

# NATIONAL RESPONSE TEAM (NRT) JOINT INFORMATION CENTER MODEL

*Collaborative  
Communications during  
Emergency Response*

April 2013



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:

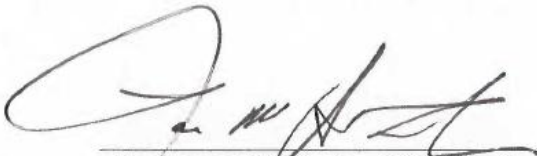
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For more information on the NRT, please visit [www.nrt.org](http://www.nrt.org).



Lawrence M. Stanton, NRT Chair



CAPT John Caplis, NRT Vice-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: NRT JIC and Emergency Support Function (ESF) #15 – External Affairs Operations During a Federal Response** describes recommendations to coordinate efforts between the NRT JIC and ESF #15.
- **Appendix B: Job Aids** provides checklists that can assist JIC personnel to perform their responsibilities associated with activating and operating a JIC.
- **Appendix C: Information Exchange Matrices** provides information exchange matrices that can assist JIC personnel to perform their responsibilities associated with activating and operating a JIC.
- **Appendix D: Forms** provides forms that can assist JIC personnel to perform their responsibilities associated with activating and operating a JIC.
- **Appendix E: 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 F: 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 at the Incident Command Post level; 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 ESF #15, 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 2010 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

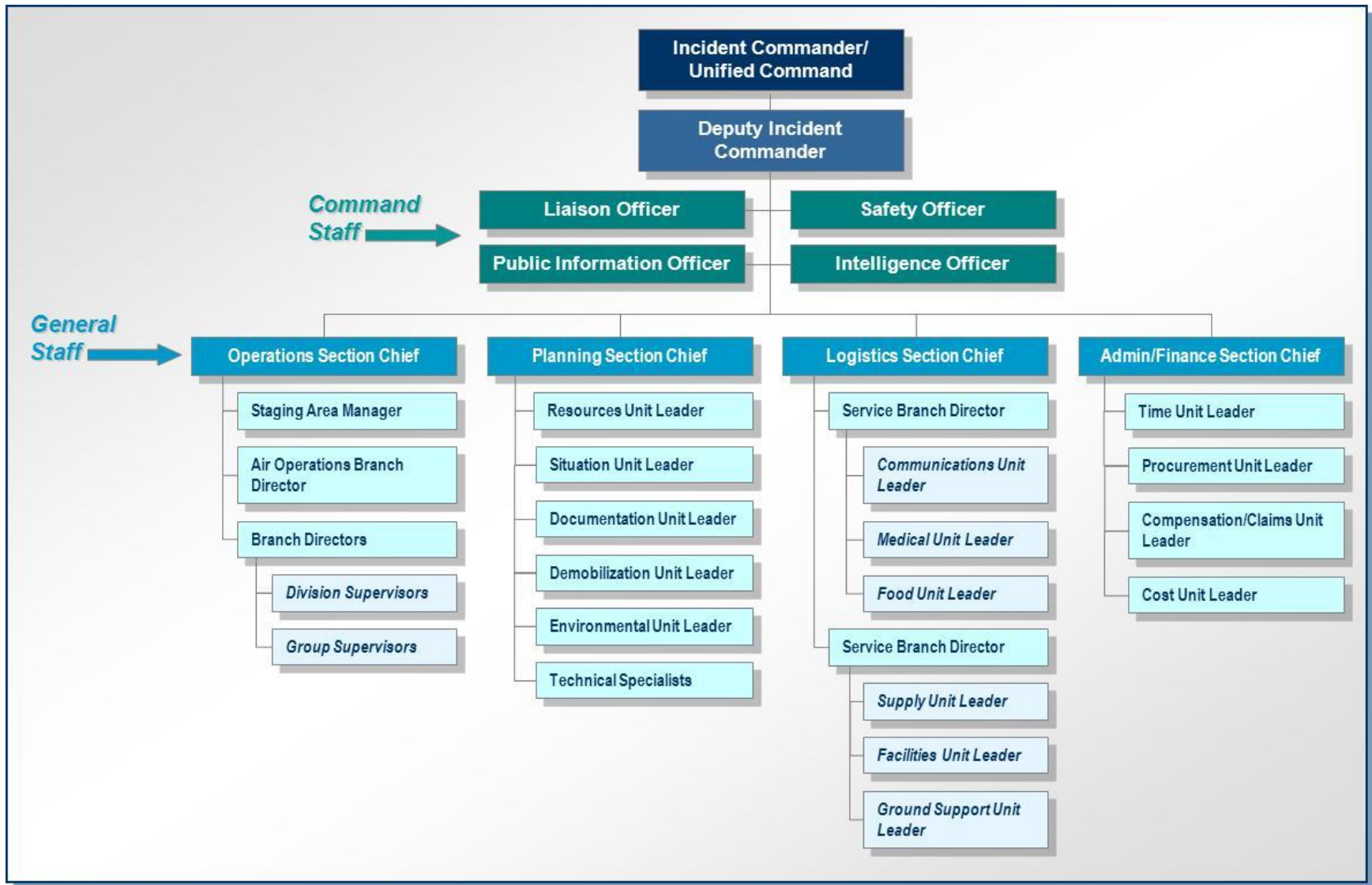
The ICS organization is designed to work equally well for both small and large incidents and can expand or contract to meet the needs of the event. For example, during small incidents, the IC may directly assign tactical resources and oversee all operations. However, large incidents usually require the 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 at the Incident Command Post level. The JIC organizational structure described in NIMS IS-250 is designed for use at an Area, Support or National JIC formed under the NRF. Additional information concerning NRT JIC and ESF #15 operations during a Federal response can be found in Appendix A.



