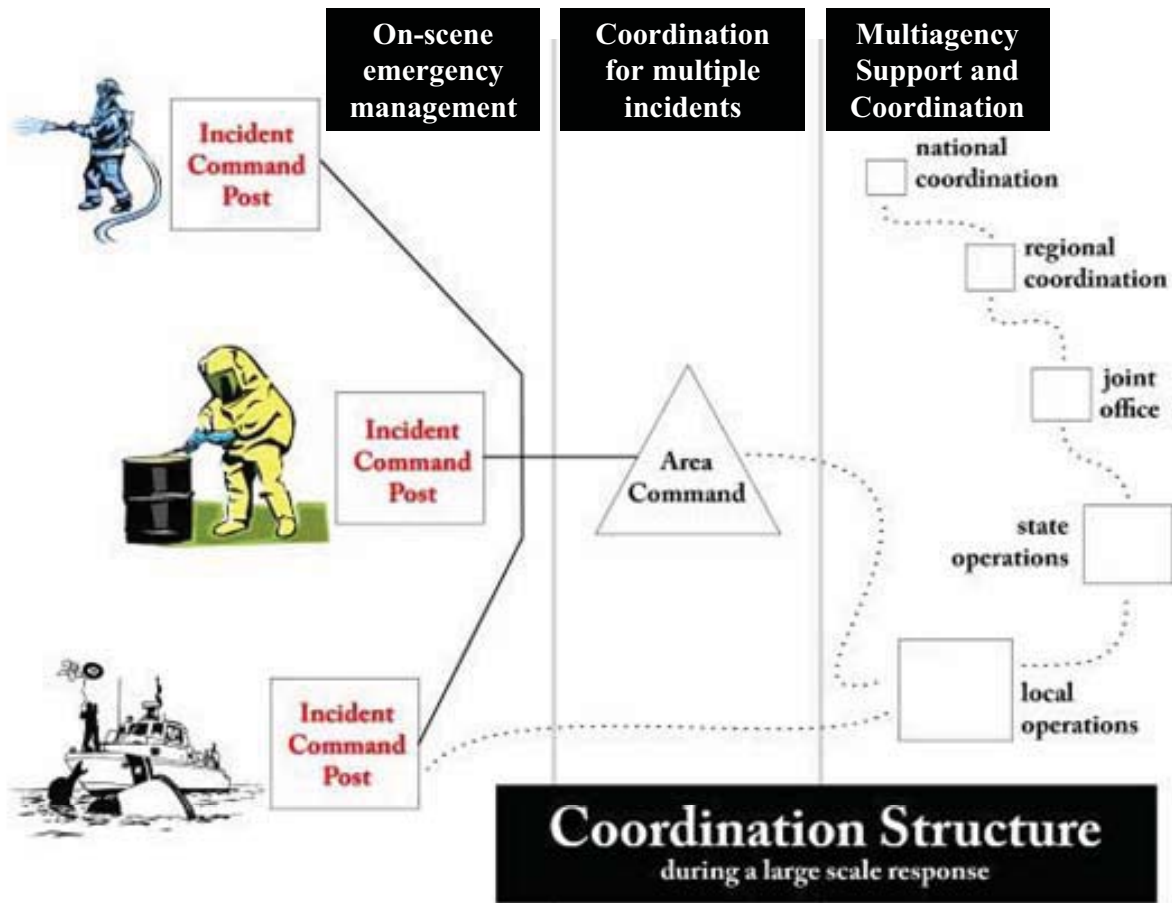
The organizational chart below illustrates how JIC management and leadership activities divide among the three leadership levels of PIO, APIO/JIC Manager and APIOs below the JIC Manager for, or with, APIO for Information Gathering, APIO for Information Products, APIO for Media Relations and APIO for Community Relations. The PIO has certain responsibilities dictated by NIMS ICS and in reality spends most of his or her time outside the JIC working on strategic goals with the IC/UC and other Command and General staff. The JIC Manager works with the PIO on strategic plans, takes on the PIO's responsibilities in his or her absence and acts as an office manager, primarily directing the APIOs. The APIOs are the top-level "specialists", and work with the JIC Manager to develop tactical public information activities in support of the IC/UC's strategic plans. Activities below the APIO level are more specialized (in a full JIC) comprising "boots on the ground" work implementing tactical operations.





## 2.5 COORDINATION

FIGURE 8 – COORDINATION STRUCTURE DURING A LARGE SCALE RESPONSE



During a national incident of significance, a coordinated response from all levels of the national response community occurs. The figure below illustrates the command and coordination structure that could be put in place during such an incident. ICP PIOs and JICs are located where tactical operations are managed directly. Multiple ICPs may be established due to geographic concerns, such as during widespread wildland fires, or for specific mission assignments, such as one ICP solely responsible for oil spill response or other missions.

## 2.6 ESTABLISHING THE INITIAL RESPONSE

Immediately after an incident occurs, there is a high demand for information. The media, public and responders require accurate and timely information for all incidents—large or small, a natural disaster or accident. The responsibility of disseminating updated information is assigned to the PIO immediately after the onset of the incident. To assist the PIO in preparing for the establishment of the JIC, *Job Aid 1 – Establishing the Initial Response* can be found in Appendix A.

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## Section III. Joint Information Center Staffing

### 3.1 PIO

#### *Position Description*

The 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 UC. The PIO may appoint as many assistants (APIO or JIC Specialists) as necessary, and the assistants may also represent assisting agencies, jurisdictions or other response partners (such as private sector and NGOs).

The PIO is appointed by the IC/UC to support the information needs of the response; establish, maintain and deactivate the JIC; and represent and advise the IC 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*

Per NIMS, all Command Staff, including the PIO, should complete the following training:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System.
- IS-800.B National Response Framework, An Introduction.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.
- ICS-400 Advanced Incident Command System, Command and General Staff-Complex Incidents.

The PIO is also recommended to be trained 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.
- E-388 Advanced Public Information Officer.
- G-290 Basic Public Information Officer.

### *Responsibilities*

- Support public information needs of the IC. (See *Daily Checklist* in Appendix D.)
- Obtain approval from Command to disseminate public information products.
- Advise Command on public information issues and concerns.
- Attend all Command Staff briefings and meetings. (See *Operational Planning “P”* in Appendix D)
- Share information gathered at Command Staff briefings and meetings with JIC Staff.
- Work closely with the Liaison Officer (LNO), Safety Officer (SO) and Intelligence Officer (INTO).
- Establish and equip a JIC and oversee its operations.
- Gather incident information.
- Inform the media and public.
- Provide public information to incident staff.
- Monitor the media, correct misinformation and identify trends and issues.
- Analyze public perceptions and develop public information strategies.

### *Position Specific Functions*

#### *Establishing a JIC*

When the appointed PIO arrives to relieve the initial PIO, several actions must be taken to establish and manage a JIC. To assist in establishing and managing a JIC, *Job Aid 2 - Establishing a JIC* can be found in Appendix A.

#### *Establishing a 24-hour Schedule*

If demands are high, a 24-hour operating schedule may require multiple shifts, such as:

- A Shift: 6am to 3pm.
- B Shift: 2pm to 11pm.
- C Shift: 10pm to 7am.

The one-hour overlap in each 9-hour shift provides time for briefing and transition, and meets most major media deadlines. The C shift may only be required if the incident draws national or international media coverage from multiple time zones.

The decision to establish a C shift is made by the PIO and the UC; however the PIO and/or JIC Manager should consider organizing JIC shifts to mirror those of the rest of the staff at the ICP. In the event a 24-hour schedule is required, an APIO will be assigned to perform the PIO’s responsibilities when he or she is not present. The APIO has all of the responsibility and authority of the PIO.

#### *Exchanging Information*

*Information Exchange Matrix 1 – for Public Information Officers* can be found in Appendix B. This 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.

### Working with the Safety Officer, Liaison Officer and Intelligence Officer

The PIO meets regularly with the SO, LNO and INTO. The SO's main responsibility is to monitor safety conditions and develop measures for assuring the safety of all incident personnel. The PIO works with the SO to develop safety messages and escort media and VIPs to the incident site in a safe manner.

The PIO works with the LNO to obtain and provide information to agency representatives, public officials and other stakeholders. The PIO also works with the LNO to address stakeholder concerns, requests for briefings, tours and VIP visits.

The IC may appoint an INTO as the incident requires. The INTO's main responsibility is to supervise, coordinate and participate in the collection, analysis, processing and dissemination of intelligence. The PIO works with the INTO regarding intelligence information and operational security. Figure 1 (page 3) shows the INTO as part of the Command Staff. Depending on circumstances surrounding each incident the INTO may become a function within the General Staff as a technical specialist within the Operations Section or Planning Section, or as its own Section<sup>2</sup>.

### Demobilizing a JIC

The IC/UC determines when to deactivate the JIC based on the recommendation of the PIO. This decision would usually be made when media and public interest has diminished or when recovery and mitigation operations are complete. To assist the PIO with demobilization activities, *Job Aid 3 - Demobilizing a JIC* can be found in Appendix A.

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<sup>2</sup> 2008 FEMA Intelligence/Investigations Function Guidance Document

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## 3.2 APIO/JIC MANAGER

### *Position Description*

The APIO/JIC Manager is selected by the 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System.
- IS-800.B National Response Framework, An Introduction.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.
- ICS-400 Advanced Incident Command System, Command and General Staff-Complex Incidents.

The APIO/JIC Manager is also recommended to be trained 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.
- E-388 Advanced Public Information Officer.
- G-290 Basic Public Information Officer.

### *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. (See *ICS Form 214* in Appendix C)
- Advise PIO and IC/UC about recommended public information strategies.
- Assess and assign JIC staff to appropriate roles. (See *JIC Staff Self-Assessment Survey* in Appendix D)
- Provide training or coaching to JIC staff as needed.
- Coordinate with Logistics Section Chief (LSC) to obtain equipment, supplies and other resources for the JIC.

### *Position Specific Functions*

#### *Developing the Operating Schedule*

The APIO/JIC Manager manages the JIC staff by developing an operating schedule. To assist the APIO/JIC Manager in developing an operating schedule, *Job Aid 4 – Developing the Operating Schedule* can be found in Appendix A. The *Daily Brief Worksheet* is a useful tool when developing the operating schedule (Appendix D) as well as *ICS Form 204* (Appendix C).



### 3.3 APIO FOR INFORMATION GATHERING

#### *Position Description*

The APIO for Information Gathering is assigned by the PIO or APIO/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 complete:

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

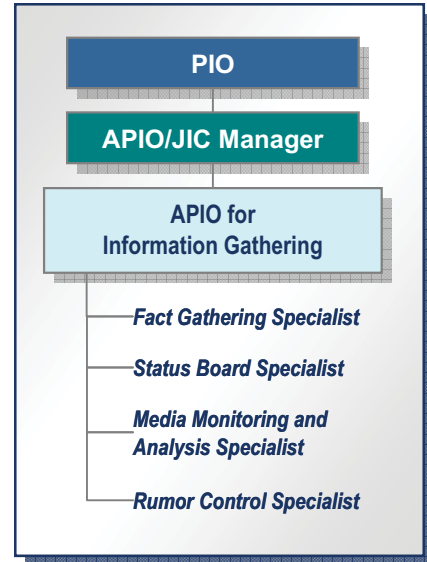
The APIO for Information Gathering is also recommended to be trained in:

- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-702 National Incident Management Systems Public Information Systems.
- IS-800.B National Response Framework, An Introduction.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.

#### *Responsibilities*

The following responsibilities can be performed by the APIO for Information Gathering or by a unit composed of several individuals in all or some of the following JIC positions.

- Gather facts (See *ICS Form 209* in Appendix C).
- Display facts on status boards.
- Monitor the media.
- Analyze and respond to media and social media reports.
- Respond to rumors.



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### **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 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 Fact Gathering Specialist is required to complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **Responsibilities**

- Gather information about the incident from Command, Planning Section's Situation Unit and agency representatives from each response partner. (See *Information Exchange Matrix 2 –Fact Gathering Specialist* in Appendix B for more details.)
- Establish contacts and maintain regular times to pick up information from all sections within the ICS structure.
- Respond rapidly to breaking news and quickly gather information for the other specialists in the JIC.

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

#### **Position Specific Functions**

##### **Exchanging Information**

The Fact Gathering Specialist should contact key response positions face-to-face and establish good working relationships. The Fact Gathering Specialist should continuously obtain and provide information from the various response positions. *Information Exchange Matrix 2 –Fact Gathering Specialist* can be found in Appendix B. This information exchange matrix describes what types of information the Fact Gathering Specialist should obtain from specific response positions within the ICS organization, as well as what information the Fact Gathering Specialist should provide to those same positions.

The APIO/JIC Manager may also assign the Fact Gathering Specialist to complete tasks listed on *Information Exchange Matrix 1 –Public Information Officer* in Appendix B. These tasks focus on information exchanges to the JIC.

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### ***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 public affairs and ICS experience. Selected personnel should be able to work quickly, accomplish tasks with minimal 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **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 and Situation Unit Leader to maintain information boards in high traffic areas of the 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.

#### **Position Specific Functions**

##### ***Producing the Status Board***

The Status Board Specialist produces status boards in the JIC for all JIC personnel. To assist the Status Board Specialist in producing a status board, *Job Aid 5 – Producing Status Boards* can be found in Appendix A. *ICS Form 209* is also a useful tool when creating a status board (See Appendix C.)

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### Media Monitoring and Analysis Specialist

#### **Position Description**

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

The Media Monitoring and Analysis Specialist provides daily coverage synopses; identifies issues, inaccuracies and view points; and recommends corrections to the APIO for Media Relations. Personnel should be assigned to this position based on training, experience, skills and ability, not rank or employer. (See *Media Analysis Worksheet* and *Media/Social Media Analysis Worksheet* in Appendix D.)

#### **Position Qualifications**

In addition to agency training requirements, the Media Monitoring and Analysis Specialist should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **Responsibilities**

- Determine newspaper, radio, television and internet outlets to monitor.
- Monitor blogs and social networking sites.
- Gather perceptions from the media, public and other stakeholders about the progress of the response efforts.
- Identify potential detrimental rumors and rapidly determine effective ways to deal with them or pass to Rumor Control, if an individual or group of individuals has been designated to process rumors.
- Set up a news clip collection (radio, TV, print and appropriate Internet websites). Request Finance Section to contract a broadcast media monitoring and print clipping service, or set up equipment to record radio and television news and/or to print media websites and blogs.

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

#### **Position Specific Functions**

##### Analyzing 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. (The *Media Analysis Worksheet* and *Media/Social Media Worksheet* can be used for analyzing and identifying potential solutions for media coverage that does not support Best Response and is located in Appendix D.) 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:

- Attend town meetings.
- Conduct door-to-door surveys.
- Track incoming phone calls and requests.
- Determine media outlets that reach significant diverse audiences.

- Identify potential issues, problems and rumors and report the information immediately to the PIO and appropriate agency or office.
- Identify significant diverse communities and determine the most effective ways to communicate with them (e.g., media, fliers, posters and town meetings).
- 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 *Media Analysis Worksheet* and *Media and Social/Media Worksheet*. (See Appendix D.)



### ***Rumor Control Specialist***

#### **Position Description**

The Rumor Control Specialist receives, verifies and ensures facts are disseminated to dispel incorrect 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **Responsibilities**

- Identify and report any rumors that may cause issues or problems 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. (See *Query Record*, Appendix D). *ICS Form 213* in Appendix C can also be used to record rumors that are reported to the JIC.

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

#### **Position Specific Functions**

##### ***Validating Rumors***

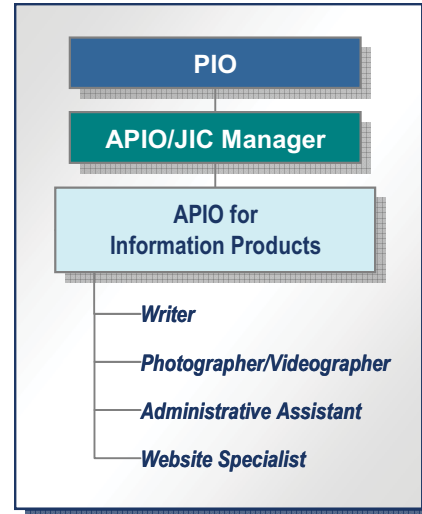
To assist the Rumor Control Specialist with validating rumors *Job Aid 6 – Validating Rumors* can be found in Appendix A.

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### 3.4 APIO FOR INFORMATION PRODUCTS

#### *Position Description*

The APIO for Information Products is assigned by the PIO or APIO/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, ICS and JIC experience. Selected personnel should be able to type, operate a variety of computers and software, work quickly, accomplish tasks with minimal 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 should complete:

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

The APIO for Information Products is also recommended to be trained in:

- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-702 National Incident Management Systems Public Information Systems.
- IS-800.B National Response Framework, An Introduction.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.

#### *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 the APIO or by a unit composed of several individuals in all or some of the following JIC positions.

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## 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, emergency public information, voice and text messages, blog and social media statements and other direct-to-stakeholder information products. 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

### **Position Specific Functions**

#### *Writing a News Release*

The Writer should draft and gain approval of a written news release. See *Writing Guidelines for News Releases* in Appendix D for instructions on how to write a news release. Also refer to Appendix D for a *Sample News Release*.

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## Photographer/Videographer

### **Position Description**

The Photographer/Videographer is assigned by the APIO/JIC Manager to shoot high quality photos and video for release to the public and media. The Photographer/Videographer reports to the APIO for Information Products. Personnel selected for this position should possess extensive photographic, videographic, electronic photo and video editing and some journalism skills. The Safety Officer may require that the Photographer/Videographer should have HAZWOPER certification or wear personal protective equipment in order to photograph or videotape near the hazard site. Selected personnel should be able to operate a variety of digital, still and video cameras; accomplish tasks with minimal 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/Videographer should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

### **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 Administrative Assistant for the casebook and the Website Specialist for the JIC website.

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

### **Position Specific Functions**

#### Exchanging Information

*Information Exchange Matrix 3 –Photographer/Videographer* in Appendix B describes what type of information and resources the Photographer/Videographer should obtain from specific response positions, as well as what information the Photographer/Videographer should provide to those same response positions.

The APIO/JIC Manager may also assign the Photographer/Videographer to complete tasks listed on *Information Exchange Matrix 1 –Public Information Officer* in Appendix B. These tasks focus on information exchanges to the JIC.

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## Administrative Assistant

### Position Description

The 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 minimal 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

### Responsibilities

- Work with Logistics Section to acquire, set up and run audio/visual support for briefings.
- Provide support for media briefings and town meetings.
- Produce a casebook available in the JIC and/or stored on the virtual JIC website.
- 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.

### Position Specific Functions

#### *Provide Media Briefings/Town Meeting Support*

The Administrative Assistant will provide support to the JIC for media briefings and town meetings by coordinating with the Logistics Section. To assist the Administrative Assistant with supporting media briefings/town meetings, *Job Aid 7 – Providing Media Briefings/Town Meeting Support* can be found in Appendix A and the *Media Briefing/Town Meeting Worksheet* can be found in Appendix D.

#### *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 should not include IAPs.

***Exchanging Information***

*Information Exchange Matrix 4 –Administrative Assistant* in Appendix B describes what types of materials and resources the Administrative Assistant should obtain from specific response positions, as well as the information the Administrative Assistant should provide to those same response positions.