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 on page 4.

<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 IC/UC.
- Advise the IC/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 video and photos of the crisis for release to the media and to support the response.
- 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 IC/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.

The following are incident types in which multiple agencies are involved and for which the IC/UC would usually decide to establish a JIC.<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> Source: U.S. Fire Administration. <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 Deepwater Horizon Event, 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.

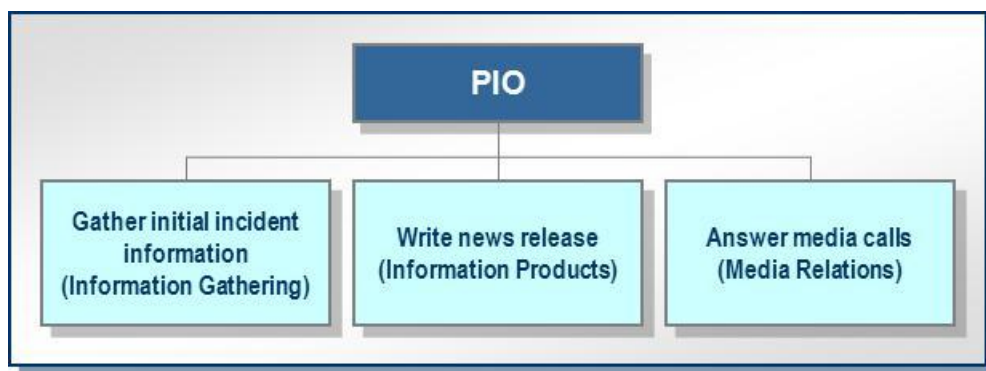


FIGURE 3 – JIC (TYPE 4)

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.

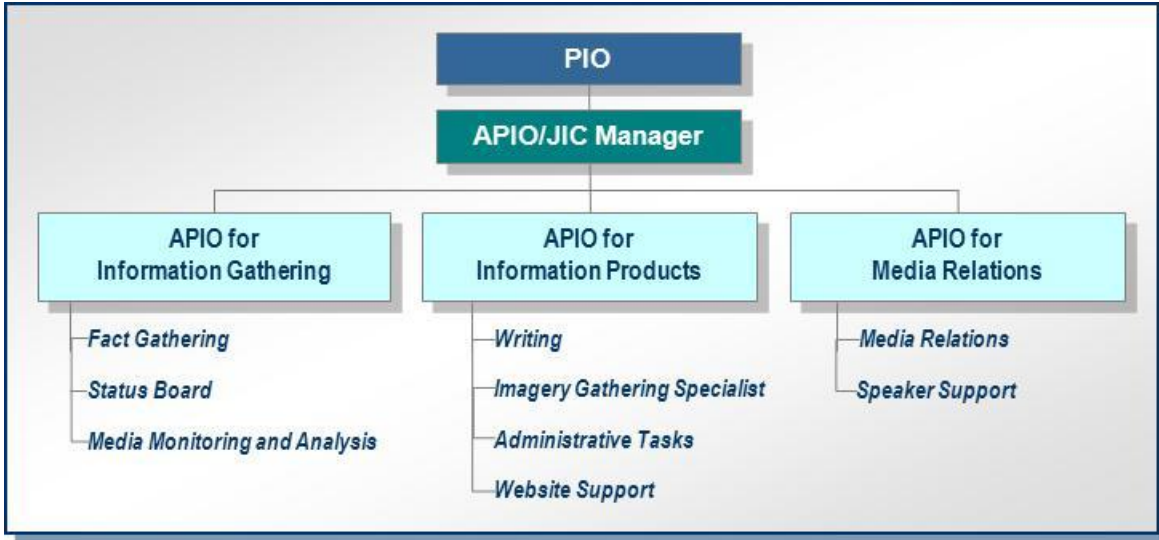


FIGURE 4 – JIC (TYPE 3)

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.

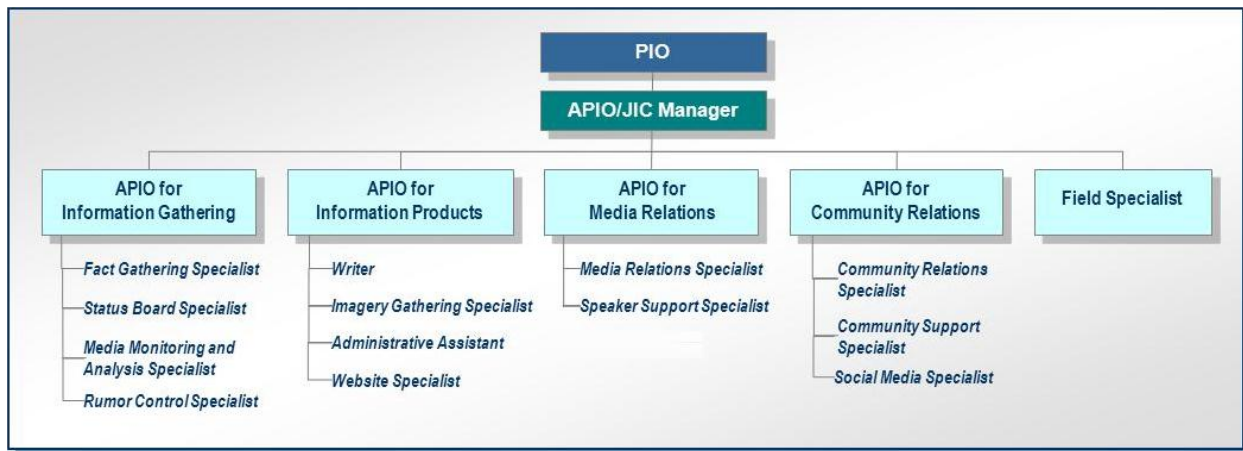
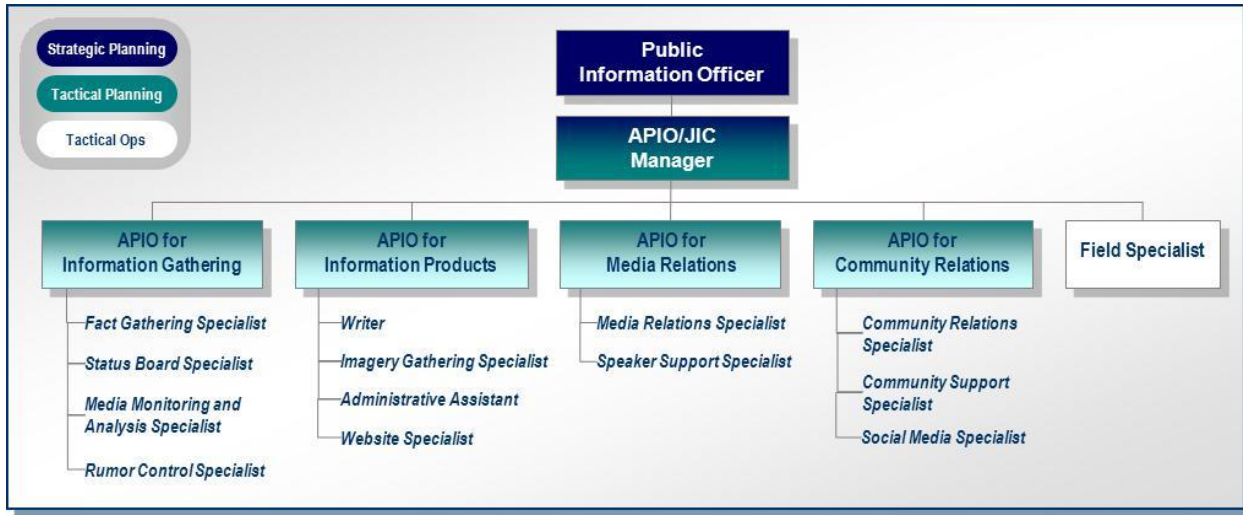