The APIO/JIC Manager may also assign the Administrative Assistant to complete tasks listed on *Information Exchange Matrix 1 –Public Information Officer* in Appendix B. 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 a virtual JIC 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 Americans with Disabilities Act of 1990); able to accomplish tasks with minimal 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

### **Responsibilities**

- Maintain and update incident website and incident social media accounts.
- Maintain JIC blog if applicable. (Refer to *Content and Writing Guidelines for Bloggers* in Appendix D.)
- 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 Section 508 compliant.
- Establish a virtual JIC, as needed.
- Coordinate with web support personnel for all agencies represented in organization to ensure site meets individual agency requirements.
- 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.

The UC should designate one official website to represent the response efforts, provide answers to the public's questions and address issues raised through other media sources. After a case is closed and the JIC demobilizes, the PIO should consider monitoring continued interest and keeping the website on-line longer than a few months.

Responders should monitor the information being posted on other websites, blogs and chat rooms. Questions, concerns or misinformation found on other websites, blogs and chat rooms should be addressed on the official website.

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### 3.5 APIO FOR MEDIA RELATIONS

#### *Position Description*

The APIO for Media Relations is assigned by the PIO or APIO/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 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 should complete:

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

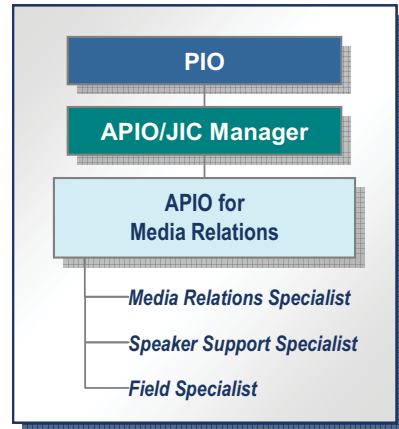
The APIO for Media Relations is also recommended to be trained in:

- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-702 National Incident Management Systems Public Information Systems.
- IS-800.B National Response Framework, An Introduction.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.

#### *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, if necessary.
- Maintain and update media lists.
- Identify misinformation or rumors.

These responsibilities can be performed by the APIO or by a unit composed of several individuals in all or some of the following JIC positions.



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### 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 minimal 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **Responsibilities**

- Determine primary media outlets.
- Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry and result. (See *Query Record*, Appendix D.)
- Maintain a comprehensive and current media list containing points of contact, phone, pager, cellular and fax numbers 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.
- Document the time and details of the response; track inquiries to ensure response and closure within a timely manner (ideally, less than one hour).

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

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### ***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 minimal direction and function efficiently in a high-stress environment. In addition, personnel may need to be bilingual. 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **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 audiovisual needs for news briefings and media interviews.
- Schedule and coordinate editorial board.

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

#### **Position Specific Functions**

##### ***Speaker Preparation***

The Speaker Support Specialist should prepare personnel for speaking to the general public and media during phone interviews, on-camera interviews and news briefings. See the *Speaker Preparation Worksheet* in Appendix D.

##### ***Media Briefings***

The Speaker Support Specialist should identify spokespersons for scheduled media briefings. (See *Spokesperson Request Worksheet*, Appendix D.) When setting up and conducting media briefings, refer to the *Media Briefing Worksheet* in Appendix D. Personnel from nearly all positions in the JIC will play some part in this process.

##### ***Editorial Board***

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 meeting is not conducted until several days into an incident, but may need to occur sooner based on the needs of the incident. The Editorial Board meeting 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 UC'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.

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### Field Specialist

#### **Positions Description**

The Field Specialist is assigned by the APIO/JIC Manager to provide media relations and other JIC 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 Specialist should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **Responsibilities**

- Coordinate with the Safety Officer to ensure it is safe to escort others to the incident scene.
- Ensure media are properly equipped and informed. (See *Field Escort Equipment and Communications Checklist* in Appendix D.)
- Escort media to incident scene or other field locations.

Based on the needs of the incident, the Field Specialist may be assigned additional responsibilities, such as:

- Take photos and video of incident scene.
- Gather facts from incident scene.
- Disseminate approved incident information to members of the media and public.

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

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### 3.6 APIO FOR COMMUNITY RELATIONS

#### *Position Description*

The APIO for Community Relations is assigned by the PIO/JIC Manager to monitor the community’s concerns regarding the incident, advise the 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 ICS experience, as well as have demonstrated skills in interacting with the public. Personnel should have experience identifying different publics/stakeholders, and using interviews to ascertain community knowledge, attitudes and behaviors. Personnel should also have good interpersonal skills, risk communications experience, the ability to accomplish tasks with minimal 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 should complete:

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

The APIO for Community Relations is also recommended to be trained in:

- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-702 National Incident Management Systems Public Information Systems.
- IS-800.B National Response Framework, An Introduction.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.

#### *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.
- Canvass the local community for feedback and to disseminate incident information. (See *Opening Statement for Community Relations Interviews* in Appendix D).
- Develop posters, fliers, newsletters and other community outreach materials.
- Inform the public of volunteer opportunities coordinated by the LNO and assisting agencies.
- Respond to community inquiries.

These responsibilities can be performed by the APIO or by a unit composed of several individuals in all or some of the following JIC positions.

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## 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 minimal direction and functioning efficiently in a high-stress environment. Personnel should also have experience identifying different publics/stakeholders, and using interviews to ascertain community knowledge, attitudes and behaviors. 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

### Responsibilities

- Identify communities affected by the incident.
- Produce detailed accounts of calls, including name and organization, phone numbers, nature of inquiry and results.
- Determine how well community members comprehend command objectives/messages and make recommendations for corrective actions through the APIO for Community Relations.
- Determine community attitudes toward the incident and response organization and recommend actions to encourage/change those attitudes, as necessary.
- Determine community behaviors related to the incident situation and recommend actions to encourage protective or corrective behavior.
- 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 LSC.



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

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### 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 minimal 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 should complete:

- IS-100 (ICS 100) Introduction to Incident Command System.
- IS-200 (ICS 200) Introduction for Single Resources and Initial Action Incidents.
- IS-700 National Incident Management System, An Introduction.
- IS-800.B National Response Framework, An Introduction.

#### **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 audiovisual 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.

#### **Position Specific Functions**

##### Speaker Preparation

The Community Support Specialist should prepare personnel for speaking at community meetings. See the *Speaker Preparation Worksheet* in Appendix D.

##### Community Meetings

The Community Support Specialist should set up community meetings. To assist the Community Support Specialist with preparing for a community meeting, *Job Aid 8 – Conducting a Community Meeting* can be found in Appendix A.

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## Appendix A: Job Aids

Position	Job Aid	Description
<b>Public Information Officer</b>	Establishing the Initial Response	This Job Aid includes tasks that the PIO must accomplish prior to and in preparation for the establishment of a JIC.
	Establishing a JIC	This Job Aid includes tasks to assist the PIO in establishing and managing a JIC.
	Demobilizing a JIC	This Job Aid includes tasks to assist the PIO with demobilization activities applicable to all personnel assigned to the JIC.
<b>Assistant Public Information Officer/JIC Manager</b>	Developing the Operating Schedule	This Job Aid assists the APIO with developing the operating schedule.
<b>Status Board Specialist</b>	Producing the Status Board	This Job Aid assists the Status Board Specialist with producing the status board.
<b>Rumor Control Specialist</b>	Validating Rumors	This Job Aid assists the Rumor Control Specialist with validating rumors that arise.
<b>Administrative Assistant</b>	Providing Media Briefings/ Town Meeting Support	This Job Aid assists the Administrative Assistant in coordinating with the Logistics Section to provide support for media briefings and town meetings.

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## JOB AID 1 – ESTABLISHING THE INITIAL RESPONSE

STEP	ACTION	✓
1.	Check in and obtain initial briefing from IC or UC.	<input type="checkbox"/>
2.	Establish a dedicated phone line and website for providing information and managing telephone and e-mail inquiries from the media, stakeholders and general public.	<input type="checkbox"/>
3.	Gather basic facts about the incident – who, what, where, when, why and how.	<input type="checkbox"/>
4.	Use gathered facts to answer inquiries.	<input type="checkbox"/>
5.	<p>Activate the following positions as needed:</p> <p><input type="checkbox"/> Media Relations Assistant</p> <ol style="list-style-type: none"> <li>1. Use dedicated phone to answer calls from media, stakeholders and public.</li> <li>2. Record names, phone numbers and organization of the callers; also note date/time of calls, nature of inquiries and deadlines for receiving additional information. (See Query Record in Appendix D.)</li> <li>3. Use approved news releases and gathered facts to answer media calls. (See Sample Documents in Appendix D.)</li> </ol> <p><input type="checkbox"/> Information Gathering Assistant</p> <ol style="list-style-type: none"> <li>1. Gather verified incident information from sources throughout the response organization. (See ICS Form 209 in Appendix C.)</li> <li>2. Provide this information to the assistants handling inquiries and writing news releases.</li> </ol> <p><input type="checkbox"/> Information Products Assistant</p> <ol style="list-style-type: none"> <li>1. Assemble gathered facts into two or three sentences that answer who, what, when, where, why and how of incident. (See Sample Documents in Appendix D.) <b>NOTE:</b> Answering the “why” and “how” at many incidents is difficult or impossible to accomplish (e.g., these facts may only come out after an investigation).</li> <li>2. List remaining facts and information in bullet form. (List responding agencies, type and amount of equipment, etc.) <b>NOTE:</b> News releases 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 made.</li> <li>3. Spell check and edit news releases and give to PIO for editing, approval and routing to the IC for final approval.</li> <li>4. Give approved news releases to Media Relations Assistant.</li> <li>5. Distribute news releases to news media and other requestors.</li> <li>6. Develop three key messages as soon as information is gathered.</li> </ol>	<input type="checkbox"/> <input type="checkbox"/>
6.	<p>Select a location for the JIC. The location should meet the following criteria:</p> <ul style="list-style-type: none"> <li>• Enough space for everyone to work based on personnel resource requests.</li> <li>• Enough AC outlets and/or power strips, used within fire codes.</li> <li>• Access to a photocopier.</li> <li>• Access to a computer and/or access to the Internet</li> <li>• Access to phone lines.</li> <li>• Access to a fax machine.</li> <li>• Located at or near the ICP or Emergency Operations Center (EOC).</li> </ul>	<input type="checkbox"/>
7.	Call for more assistance, preferably people trained in public information, JIC and ICS operations. Make requests for additional resources via the Logistics Section.	<input type="checkbox"/>

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## JOB AID 2 – ESTABLISHING A JIC

STEP	ACTION	✓
1.	Conduct transition meeting with initial PIO.	<input type="checkbox"/>
2.	Appoint someone experienced as APIO/JIC Manager, who can meet the responsibilities and achieve the position goals as listed in the NRT JIC Model.	<input type="checkbox"/>
3.	Appoint someone experienced as APIO for Information Gathering who can meet the responsibilities and achieve the position goals as listed in the NRT JIC Model.	<input type="checkbox"/>
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.	<input type="checkbox"/>
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.	<input type="checkbox"/>
6.	Appoint someone experienced as APIO for Community Relations who can meet the responsibilities and achieve the position goals as listed in the NRT JIC Model.	<input type="checkbox"/>
7.	Use the NRT JIC Model manual to ensure all PIO responsibilities are being performed. <div data-bbox="613 730 997 1146" style="text-align: center; margin: 10px 0;"> <pre> graph TD     A[Gather Incident Data] --&gt; B[Inform the Public]     B --&gt; C[Analyze Public Information]     C --&gt; A                     </pre> </div>	<input type="checkbox"/>

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### JOB AID 3 – DEMOBILIZING A JIC

STEP	ACTION	✓
1.	Receive Demobilization Plan from Planning Section Chief (PSC) or Demobilization Unit Leader.	<input type="checkbox"/>
2.	Brief personnel regarding demobilization. Debrief appropriate personnel prior to departing incident: <ul style="list-style-type: none"> <li>• IC</li> <li>• PSC</li> <li>• LSC</li> <li>• Agency representatives</li> </ul>	<input type="checkbox"/>
3.	Supervise demobilization of unit, including inventory, return and storage of equipment and supplies.	<input type="checkbox"/>
4.	Forward all Section/Unit documentation to PSC or Documentation Unit Leader.	<input type="checkbox"/>
5.	Supervisors to complete Incident Personnel Performance Rating (ICS 225); all individuals complete Check-out Sheet.	<input type="checkbox"/>
6.	Notify media and other stakeholders when JIC will demobilize, whether virtual JIC website will continue to be updated and which agency or organization PIOs to contact for any future inquiries or updates.	<input type="checkbox"/>

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**JOB AID 4 - DEVELOPING THE OPERATING SCHEDULE**

STEP	ACTION	✓
1.	Conduct transition briefing between shifts. (See Daily JIC Brief Worksheet, A-4.)	<input type="checkbox"/>
2.	Review Self-Assessment Survey completed by new JIC staff members and assign to appropriate roles and work hours.	<input type="checkbox"/>
3.	Coordinate with PSC regarding Daily Meeting Schedule (ICS Form 204) of Command and General Staff briefings and meetings.	<input type="checkbox"/>
4.	Coordinate with the APIO for Information Products to set deadlines for writing, approval and dissemination of all information products.	<input type="checkbox"/>
5.	Coordinate with the APIO for Media Relations and Speaker Support Specialist to set the schedule of media briefings, community meetings, media/VIP tours and other JIC events, including deadlines for speaker preparation.	<input type="checkbox"/>
6.	Gather Command Message(s) for the APIO for Information Products from the PIO and UC.	<input type="checkbox"/>
7.	Coordinate with PIO and JIC staff on messages and strategies for reaching target audiences.	<input type="checkbox"/>
8.	Deliver media analysis to PIO.	<input type="checkbox"/>
9.	Ensure preparation for news briefings.	<input type="checkbox"/>

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## JOB AID 5 – PRODUCING THE STATUS BOARD

STEP	ACTION	✓
1.	Contact PSC or Situation Unit Leader to obtain latest ICS Form 209 Status Summary.	<input type="checkbox"/>
2.	Meet with key response positions and post obtained information in the JIC.	<input type="checkbox"/>
3.	Display current news releases, fact sheets and incident news clips in physical JIC on status board or data projectors and/or in virtual JIC website for Command and JIC staff to view.	<input type="checkbox"/>
4.	Display non-incident/morale boosters – other news, sports, comics, local restaurant menus, etc.	<input type="checkbox"/>
5.	Coordinate with Planning Section’s Display Process to identify high-traffic locations for status boards in the ICP (break rooms, main hallways, etc.) visible to other responders.	<input type="checkbox"/>
6.	Update boards as needed, including after each Operations Briefing.	<input type="checkbox"/>

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## JOB AID 6 – VALIDATING RUMORS

STEP	ACTION	✓
1.	The Rumor Control Specialist receives rumor from someone in other response position (e.g., Media Relations Specialist or 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 Form 213 General Message, or other means.	<input type="checkbox"/>
2.	The Rumor Control Specialist documents received rumor and all amplifying information on JIC Query Record (See A-3).	<input type="checkbox"/>
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 or LNO for list of assisting agencies).	<input type="checkbox"/>
4.	The Rumor Control Specialist records validated fact on Rumor Query Record.	<input type="checkbox"/>
5.	The Rumor Control Specialist provides copies of completed form to the following JIC personnel: <ul style="list-style-type: none"> <li>• APIO for Information Gathering (for posting and media analysis, if necessary);</li> <li>• 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);</li> <li>• APIO for Media Relations (for dissemination to the media); and</li> <li>• APIO for Community Relations (for dissemination to the public).</li> </ul>	<input type="checkbox"/>

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## **JOB AID 7 – PROVIDING MEDIA BRIEFINGS/TOWN MEETING SUPPORT**

STEP	ACTION	✓
1.	Secure a space for the event.	<input type="checkbox"/>
2.	Provide and set up chairs, tables and lectern.	<input type="checkbox"/>
3.	Set up microphone and public address system, if necessary.	<input type="checkbox"/>
4.	Set up supporting graphic material near spokespersons.	<input type="checkbox"/>
5.	Set up overhead projector, televisions/VCRs and/or computers for supporting visuals.	<input type="checkbox"/>

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## JOB AID 8 – CONDUCTING COMMUNITY MEETINGS

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.	<input type="checkbox"/>
2.	Select an appropriate meeting format, e.g., open house, audiovisual presentation, or panel discussion. (See Diagram, B-8.)	<input type="checkbox"/>
3.	Select and schedule an appropriate location.	<input type="checkbox"/>
4.	NOTE: The location should be easily accessible, contain plenty of parking, power and minimal background noise.	<input type="checkbox"/>
5.	Notify the community of the event.	<input type="checkbox"/>
6.	Identify exhibitors from the UC, schedule and conduct speaker preparation and provide assistance with materials for exhibits.	<input type="checkbox"/>

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## **Appendix B: Information Exchange Matrices**

Appendix B includes information exchange matrices for the following positions:

- Public Information Officer
- Fact Gathering Specialist
- Photographer/Videographer
- Administrative Assistant

These matrices were developed to assist personnel with knowing what type of information, materials and/or resources they should obtain or provide to specific response positions within the JIC and ICS organization.

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## INFORMATION EXCHANGE MATRIX 1 – PUBLIC INFORMATION OFFICER

Leadership Position	When the PIO should talk to other positions	Information and Resources Exchange	
		PIO Provides	PIO Receives
<b>Incident Commander/ Unified Command</b>	<ul style="list-style-type: none"> <li>Initial incident briefing.</li> <li>Command and General Staff, Objectives and Planning meetings. (See Planning P, Appendix D.)</li> <li>Operations briefing.</li> <li>Release of incident information (all information products, media events, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Initial incident data.</li> <li>Level of public interest.</li> <li>Public information strategy.</li> <li>Speaker preparation.</li> <li>News releases, fact sheets, video, photos and news clips.</li> <li>Interviews, news briefs and town meeting schedules.</li> <li>Media analysis.</li> <li>Social media analysis with source quote highlights.</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of PIO.</li> <li>Initial incident brief.</li> <li>Key messages.</li> <li>News release authority.</li> <li>Delegation of duties.</li> </ul>
<b>Safety Officer</b>	<ul style="list-style-type: none"> <li>Initial incident briefing.</li> <li>Command and General Staff, Objectives and Planning meetings. (See Planning P, Appendix D.)</li> <li>Operations briefing.</li> <li>Access for JIC personnel, media, community and distinguished visitors to incident site.</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, video, photos and news clips.</li> <li>Roster of on-site visitors escorted by JIC personnel.</li> <li>Escorts for media, community and distinguished visitors to incident site.</li> <li>Media “hold harmless” release statement (cleared by legal counsel) for media traveling on government provided transportation.</li> </ul>	<ul style="list-style-type: none"> <li>Safety briefings for JIC personnel, media, community and distinguished visitors.</li> <li>Personal protective equipment when going on-site.</li> <li>Incident response organization accident reports.</li> </ul>
<b>Liaison Officer</b>	<ul style="list-style-type: none"> <li>Command and General Staff, Objectives and Planning meetings. (See Planning P, Appendix D.)</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, video, photos and news clips.</li> <li>Names of additional agencies, organizations and stakeholders for inclusion in incident response.</li> </ul>	<ul style="list-style-type: none"> <li>Names and numbers of additional agencies, organizations and stakeholders to be added to JIC dissemination list.</li> <li>Pass-down of trends in stakeholder concerns.</li> </ul>
<b>Intelligence Officer</b>	<ul style="list-style-type: none"> <li>Command and General Staff, Objectives, and Planning meetings. (See Planning P, Appendix D.)</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, video, photos and news clips.</li> <li>De-briefing of JIC field personnel, as needed.</li> <li>Facts gathered from outside the incident response organization, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Intelligence briefings.</li> </ul>