FIGURE 7 – JIC

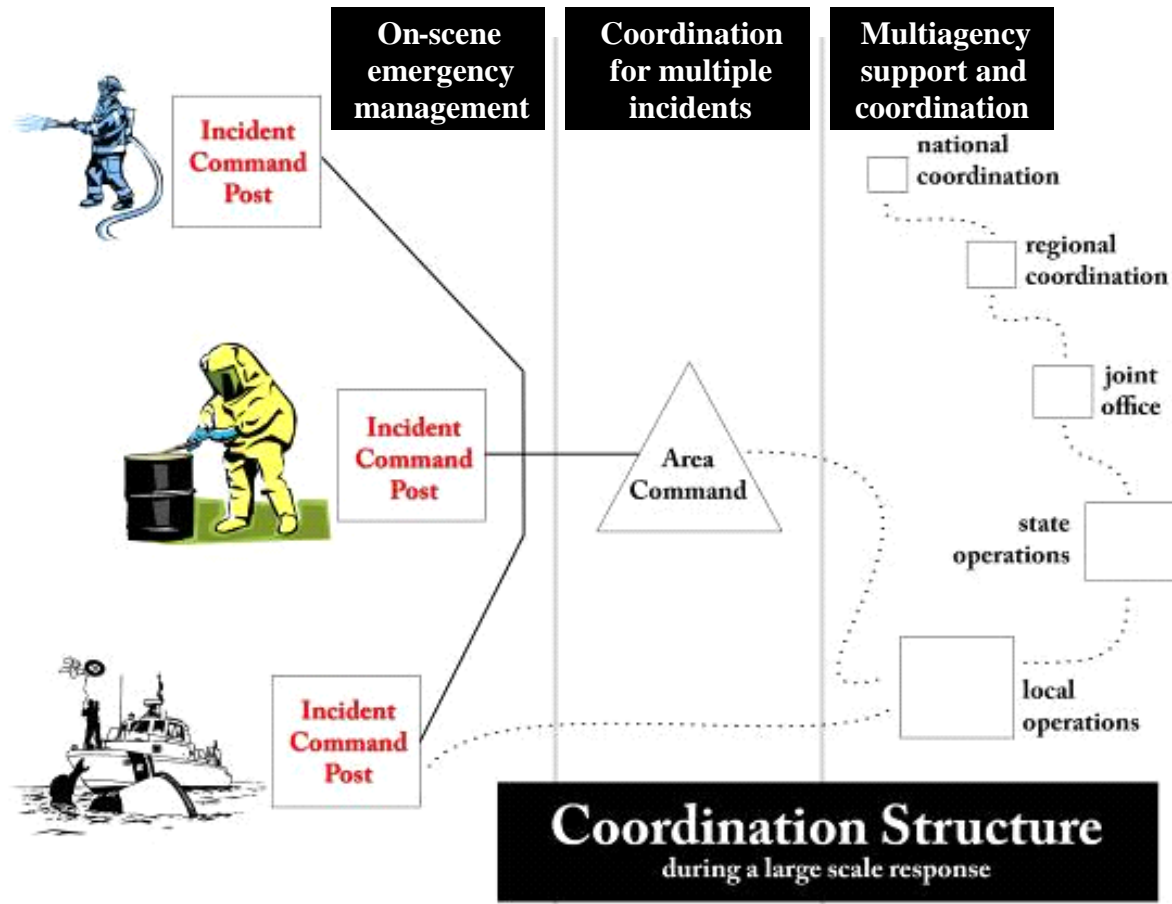
The organizational chart below illustrates how JIC management and leadership activities divide among the three leadership levels of PIO, APIO/JIC Manager and APIOs below the JIC Manager for, or with, APIO for Information Gathering, APIO for Information Products, APIO for Media Relations and APIO for 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 above 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. At the national level, ESF #15 of the NRF is activated when the Department of Homeland Security determines an incident is complex enough to require a coordinated interagency communication effort and is intended to support existing response communication efforts. Coordination between the NRT JIC and ESF #15 is described in more detail in *Appendix A: NRT JIC and ESF #15 operations during a Federal response*.

## 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 PIO is responsible for the dissemination of updated information during a response/incident.

To assist the PIO in gathering, preparing and disseminating the information a JIC should be established. A guide for the establishment of the JIC, *Job Aid 1 – Establishing the Initial Response* can be found in Appendix B.



## 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 an IC/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.
- Risk Communications.

### *Responsibilities*

- Support public information needs of the IC/UC. (See *Daily Checklist*, Appendix E)
- Obtain approval from Command to disseminate public information products.
- As appropriate, coordinate activities with ESF #15. (See *NRT JIC and ESF #15 operations during a Federal response*, Appendix A. See Job Aid 4, Appendix B)
- Advise Command on public information issues and concerns.
- Attend all Command Staff briefings and meetings. (See *Operational Planning “P”*, Appendix E)
- 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.
- Advise response leaders on public perception of the IC/UC and develop strategies to communicate on how the incident is being managed.

### *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 B.

#### *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 IC/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 – Public Information Officers* can be found in Appendix C. This information exchange matrix describes what types of information or resources the PIO should obtain from

specific response positions within the ICS organization and, if activated, ESF #15, 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/UC 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 – ICS Organization* (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 B.

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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.
- Risk Communications.

### *Responsibilities*

- Assume all responsibilities of the PIO, as needed. (See *Information Exchange Matrix 1*, Appendix C)
- Be familiar with all forms in Appendix D: *Forms* and Appendix E: *References, Worksheets, and Samples* and oversee all JIC administrative activities.
- Oversee all operations of the JIC. (See *Job Aids 2, 3, and 4*, Appendix B)
- Ensure proper organization of JIC. (See *Daily Checklist*, Appendix E)
- Coordinate internal JIC information flow. (See *Job Aids*, Appendix B and *Information Exchanges Matrices*, Appendix C)
- Set JIC staff work hours, daily operating schedule and conduct morning and evening briefings. (See *Job Aid 4*, Appendix B)
- Maintain unit log. (See *ICS Form 214*, Appendix D)
- Assess and assign JIC staff to appropriate roles. (See *JIC Staff Self-Assessment Survey*, Appendix E)
- 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. (See *ICS Form 213 RR-CG*, Appendix D)

### *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 B. The *Daily Brief Worksheet*, Appendix E is a useful tool when developing the operating schedule as well as *ICS Form 204*, Appendix D.



### 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-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.

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

- IS-702 National Incident Management Systems Public Information Systems.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.
- Risk Communications.

#### *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*, Appendix D)
- 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 staff, the Planning Section's Situation Unit and other appropriate response partners. (See *Information Exchange Matrix 2 –Fact Gathering Specialist*, Appendix C 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 C. 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*, Appendix C. 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 JIC information in high traffic areas of the ICP and field locations to keep responders informed.
- Consider available technology to enhance information status boards in the JIC. When electronic displays are used, each must be backed up and archived via hard copy.

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 the Status Board* can be found in, Appendix B. *ICS Form 209* is also a useful tool when creating a status board (See Appendix D).

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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*, Appendix E)

### **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.
- Gather perceptions from the media, public, the LNO, and other response organizations 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. 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 community 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 community 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* (See Appendix E).



### 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. For sources of information on specific guidance, see *Information Exchange Matrix 2 –Fact Gathering Specialist*, Appendix C.
- Report results of each rumor investigation to previously noted APIOs.
- Maintain a file of JIC Rumor Control forms. (See *Query Record*, Appendix E). *ICS Form 213*, Appendix D 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 B.

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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-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.

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

- IS-702 National Incident Management Systems Public Information Systems.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.
- Risk Communications.

#### *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, and other direct-to-public 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*, Appendix E for instructions on how to write a news release. Also refer to Appendix E for a *Sample News Release*.

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## Imagery Gathering Specialist

### **Position Description**

The Imagery Gathering Specialist is assigned by the APIO/JIC Manager to shoot high quality photos and video for release to the public and media. The Imagery Gathering Specialist reports to the APIO for Information Products. Personnel selected for this position should possess extensive photographic, video-graphic, electronic photo and video editing and some journalism skills. The Safety Officer may require that the Imagery Gathering Specialist 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, audio recording equipment; 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 Imagery Gathering 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**

- Shoot photographs of professional quality.
- Shoot video of broadcast quality.
- Record audio of broadcast quality.
- Catalog and manage all photos, videos and audio recordings.
- Provide all photos, videos, and audio recordings to the Administrative Assistant, the Website Specialist, the Documentation Unit, and the Social Media Specialist.

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 –Imagery Gathering Specialist* in Appendix C describes what type of information and resources the Imagery Gathering Specialist should obtain from specific response positions, as well as what information the Imagery Gathering Specialist should provide to those same response positions.

The APIO/JIC Manager may also assign the Imagery Gathering Specialist to complete tasks listed on *Information Exchange Matrix 1 –Public Information Officer* in Appendix C. 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 community meetings.
- Produce a casebook available in the JIC and/or stored on the internal 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/Community Meeting Support*

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

#### *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 significant 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 C 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 C. 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.
- 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.
- Work with the Social Media Specialist to ensure incident website is linked to the incident social media sites.

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

The IC/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 online longer than a few months.

Responders should monitor the information being posted on other websites. Questions, concerns or misinformation found on other websites 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-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.

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

- IS-702 National Incident Management Systems Public Information Systems.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.
- Risk Communications.

#### *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.

The Media Relations Specialist is also recommended to be trained in:

- Risk Communications.

#### **Responsibilities**

- Determine media outlets.
- Produce detailed accounts of calls, including name and organization, phone number, nature of inquiry and result. (See *Query Record*, Appendix E)
- 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.

The Speaker Support Specialist is also recommended to be trained in:

- Risk Communications.

### **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 E.

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

The Speaker Support Specialist should identify spokespersons for scheduled media briefings. (See *Spokesperson Request Worksheet*, Appendix E) When setting up and conducting media briefings, refer to the *Media Briefing Worksheet*, Appendix E. 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 IC/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 IC/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 IC/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.

### 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*, Appendix E)
- 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-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.

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

- IS-702 National Incident Management Systems Public Information Systems.
- ICS-300 Intermediate Incident Command System for Expanding Incidents.
- Risk Communications.

#### *Responsibilities*

When appropriate, work with the LNO to:

- 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*, Appendix E).
- Develop posters, fliers, newsletters and other community outreach materials.
- Inform the public of volunteer opportunities coordinated by the Volunteer Coordinator, 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.