Leadership Position	When the PIO should talk to other positions	Information and Resources Exchange	
		PIO Provides	PIO Receives
<b>Planning Section Chief</b>	<ul style="list-style-type: none"> <li>Command and General Staff, Objectives and Planning meetings. (See Planning P, Appendix D.)</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>Copies of all news releases, fact sheets, video, photos and news clips for Documentation Unit.</li> <li>Interview, news brief and community meeting schedule.</li> <li>Public information guidance for inclusion in IAP.</li> <li>Select information products for inclusion in IAP.</li> <li>Demobilization paperwork for outgoing JIC personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Incident situation status data.</li> <li>Daily meeting schedule.</li> <li>Copy of IAP.</li> </ul>
<b>Operations Section Chief</b>	<ul style="list-style-type: none"> <li>Command and General Staff, Objectives and Planning meetings. (See Planning P, Appendix D.)</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, video, photos and news clips.</li> <li>Proposed schedule for JIC personnel conducting information gathering at field work locations or personnel escorting media to field</li> </ul>	<ul style="list-style-type: none"> <li>Incident situation data.</li> </ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"> <li>Command and General Staff, Objectives and Planning meetings. (See Planning P, Appendix D.)</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, video, photos and news clips.</li> <li>Names of and a proposed schedule for people needing air/vessel transportation.</li> </ul>	<ul style="list-style-type: none"> <li>Supplies and office equipment.</li> <li>Adequate working space for JIC.</li> <li>Contract assistance for newspaper, television and radio clipping service.</li> <li>Specialized clothing.</li> <li>Air/vessel transportation for JIC personnel and media to incident site(s).</li> </ul>
<b>Finance/ Administration Section Chief</b>	<ul style="list-style-type: none"> <li>Command and General Staff, Objectives and Planning meetings. (See Planning P, Appendix D.)</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, video, photos and news clips.</li> </ul>	<ul style="list-style-type: none"> <li>Travel orders.</li> </ul>
<b>Response Personnel</b>	<ul style="list-style-type: none"> <li>Incoming personnel briefings, as needed.</li> <li>Operations Briefing.</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>Speaker preparation.</li> <li>News releases, fact sheets, video, photos and news clips.</li> </ul>	<ul style="list-style-type: none"> <li>Spokespersons at media briefings, community meetings and individual interviews with media.</li> </ul>



## INFORMATION EXCHANGE MATRIX 2 – FACT GATHERING SPECIALIST

Request Information From	Information to Request	✓
<b>Public Information Officer</b>	Request initial incident briefing. Request updated information following the Command and General Staff meetings.	<input type="checkbox"/>
<b>Assistant Public Information Officer for Media Relations</b>	Request media inquiries to gather information to formulate answers. Gather information for developing responses to media inquiries.	<input type="checkbox"/>
<b>Assistant Public Information Officer for Community Relations</b>	Request community inquiries. Gather information for developing responses to community inquiries.	<input type="checkbox"/>
<b>Assistant Public Information Officer for Information Gathering</b>	Obtain work assignment(s). Provide updates.	<input type="checkbox"/>
<b>Logistics Section</b>	Request information regarding equipment/personnel.	<input type="checkbox"/>
<b>Planning Section – Situation Unit</b>	Request information from Situation Reports. Request plume modeling and spill trajectories.	<input type="checkbox"/>
<b>Planning Section – GIS</b>	Request maps and charts.	<input type="checkbox"/>
<b>Planning Section – Environmental Unit</b>	Request Material Safety Data Sheet (MSDS).	<input type="checkbox"/>
<b>Planning Section</b>	Request a copy of the IAP. Request a copy of the daily meeting schedule.	<input type="checkbox"/>
<b>Operations Section</b>	Request location and number of resources on-site from Staging. Request information about on-going operations.	<input type="checkbox"/>
<b>Finance Section</b>	Request cost of response and claims hotline number.	<input type="checkbox"/>
<b>Response partners</b>	Request other agency’s participation and plans.	<input type="checkbox"/>
<b>Intelligence Officer</b>	Request information cleared for public release by the IC/UC regarding law enforcement, terrorist or security issues.	<input type="checkbox"/>
<b>Liaison Officer</b>	Request information about affected stakeholders.	<input type="checkbox"/>
<b>Safety Officer</b>	Request safety concerns for responders and general public and appropriate protective actions.	<input type="checkbox"/>

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### INFORMATION EXCHANGE MATRIX 3 – PHOTOGRAPHER/VIDEOGRAPHER

APIO or ICS Section you receive assignments from	Materials and Resources Exchange	
	From APIO/ICS Section to Photographer/Videographer	From Photographer/Videographer to APIO/ICS Section
<b>Assistant Public Information Officer for Information Products</b>	<ul style="list-style-type: none"> <li>• Photo assignments.</li> </ul>	<ul style="list-style-type: none"> <li>• Briefing on activities.</li> </ul>
<b>Assistant Public Information Officer for Media Relations</b>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• Processed still photographs and edited video for release to the media.</li> </ul>
<b>Assistant Public Information Officer for Community Relations</b>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• Processed still photographs and edited video for release to public and for use at community meetings.</li> </ul>
<b>Writer</b>	<ul style="list-style-type: none"> <li>• Photo assignments.</li> </ul>	<ul style="list-style-type: none"> <li>• Image support for fact sheets (as needed).</li> <li>• Briefing on activities.</li> </ul>
<b>Status Board Specialist</b>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• Photos for information boards.</li> </ul>
<b>Operations Section</b>	<ul style="list-style-type: none"> <li>• On-water/aerial transportation to sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Not Applicable.</li> </ul>
<b>Logistics Section</b>	<ul style="list-style-type: none"> <li>• Supplies.</li> </ul>	<ul style="list-style-type: none"> <li>• Not Applicable.</li> </ul>
<b>Planning Section</b>	<ul style="list-style-type: none"> <li>• Daily schedule. (ICS Form 204.)</li> </ul>	<ul style="list-style-type: none"> <li>• Photos for IAP.</li> </ul>

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## INFORMATION EXCHANGE MATRIX 4 – ADMINISTRATIVE ASSISTANT

Request items/information from:	Materials and Resources Exchange	
	From Response Position to Administrative Assistant	From Administrative Assistant to Response Position
<b>Logistics Section</b>	<ul style="list-style-type: none"> <li>• Space, chairs, lectern, tables, PA system and other materials for media briefings.</li> <li>• Security service for the JIC.</li> <li>• JIC visitor passes.</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
<b>Media Monitoring and Analysis Specialist</b>	<ul style="list-style-type: none"> <li>• Copies of news clips.</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
<b>Writer</b>	<ul style="list-style-type: none"> <li>• Copies of press releases and fact sheets for briefing packs and media briefings.</li> <li>• Copies of key message(s), talking points and speaker prep sheets.</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
<b>Photographer/ Videographer</b>	<ul style="list-style-type: none"> <li>• Photos/video for media briefings.</li> <li>• All products that do not have an immediate use for inclusion in the casebook.</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
<b>Assistant Public Information Officer for Media Relations</b>	<ul style="list-style-type: none"> <li>• Copies of media list.</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>
<b>Documentation Unit</b>	<ul style="list-style-type: none"> <li>• Not applicable.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of all JIC files and products.</li> </ul>

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## Appendix C: Forms

Below is a list of sample ICS forms that JIC personnel should be familiar with.

Form	Description
ICS 214	Unit Log
ICS 204	Assignment List
ICS 209-CG	Incident Status Summary
ICS 213	General Message
ICS 213RR-CG	Resource Request Form

For a complete listing of FEMA ICS forms, visit:

[http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr\\_Forms.htm](http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm)

To download the USCG forms included in this Appendix, visit:

<http://homeport.uscg.mil>

Click on "Library" on the horizontal menu bar, then click on "Incident Command System ICS" in the left menu. Under the "Forms" heading, click on "Coast Guard ICS Forms (Individual)". You can download fill-in-the-blank Word .DOT templates or Adobe Acrobat .PDF versions.

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**ICS FORM 204**

**Sample Assignment List, ICS Form 204**

<b>1. BRANCH</b>		<b>2. DIVISION/GROUP</b>		<b>ASSIGNMENT LIST</b>					
<b>3. INCIDENT NAME</b>			<b>4. OPERATIONAL PERIOD</b> DATE _____ TIME _____						
<b>5. OPERATIONAL PERSONNEL</b>									
OPERATIONS CHIEF _____		DIVISION/GROUP SUPERVISOR _____							
BRANCH DIRECTOR _____		AIR TACTICAL GROUP SUPERVISOR _____							
<b>6. RESOURCES ASSIGNED TO THIS PERIOD</b>									
STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME			
<b>7. CONTROL OPERATIONS</b>									
<b>8. SPECIAL INSTRUCTIONS</b>									
<b>9. DIVISION/GROUP COMMUNICATIONS SUMMARY</b>									
FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				
PREPARED BY (RESOURCE UNIT LEADER)				APPROVED BY (PLANNING SECT. CH.)			DATE	TIME	

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**ICS FORM 209-CG (ICS FORM 209)**