### 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.

The Community Relations Specialist is also recommended to be trained in:

- Risk Communications.

#### **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.
- Debrief APIO/JIC Manager following a community meeting. Note major issues of concern and provide recommendations for future action.
- 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 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*, Appendix E.

##### ***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 Community Meetings* can be found in Appendix B.

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## Social Media Specialist

### **Position Description**

The Social Media Specialist is assigned by the APIO/JIC Manager to distribute information regarding the event and interact with the public via approved social media channels. Personnel selected for this position should have experience communicating appropriately in various social media platforms, and should be able to accomplish tasks with minimal direction and function efficiently in a high-stress environment. Depending on the community, 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 Social Media 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.

The Social Media Specialist is also recommended to be trained in:

- Risk Communications.

### **Responsibilities**

- Conduct regular analysis of social media outreach success and report current trends to the APIO/JIC Manager.
- Work with APIO for Community Relations, JIC Manager, and PIO to establish appropriate release authority unique to the two-way, real time communications necessary for successful and credible social media engagement.
- Monitor social media sites and identify trends and interact appropriately.
- Disseminate validated facts.
- Drive traffic to incident news sites or other reliable sources.
- Ensure all incident social media sites are linked to the incident website.
- Ensure that all social media sites are archived and delivered to the Documentation Unit in accordance with their guidance.

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 Social Media Specialist will monitor and analyze social media activity about the response. The *Social Media Analysis Worksheet* in Appendix E can be used for analyzing and identifying potential solutions for social media coverage and activity. When appropriate, the Social Media Specialist will make recommendations or act to alleviate concerns and gain community support.

The major activities involved in analyzing information are:

- Monitor the activity of the social media communities posting about the response.
- Track response information that is a trending/popular topic on a particular site to monitor additional information and interact accordingly.

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## Appendix A: NRT JIC and ESF #15 Operations During a Federal Response

*The term “Incident Command Post Public Information Officer (ICP PIO)” in this Appendix refers to the Public Information Officer who is delegated by a Federal On-Scene Coordinator/Incident Commander to carry out public information duties at the Incident Command Post level (see Figure 8, page 13). The guidance in this Appendix is not exclusive to communicators assigned to a JIC using the NRT Model; rather, the concepts discussed here should be considered by communicators assigned to any Incident Command Post-level JIC, as well as those assigned to an ESF #15.*

The National Oil and Hazardous Substances Pollution Contingency Plan, more commonly called the National Contingency Plan (NCP), describes the national preparedness and response system for oil spills and hazardous materials releases.

In response to incidents that fall under the jurisdiction of the NCP, the U.S. Coast Guard or U.S. Environmental Protection Agency will provide a Federal On-Scene Coordinator (FOSC) who directs and manages response activities. The FOSC designates one Incident Command Post Public Information Officer (ICP PIO) who is a member of the Command Staff and is responsible for developing and releasing information about the incident to the news media, affected publics, and incident personnel. The ICP PIO serves as principle advisor to the FOSC for public information matters (*see Section 2.1, 2.2, 3.1*). Communicators working in public information under a NCP response use the National Response Team’s Joint Information Center Model to communicate with affected publics.

Conversely, the National Response Framework (NRF) outlines the Federal government’s guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies. It is subdivided into specific mission support areas, or Emergency Support Functions (ESFs), which group Federal resources and capabilities into functional areas to serve as the primary mechanisms for providing assistance at the operational level.

ESF #15 of the NRF is activated when the Department of Homeland Security Assistant Secretary for Public Affairs determines an incident is complex enough to require a coordinated interagency communication effort. Under the ESF #15 construct, an External Affairs Officer (EAO) is assigned for each of its functional areas. These functional areas are organized differently than the NRT JIC functional areas and may result in misunderstanding of the responsibilities and authorities of each construct.

NRT JICs are often established prior to, as well as concurrently with, the establishment of ESF #15. Following Deepwater Horizon, a 2011 NCP-NRF Alignment Working Group discovered that some of the challenges communicators faced arose from a lack of understanding of the relationship between a NRT JIC and ESF #15 when both constructs were activated.

As a result, the Working Group recommended the roles be clarified in order to improve communication efforts during future events:

- **ESF #15 is intended to *support* existing response communication efforts, not direct them.** They do this by providing additional coordination mechanisms and additional resources to support a national communications effort (e.g., Congressional Affairs and the White House).
  
- **NRT JICs are not meant to be absorbed into the ESF #15 organizational structure.** This is due to the fact that ESF #15's focus is strategic with some operational elements, while NRT JICs are purely tactical, with some strategic communication functions focused on command-post level operations.
  