<b>1. Incident Name</b>		<b>2. Operational Period (Date / Time)</b> From:      To:                      Time of Report		<b>INCIDENT STATUS SUMMARY ICS 209-CG</b>	
<b>3. Type of Incident</b>					
<input type="checkbox"/>	Oil Spill	<input type="checkbox"/>	HAZMAT	<input type="checkbox"/>	AMIO
<input type="checkbox"/>	SAR/Major SART	<input type="checkbox"/>	SI/Terrorism	<input type="checkbox"/>	Natural Disaster
<input type="checkbox"/>	Marine Disaster	<input type="checkbox"/>	Civil Disturbance	<input type="checkbox"/>	Military Outload
<input type="checkbox"/>	Planned Event	<input type="checkbox"/>	Maritime HLS/Prevention	<input type="checkbox"/>	
<b>4. Situation Summary as of Time of Report:</b>					
<b>5. Future Outlook/Goals/Needs/Issues:</b>					
<b>6. Safety Status/Personnel Casualty Summary</b>					
	Since Last Report	Adjustments To Previous Op Period	Total		
Responder Injury					
Responder Death					
Public Missing (Active Search)					
Public Missing (Presumed Lost)					
Public Uninjured					
Public Injured					
Public Dead					
Total Public Involved					
<b>7. Property Damage Summary</b>					
Vessel			\$		
Cargo			\$		
Facility			\$		
Other			\$		
<b>8. Attachments with clarifying information</b>					
<input type="checkbox"/>	Oil/HAZMAT	<input type="checkbox"/>	SAR/LE	<input type="checkbox"/>	
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
<input type="checkbox"/>	Marine Disaster	<input type="checkbox"/>	Civil Disturbance	<input type="checkbox"/>	Military Outload

<b>9. Equipment Resources</b>					
Kind	Notes	# Ordered	# Available	# Assigned	# Out of Service
<u>USCG Assets</u>					
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					
<u>Non-CG/Other Assets</u>					
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 –					
<b>10. Personnel Resources</b>					
<b>Agency</b>				<b>Total # of People</b>	
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:					
<b>11. Prepared by:</b>			<b>Date/Time Prepared:</b>		

<b>1. Incident Name</b>	<b>2. Operational Period (Date / Time)</b> From: To: Time of Report		<b>ICS 209-CG OIL/HAZMAT ATTACHMENT</b>			
<b>3. HAZMAT/Oil Spill Status (Estimated, in gallons)</b>						
Common Name(s):						
UN Number:	<input type="checkbox"/> Secured	<input type="checkbox"/> Unsecured				
CAS Number:	Remaining Potential (bbl):					
	Rate of Spillage (bbl/hr):					
	Adjustments To Previous Operational Period	Since Last Report	Total			
Volume Spilled/Released						
<b>Mass Balance - HAZMAT/Oil Budget</b>						
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:						
<b>4. HAZMAT/Oil Waste Management (Estimated, Since Last Report)</b>						
	Recovered	Disposed	Stored			
HAZMAT/Oil (bbl)						
Oily Liquids (bbl)						
Liquids (bbl)						
Oily Solids (tons)						
Solids (tons)						
Comments:						
<b>5. HAZMAT/Oil Shoreline Impacts (Estimated in miles)</b>						
Degree of Impact	Affected	Cleaned	To Be Cleaned			
Light						
Medium						
Heavy						
Total						
Comments:						
<b>6. HAZMAT/Oil Wildlife Impacts (Since Last Report)</b>						
Type of Wildlife	Captured	Cleaned	Released	DOA	Died in Facility	
					Euthanized	Other
Birds						
Mammals						
Reptiles						
Fish						
Total						
Comments:						
<b>7. Prepared by:</b>					<b>Date/Time Prepared:</b>	

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





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ICS FORM 213RR-CG

Resource Request Message		ICS-213 RR CG (2/07)	
1. Incident Name:		3. Resource Request Number:	
2. Date/Time:			
Purpose: The 213RR CG is used by all incident personnel to request tactical and non-tactical resources.			
4. ORDER Note: Use additional forms when requesting different resource sources of supply			
a. Qty	b. Kind	c. Type	d. Priority U or R
e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.			
f. Requested Reporting Location:		g. Order # (LSC)	h. ETA (LSC)
i. Cost			
5. Suggested source(s) of supply - POC phone number if known and suitable substitutes:			
6. Requestor Position and Signature: _____ Date/Time: _____			
7. Section Chief/Command Staff Approval: _____ Date/Time: _____			
8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.			
a. <input type="checkbox"/>		b. <input type="checkbox"/> Resources available as noted in block 12	
c. <input type="checkbox"/>		Resources not available	
9. RESL Review/Signature: _____ Date/Time: _____			
10. Requisition/Purchase Order #: _____			
11. Supplier Name/Phone/Fax/Email: _____			
12. Notes:			
13. Logistics Section Signature: _____ Date/Time: _____			
14. Order placed by (check box): <input type="checkbox"/> PUL <input type="checkbox"/> PROC <input type="checkbox"/> OTHER _____			
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-h (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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## Appendix D: References, Worksheets, and Samples

Reference/Worksheet/Sample	Description
Daily Checklist	This checklist is a helpful tool to assist the PIO complete daily activities.
Operational Planning “P”	The Operational Planning “P” is a guide to the process and steps involved in planning for an incident.
JIC Self-Assessment Survey	By filling out the JIC Self-Assessment Survey, the PIO and JIC Manager can use the information provided to staff JIC positions.
Daily Brief Worksheet	Information collected using the daily brief worksheet is provided during transition meetings.
Media Analysis Worksheet	This worksheet is assessing the content and accuracy of news media reports and assists in identifying trends and breaking issues.
Media/Social Media Analysis Worksheet	This worksheet assists in assessing the content and accuracy of news media reports and assists in identifying trends and breaking issues.
Query Record	This tool assists in keeping records of any inquiries or rumors reported.
Writing Guidelines for New Releases	These are guidelines to assist in writing news releases.
Sample News Release	This is a sample of a news release.
Media Briefing/Town Meeting Worksheet	This worksheet assists in preparing for a media briefing or town meeting.
Content and Writing Guidelines for Bloggers	These are guidelines to assist in maintaining an incident specific JIC blog.
Speaker Preparation Worksheet	This worksheet assists in preparing information that will be delivered via a media briefing or community meeting.
Spokesperson Request Worksheet	This worksheet assists in requesting spokespersons for media briefings.
Media Briefing Worksheet	This worksheet provides general guidelines and provides a sample moderator script for media briefings.
Field Escort Equipment and Communications Checklist	This checklist assists in ensuring that the media visiting the incident site are properly equipped and informed.
Opening Statement for Community Relations Interviews	This worksheet assists in performing interviews in order to obtain community feedback and information needs.
Sample Media Advisory (Media Briefing)	This is a sample of a media advisory for a scheduled media briefing.
Sample Media Advisory (JIC Established)	This is a sample of a media advisory announcing that the JIC has been established.
Sample Public Service Announcement	This is a sample of a public service announcement.

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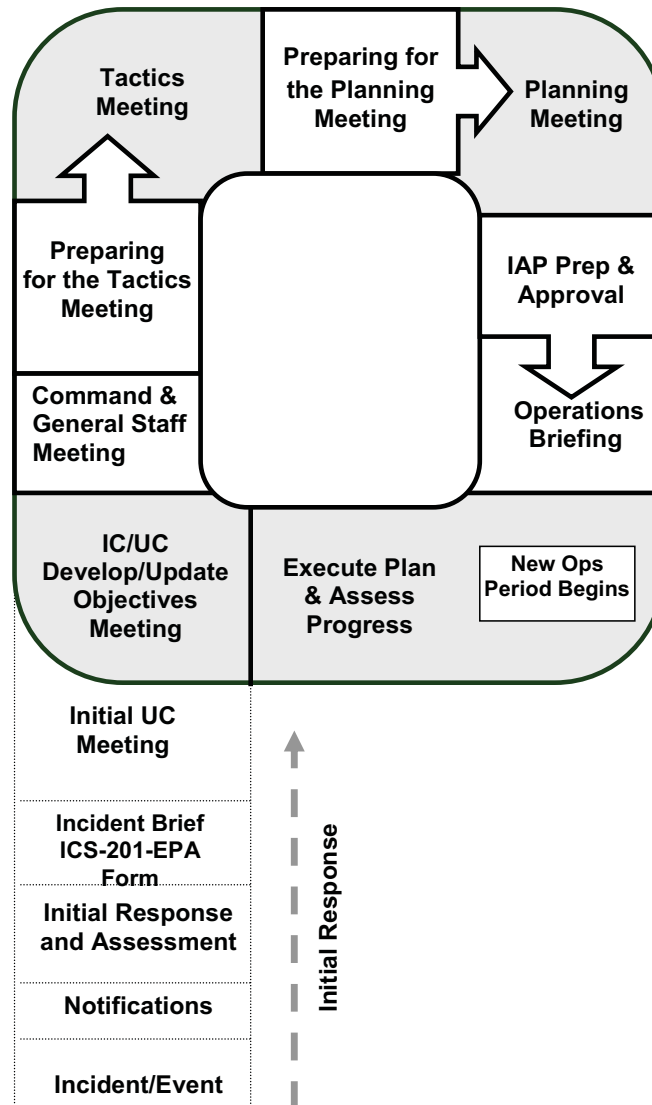
## DAILY CHECKLIST

- Receive briefing from previous 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.
- Ensure necessary work space, materials, equipment and personnel are available or requested.
- Receive approval from Incident Commander (IC)/Unified Command (UC) on all information released from the JIC.
- Maintain high level of understanding of current situation and response operations by attending Command and General Staff Briefings.
- Ensure Status Board Specialist works with the Situation Unit to obtain the most current information.
- Ensure information is being provided to internal and external stakeholders.
- Monitor any request identified by either the IC/UC of JIC as "special." VIPs, special interest, local issues, etc.
- Provide IC/UC with timely information about external perceptions, concerns and needs regarding the incident and response.
- Ensure the speakers for the media briefings are prepared by the JIC well before the conferences.
- Represent the IC/UC during all public functions where the actual members of the IC/UC 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 work of the JIC is well documented and delivered to the appropriate places.
- Complete Daily Log (ICS-Form 214).
- Brief incoming shift.

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## OPERATIONAL PLANNING “P”



- The Planning “P” is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

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**DAILY BRIEF WORKSHEET**

<b>1. Incident Name:</b>	<b>2. Operational Period:</b>
<b>3. PIO:</b>	<b>4. Prepared by:</b>
<b>5. Joint Information Center Personnel Assigned</b>	
APIO – JIC Manager:	APIO – JIC Manager (satellite JIC)
APIO – Information Gathering:	APIO – Media Relations:
APIO – Information Products:	APIO – Community Relations:
<b>6. Joint Information Center Daily Activities</b>	
<b>6a. Information Gathering</b>	
Media monitoring & analysis highlights:	Rumor control highlights:
Social media monitoring & analysis highlights:	
<b>6b. Information Products</b>	
Written news releases:	Fact sheets:

Photographs:	Video:
PSAs:	Website:
Incident Social Media Websites:	
<b>6c. Media Relations</b>	
Media inquiry highlights:	Media interviews scheduled:
Media briefings scheduled:	Media speaker preparation scheduled/required personnel:
Field activities scheduled:	
<b>6d. Community Relations</b>	
Community inquiry highlights:	Community meetings scheduled:
Community speaker preparation scheduled/required personnel:	

## MEDIA ANALYSIS WORKSHEET

Date: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

Media Outlet Name: \_\_\_\_\_

Radio     TV     Print     Website   

Current Release #: \_\_\_\_\_

Daily Broadcast Times: \_\_\_\_\_

(If recorded please mark Y or N after time)

Daily Cover Synopses: \_\_\_\_\_

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Issues: \_\_\_\_\_

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Inaccuracies: \_\_\_\_\_

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View Points: \_\_\_\_\_

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Fixes: \_\_\_\_\_

Who Replied To: \_\_\_\_\_

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## MEDIA/SOCIAL MEDIA ANALYSIS WORKSHEET

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

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**QUERY RECORD**

Person Calling: \_\_\_\_\_

Date/Time of Call: \_\_\_\_\_

Organization: \_\_\_\_\_

Phone/Fax Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

Physical or Mailing Address: \_\_\_\_\_

Inquiry: \_\_\_\_\_

Deadline: \_\_\_\_\_

Person Taking Call: \_\_\_\_\_

---

Reply Made By: \_\_\_\_\_

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

Reply: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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## **WRITING GUIDELINES FOR NEWS RELEASES**

1. Assemble the facts into two or three sentences that answer – who, what, when, where, why and how.
2. List the remaining facts in descending order of importance (i.e., the Inverted Pyramid journalism style) in narrative or, if necessary, bullet form (e.g., what agencies are responding, type and amount of equipment). **NOTE:** The 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. Follow steps 3 - 5 for fact sheets and news releases.
3. Spell check and edit the release and give it to the APIO for Information Products and the PIO for review and approval by IC/UC. (Review by subject matter specialists, technical experts and/or legal counsel may be helpful prior to approval by IC/UC.)
4. Give copies of approved release to all JIC staff members or posting on Status Boards, inclusion in JIC Case Book and to respond to media and community inquiries.
5. Email, fax or disseminate to media and other internal/external stakeholders.

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## SAMPLE NEWS RELEASE

(Unified Command logos/names here)

# News Release

Date: (date)

Contact: Joint Information Center

(###) ###-####

## UNIFIED COMMAND RESPONDS TO (INCIDENT)

(CITY, State - ) Write one sentence for the LEAD paragraph being as brief as possible. Include the most important information in this first sentence such as what happened, where, to who and when.

The BRIDGE paragraph is next and covers more detailed information than the lead. The release should be written in inverted pyramid style. *Inverted pyramid means that you start with the most important information at the beginning of the release and the least important goes at the end.* Why and how are mentioned here (if available) as well as secondary facts and identification (lead paragraphs do not contain names of individuals.)

The BODY section covers the remaining relevant information. Stick to the facts. Use active, not passive, voice. (e.g. *Rather than writing "entered into a partnership" use "partnered" instead.*) Use only enough words to tell your story. Beware of jargon. Avoid the hype. (*The exclamation point (!) is your enemy.*) Always have someone proof read your release and be prepared for changes.

###

(this signifies the end of the release)

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## MEDIA BRIEFING/TOWN MEETING WORKSHEET

Event:

Date:

Time:

Location:

Moderator:

Speakers:

Length of conference or meeting:

**Exhibits:**

1.

Presenter:

Handouts:

2.

Presenter:

Handouts:

3.

Presenter:

Handouts:

4.

Presenter:

Handouts:

5.

Presenter:

Handouts:

**Refreshments:**

**Special needs arrangements:**

**Notes:**

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## **CONTENT AND WRITING GUIDELINES FOR BLOGGERS**

Reference: A U.S. government blog from the Office of Citizen Services and Communications, U.S. General Services Administration, <http://blog.usa.gov/roller/>

If a Joint Information Center (JIC) blog is created, refer to these guidelines to successfully maintain your blog.

### **Content Guidelines**

- Each post will be useful to the audience and the posts will show our readers how government resources are related to their everyday lives.
- Every entry will be related to one or more items about government information or services.
- The Bloggers will establish themselves as government information experts because of their jobs and because of the innovative and creative ways they've used government information to make their lives better, easier, more interesting and more fun.
- Posts will key off the conversation in the blogosphere and from bloggers' daily lives and experiences. Bloggers will read and research other blogs to stay aware of discussions in the blogosphere, especially as it relates to where we can provide useful government information and services to issues being widely discussed.
- Suggestions for posts are welcomed but the final say on what makes it on agency web will be determined by the blog team based on the purpose of the blog.
- Posts mentioning government-related sources or services should be about topics of interest to our audience in their everyday lives.
- Links will be provided to the resources websites blogs or articles referred to in posts.
- Posts can also link to related useful non-government blogs and sources as long as they are useful relevant, accurate, current and do not contain copyrighted images and explicit religious sexual, political, biased, or negative racial references.
- Bloggers will cite in posts where links are from.
- Postings will not be an airing of job-related grievances or office relationships
- The blog will not serve as a way to communicate personal agenda.
- Bloggers will be balanced so they do not harm or show preferred treatment to any specific organization or product by brand.
- Use purchased images or government images in the public domain for entries.
- Bloggers must make sure they have royalty rights to use each photo or image

## **Writing Guidelines**

- While blogging is a tool for communication, the JIC should limit the external or internal daily blogs. Each blogger will add a new post with text with graphics or audiovisual if desired)
- When necessary, PIOs will stand in for other team members who can't blog on their appointed day.
- Each posting will not exceed 300 words and will be allotted no more than three hours of research writing and responding time.
- Each blogger will adopt a distinct and consistent voice and personality and the style will be candid, friendly, smart and informal. Bloggers will write under their first names.
- Each blogger will write relevant and specific titles and key words or tags for each posting.
- Bloggers will follow generally accepted grammar and agency writing guidelines – write to a language that is clear, concise and able to get the point of view to a diverse group
- Each blogger will respond to both positive and negative comments at their own discretion.
- The PIO or Incident Commander (IC) for the government connection will review for the connection balance and objectivity.
- Bloggers will not recommend or criticize specific companies' brands or productions for personal opinions.
- Government facts about recalls, environmental sampling data, and other data can be used once approved by the IC.
- Bloggers will not give specific advice (financial, medical, unconfirmed environmental data,) unless citing previously published government material

## SPEAKER PREPARATION WORKSHEET

<b>1. Statement</b>
<b>2. Key Message(s)</b>
<b>3-4. Key Message(s) with Supporting Facts</b>
<b>5. Repeat Key Message(s)</b>
<b>6. Future Action(s)</b>

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## SPOKESPERSON REQUEST WORKSHEET

Speaker's Event:

---

Contact and Phone Number:

---

Date and Time Contacted:

---

Date of Event:

---

Time of Event:

---

Location:

---

Street Address or City:

---

Subject of Event:

---

Speaker Requested (if known):

---

Speaker Assigned:

---

---

Speaker's Event:

---

Contact and Phone Number:

---

Date and Time Contacted:

---

Date of Event:

---

Time of Event:

---

Location:

---

Street Address or City:

---

Subject of Event:

---

Speaker Requested (if known):

---

Speaker Assigned:

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## MEDIA BRIEFING WORKSHEET

### **General Guidelines:**

As the moderator it is your responsibility to set the tone for the media briefing.

Have a predetermined message for each media briefing. If you do not have a message, you do not need a media briefing.

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

Determine proper local pronunciations. (For example, Biloxi is pronounced Beh-lux-ee not Beh-lox-ee).

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

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

### **Moderator Script:**

*Welcome, Ladies and Gentlemen to today's (this morning's, tonight's) MEDIA BRIEFING.*

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 on-going operations we will be available for \_\_\_\_\_ minutes today. Please allow time for everyone here to ask questions. Following the media briefing, the Joint Information Center Staff and myself will be available to help you with any further needs.

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## FIELD ESCORT EQUIPMENT AND COMMUNICATIONS CHECKLIST

### **Personal Protective Equipment**

### **Notes:**

Hard Hat

---

Goggles

---

Gloves

---

Tyvek

---

Rubber Boots

---

Life Jacket

---

Respirator

---

Level A Suit

---

Self-contained Breathing Apparatus

---

---

### **Communications**

VHF Radio

---

Cell Phone

---

---

### **Information**

ICS 204

---

Latest situation status

---

Latest news release

---

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## OPENING STATEMENT FOR COMMUNITY RELATIONS 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....

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## SAMPLE MEDIA ADVISORY (MEDIA BRIEFING)

(Unified Command logos/names here)

# Media Advisory

Date: (date)

Contact: Joint Information Center

(###) ###-####

## **(INCIDENT) RESPONSE MEDIA BRIEFING**

**WHAT:** The (incident) unified command is holding a media briefing at the incident command post today to discuss (response topic).

**WHEN:** (time, day)

**WHERE:** (building name)  
(room number, exact location)  
(street address)  
(city, state)  
(telephone number)

**PARTICIPANTS:** (name, agency), Federal On Scene Coordinator  
(name, agency), State On Scene Coordinator  
(name, agency), Responsible Party

**BACKGROUND:** (incident summary, something happened at some place some day.)

Please visit [www.incidentwebsite.com](http://www.incidentwebsite.com) for incident response information.