- **To achieve unity of effort and facilitate message alignment:**
  - When ESF #15 is activated, the NRT JIC and the ICP PIO retain the information release authority delegated to them by their respective FOSC/Incident Commander; ICP PIO & NRT JIC responsibilities/roles do not end with the implementation of Federal ESF #15 activities.
  - A regular line of communication should be established from the ICP PIOs by means of the NRT JIC to the ESF #15 Deputy EAO or EAO to exchange information and requests for support.
  - Specifically how and where the NRT JIC connects with the ESF #15 construct is established by the ICP PIO and the ESF #15 EAO based on the needs of the response.

## Appendix B: Job Aids

Position	Job Aid	Description
<b>Public Information Officer</b>	1. 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.
	2. Establishing a JIC	This Job Aid includes tasks to assist the PIO in establishing and managing a JIC.
	3. 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>	4. Developing the Operating Schedule	This Job Aid assists the APIO with developing the operating schedule.
<b>Status Board Specialist</b>	5. Producing the Status Board	This Job Aid assists the Status Board Specialist with producing the status board.
<b>Rumor Control Specialist</b>	6. Validating Rumors	This Job Aid assists the Rumor Control Specialist with validating rumors that arise.
<b>Administrative Assistant</b>	7. Providing Media Briefings/ Community Meeting Support	This Job Aid assists the Administrative Assistant in coordinating with the Logistics Section to provide support for media briefings and community meetings.
<b>Administrative Assistant</b>	8. Conducting Community Meetings	This Job Aid assists the Community Support Specialist and Administrative Assistant in planning for and conducting community meetings.
<b>Social Media Specialist</b>	9. Social Media in a Response	This Job Aid includes tasks associated with using social media in a response.

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## JOB AID 1 – ESTABLISHING THE INITIAL RESPONSE

STEP	ACTION	✓
1.	Check in and obtain initial briefing from IC/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 <i>Query Record</i> in Appendix E)</li> <li>3. Use approved news releases and gathered facts to answer media calls. (See <i>Sample Documents</i> in Appendix E)</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 <i>ICS Form 209</i> in Appendix D)</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 <i>Sample Documents</i> in Appendix E) <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/UC 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 to ensure all PIO responsibilities are being performed. <div data-bbox="609 730 997 1150" style="text-align: center; border: 1px solid black; padding: 10px; margin: 10px auto; width: fit-content;"> <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/UC</li> <li>• PSC</li> <li>• LSC</li> <li>• Incoming/outgoing JIC personnel</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 Checklist and Daily JIC Brief Worksheet, Appendix E.) NOTE: Conduct daily morning and evening JIC staff briefings.	<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.	If ESF #15 is activated, establish a regular line of communication with the ESF #15 Deputy EAO or EAO and connections, as appropriate, between ESF #15 and the NRT JIC. (See NRT JIC and ESF #15 operations during a Federal response, Appendix A.)	
7.	Gather Command Message(s) for the APIO for Information Products from the PIO and IC/UC.	<input type="checkbox"/>
8.	Coordinate with PIO and JIC staff on messages and strategies for reaching target audiences.	<input type="checkbox"/>
9.	Deliver media analysis to PIO.	<input type="checkbox"/>
10.	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 Processor to identify high-traffic locations to post JIC products 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 Appendix E).	<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/COMMUNITY 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 <i>Public Exhibit and Discussion Diagram</i> , Appendix E.)	<input type="checkbox"/>
3.	Select and schedule an appropriate location. NOTE: The location should be easily accessible, contain plenty of parking, power and minimal background noise.	<input type="checkbox"/>
4.	Coordinate security needs with the Security Manager of the Facilities Unit in the Logistics Section for community meetings.	<input type="checkbox"/>
5.	Select appropriate Subject Matter Experts as presenters/speakers at the exhibit /community meeting. Consider designating a member of the IC/UC to give opening remarks, if appropriate.	<input type="checkbox"/>
6.	Notify the community of the event.	<input type="checkbox"/>
7.	Identify exhibitors from the IC/UC, schedule and conduct speaker preparation and provide assistance with materials for exhibits.	<input type="checkbox"/>
8.	Debrief APIO/JIC Manager following a community meeting. Note major issues of concern and provide recommendations for future action.	<input type="checkbox"/>

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## JOB AID 9 – SOCIAL MEDIA IN A RESPONSE

STEP	ACTION	✓
1.	Obtain a stand-alone computer with internet connectivity. a. If a response website has been created, then obtain administrator privileges. b. If a response website does not exist, work with Website Specialist to create a response website.	<input type="checkbox"/>
2.	Create a Gmail and Yahoo! Account	<input type="checkbox"/>
3.	Create Twitter Account a. If an organizational YouTube Account exists, then obtain administrator privileges. b. If an account doesn't exist, create a YouTube account.	<input type="checkbox"/>
4.	Create a Flickr Account.	<input type="checkbox"/>
5.	Create Blog.	<input type="checkbox"/>
6.	Obtain approval from APIO Information Products or JIC Manager of design/base content of Social Media sites.	<input type="checkbox"/>
7.	Share Links.	<input type="checkbox"/>