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## SAMPLE MEDIA ADVISORY (JIC ESTABLISHED)

(Unified Command logos/names here)

# Media Advisory

Date: (date)

Contact: Joint Information Center

(###) ###-####

## **(INCIDENT) JOINT INFORMATION CENTER ESTABLISHED**

(CITY, State - ) A Joint Information Center has been established at (location) to disseminate response information for the (incident).

The media is requested to use the phone numbers listed below for incident response inquiries and interviews.

(###) ###-####

(###) ###-####

(###) ###-####

A website with incident response information can be found at the following URL:

[www.incidentwebsite.com](http://www.incidentwebsite.com)

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## SAMPLE PUBLIC SERVICE ANNOUNCEMENT

(DR##)-DR-(STATE)-(PSA##)  
(DATE)

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 THE JOINT INFORMATION CENTER 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 E: Acronyms

<b>ACP:</b> Area Contingency Plan	<b>CRWB:</b> Crew Boss/Crew Supervisor
<b>AODB:</b> Air Operations Branch Director	<b>CVM:</b> (NOAA) Contingent Value Methodology
<b>API:</b> American Petroleum Institute	<b>CWA:</b> Clean Water Act
<b>APIO:</b> Assistant Public Information Officer	<b>Decon:</b> Abbreviation for decontamination
<b>APR:</b> Air/Purifying Respirator	<b>DOD:</b> U.S. Department of Defense
<b>AREP:</b> Agency Representative	<b>DOE:</b> U.S. Department of Energy
<b>ASGS:</b> Air Support Group Supervisor	<b>DHHS:</b> U. S. Department of Health and Human Services
<b>ASOF:</b> Assistant Safety Officer	<b>DHS:</b> U.S. Department of Homeland Security
<b>BBL:</b> Abbreviation for barrel	<b>DOI:</b> U.S. Department of Interior
<b>CAA:</b> Clean Air Act	<b>DOJ:</b> U.S. Department of Justice
<b>CDC:</b> Center for Disease Control and Prevention	<b>DOL:</b> U.S. Department of Labor
<b>CEMP:</b> Comprehensive Emergency Management Plan	<b>DOT:</b> U.S. Department of Transportation
<b>CERCLA:</b> Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (42 U.S.C. 9601 et seq); also known as Superfund	<b>DWT:</b> Dead Weight Tonnage
<b>CFR:</b> Code of Federal Regulations	<b>DINS:</b> Damage Inspection Technical Specialist
<b>CHEMTREC:</b> Chemical Transportation Emergency Center (1-800-424-9300)	<b>DMOB:</b> Demobilization Unit Leader
<b>CHRIS:</b> Chemical Hazard Response Information System	<b>DPIC:</b> Deputy Incident Commander
<b>COLREG:</b> (USCG) Collision Regulations	<b>DOSC:</b> (USCG) Deputy Operations Section Chief
<b>COML:</b> Communications Unit Leader	<b>DPRO:</b> Display Processor
<b>COMP:</b> Compensation/Claims Unit Leader	<b>DIVS:</b> Division/Group Supervisor
<b>COR:</b> (USCG) Certificates of Registry	<b>DOCL:</b> Documentation Unit Leader
<b>COST:</b> Cost Unit Leader	<b>ENSP:</b> Environmental Specialist
<b>COTP:</b> (USCG) Captain of the Port	<b>ENVL:</b> Environmental Unit Leader
	<b>EBBS:</b> (USCG) Electronic Bulletin Board System
	<b>EOC:</b> Emergency Operations Center

<b>EPA:</b> U.S. Environmental Protection Agency	<b>IC:</b> Incident Commander
<b>EQ:</b> Environmental Quality	<b>ICP:</b> Incident Command Post
<b>ERT:</b> Emergency Response Team	<b>ICS:</b> Incident Command System
<b>ESD:</b> Emergency Shutdown Device	<b>IDLH:</b> Immediately Dangerous to Life or Health
<b>FACL:</b> Facilities Unit Leader	<b>IMT:</b> Incident Management Team
<b>FEMA:</b> (DHS) Federal Emergency Management Agency	<b>INTO:</b> Intelligence Officer
<b>FOBS:</b> Field Observer	<b>JIC:</b> Joint Information Center
<b>FSC:</b> Finance Section Chief	<b>LEL:</b> Lower Explosive Limit
<b>FDUL:</b> Food Unit Leader	<b>LNO:</b> Liaison Officer
<b>FAA:</b> Federal Aviation Administration	<b>LNG:</b> Liquefied Natural Gas
<b>FEMA:</b> Federal Emergency Management Agency	<b>LPG:</b> Liquefied Petroleum Gas
<b>FOG:</b> Field Operations Guide (for ICS )	<b>LOSC:</b> Local On-Scene Coordinator
<b>FOSC:</b> Federal On-Scene Coordinator	<b>LSC:</b> Logistics Section Chief
<b>FSC:</b> Finance/Administration Section Chief	<b>MEDL:</b> Medical Unit Leader
<b>FWPCA:</b> Federal Water Pollution Control Act	<b>MARPOL 73/78:</b> International convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978
<b>GSUL:</b> Ground Support Unit Leader	<b>MSDS:</b> Material Safety Data Sheet
<b>GIS:</b> Geographic Information System	<b>MSHA:</b> Mine Safety and Health Administration (federal)
<b>GSA:</b> General Services Administration	<b>NCP:</b> National Oil and Hazardous Substances Pollution Contingency Plan (40 CFR 300)
<b>HazCom:</b> Abbreviation for Hazard Communications Program (29 CFR 1910.1200)	<b>NEPA:</b> National Environmental Policy Act
<b>HAZMAT:</b> Hazardous Materials	<b>NGO:</b> Non-Governmental Organization
<b>Hazwoper:</b> Abbreviation for Hazardous Waste Operations and Emergency Response (29 CFR 110.120)	<b>NIMS:</b> National Incident Management System
<b>HSPD:</b> Homeland Security Presidential Directive	<b>NIOSH:</b> National Institute for Occupational Safety and Health
<b>IAP:</b> Incident Action Plan	<b>NLS:</b> Noxious Liquid Substance (33 CFR 151.47 or .49)
<b>IBRRC:</b> International Bird Rescue Research Center	<b>NMFS:</b> National Marine Fisheries Service

<b>NPRM:</b> Notice of Proposed Rule Making (federal)	<b>PSIG:</b> Pounds Per Square Inch Gauge
<b>NOAA:</b> National Oceanic and Atmospheric Administration	<b>RCRA:</b> Resource Conservation and Recovery Act
<b>NRC:</b> National Response Center; also Nuclear Regulatory Commission	<b>RESL:</b> Resource Unit Leader
<b>NRDA:</b> National Resource Damage Assessment	<b>RRT:</b> Regional Response Team
<b>NRT:</b> National Response Team	<b>SARA:</b> Superfund Amendments and Reauthorization Act of 1986
<b>NSFCC:</b> National Strike Force Coordination Center	<b>SCBA:</b> Self-Contained Breathing Apparatus
<b>NSSE:</b> National Special Security Events	<b>SIT:</b> Spontaneous Ignition Temperature (SIT); also abbreviation for Situation
<b>NVIC:</b> Navigation and Vessel Inspection Circular	<b>SITL:</b> Situation Unit Leader
<b>OPA 90:</b> Oil Pollution Act of 1990	<b>SO:</b> Safety Officer
<b>OSC:</b> On-Scene Coordinator	<b>SOSC:</b> State On-Scene Coordinator.
<b>OPS:</b> Operations Section Chief	<b>SVBD:</b> Service Branch Director
<b>OSHA:</b> Occupational Safety and Health Administration (federal)	<b>SCTL:</b> Scientific Unit Leader
<b>OSRO:</b> Oil Spill Response Organization	<b>SITL:</b> Situation Unit Leader
<b>OPBD:</b> Operations Branch Director	<b>STAM:</b> Staging Area Manager
<b>PEL:</b> Permissible Exposure Limit	<b>SCKN:</b> Status/Check-In Recorder
<b>P &amp; I:</b> Protection and Indemnity Club	<b>STVE:</b> Strike Team Leader, Vessel
<b>PIO:</b> Public Information Officer	<b>SPUL:</b> Supply Unit Leader
<b>POC:</b> Point-of-Contact	<b>SUBD:</b> Support Branch Director
<b>PSC:</b> Planning Section Chief	<b>SSC:</b> (NOAA) Scientific Support Coordinator
<b>PROC:</b> Procurement Unit Leader	<b>STEL:</b> Short Term Exposure Limit
<b>PPE:</b> Personal Protection Equipment	<b>STORMS:</b> Standard Oil Spill Response Management System
<b>PPM:</b> Parts Per Million	<b>TAT:</b> (EPA) Technical Assistance Team
<b>PSC:</b> Planning Section Chief	<b>TFLD:</b> Task Force Leader
<b>PSI:</b> Pounds Per Square Inch.	<b>THSP:</b> Technical Specialist
	<b>TIME:</b> Time Unit Leader

**TLV:** Threshold Limit Value

**USFWS:** U.S. Fish & Wildlife Service

**TSCA:** Toxic Substances Control Act

**USGS:** U.S. Geological Survey

**TSD:** Treatment, Storage and Disposal Facility

**USN:** U.S. Navy

**TWA:** Time Weighted Average

**VOSS:** Vessel of Opportunity Skimming System

**UC:** Unified Command

**VTS:** (USCG) Vessel Traffic Service

**UCS:** Unified Command System

**WMD:** Weapons of Mass Destruction

**UEL:** Upper Explosive Limit

**USACE:** U.S. Army Corps of Engineers

**USCG:** U.S. Coast Guard