### Is Social Media Right for the Response?

Early in the response, the PIO should establish unified command level of comfort with using social media and make recommendations based on the needs of the response. Consider the following:

- The use of social media should support the IC/UC communication goals, not drive them. As the PIO considers people who need information about the response, sometimes social media is a great way to communicate, but sometimes it is not.
- Social media is a dialogue with the public as an information dissemination and engagement tool. It should be used as a two-way communication tool and not as a mechanism to “push” information. Be prepared to engage and respond to comments and concerns in a timely manner.
- Social media efforts should closely align with JIC operations so that information is being released online in concert with public and media interests. Therefore, the Social Media Specialist should be located in the JIC and work under the APIO for Community Relations.
- The PIO should socialize the intent and basic plan to use social media up and down the chain of command for concurrence. Inform IC/UC that a more formal plan will be provided before launching response sites.

### Develop a Social Media Implementation Plan

This section outlines a content management plan for social media sites and outlines how content will be gathered, developed, repurposed and released on social media.

Consider the following:

- What effect are you trying to achieve by putting information out?
- What content can be posted? What content cannot be posted?
- Will you get original content? Will you be considered as a source for breaking news?
- Can you post non-official (other news media) content?
- What content will be consistently and readily available? (e.g. daily news releases, status reports, operational summaries, multimedia products, etc.)
- Keep an open mind and seek other content to post online.

Outline who has release authority and how the chain of approval for publishing content will flow. This may require varying levels based on the type of content (i.e. original, repurposed, imagery, etc.). This

section is essential to avoid unnecessary delays in the posting of information and ensures maximum disclosure, minimum delay.

Determine how social media efforts will be evaluated. Social media can be used to create valuable reports for the response leadership. The following shall be considered:

- Analyze comments to determine gaps in public understanding and awareness of response operations and status. (See Appendix E: Social Media Analysis Worksheet)
- Track trending topics, arising issues and misperceptions.
- Use the metric systems for each social media tool to produce quantitative and qualitative reports on engagement.

### **How to Create Social Media Email Accounts**

This section outlines the various social media accounts available and how to create an account. Careful consideration should be made when choosing which social mediums to engage in.

#### Gmail

*(These accounts will be used to create all social media accounts).*

1. Go to the Google homepage.
2. Click the "Sign In" link at the top right of the screen and "Create an account."
3. Fill in the appropriate boxes: "First Name," "Last Name" and "Desired Login Name." *(Name each account created (login/username) the same as the response website name if possible).*
4. Choose and confirm a password.
5. Fill out the remainder of the form with a security question (which will help you if you forget your password), a secondary email (if you have one), location and word verification.
6. Click on the button marked "I accept. Create My Account."

#### Yahoo!

*(These accounts will be used to create all social media accounts).*

1. Go to the Yahoo! homepage.
  - a. Click on "Sign Up" on the right side of the screen
  - b. Fill in the appropriate boxes then click "Create My Account" *(Name each account created (login/username) the same as the response website name if possible).*

#### Facebook

The following tips can help develop your response Facebook page.

1. Establish a vanity URL for your page. Go to [www.facebook.com/username](http://www.facebook.com/username) and use the drop-down menu to select a name for the response page.
2. Use the "link" and "upload" options. Compliment the link or photo upload using the "status" field to add an authentic note and entice readership/engagement.
3. Link to relevant regional or national news stories, blog posts, press releases or web sites that post about the response.
4. Make sure to carefully consider copyright issues and intellectual property rights when using other sources of information.
5. Post current/upcoming events or safety/security zones, interesting facts, personal messages or quotes from response leadership and other items of interest to the response on the wall.
6. Use the "Notes" option to post blog-type stories.

7. Closely monitor comments and engage when appropriate. Always interact as an official spokesperson and be sure to follow the SOP and policy and practice full disclosure of who you are and your affiliation with the response.
8. Engage on other official pages and the pages of various stakeholders. Consider yourself an official spokesperson and be sure to follow the SOP and policy and practice full disclosure of who you are and your affiliation with the response.

### Twitter

The following tips can help develop your microblog.

1. Send short snippets about breaking news, countdowns, case updates, “As-It-Happens” updates, ask questions, “did you know,” hot-off-the-press information, picture of the day, things to know, area familiarization information, unit stats, etc.
2. Be clever and unique, drawing the reader in so they want to click the link or re-post your message.
3. Send pictures using the photo upload option or third party services like Twitpic.
4. Follow other federal, state or local Twitter accounts and re-post (e.g. Re-tweet (RT)) as appropriate.
5. Reply as appropriate to mentions.
6. Use unique hashtags to help people follow your updates (e.g. #2011floods, #opsail2012)
7. Use third party microblog services to easily manage your site (e.g. [www.tweetdeck.com](http://www.tweetdeck.com) or [www.hootsuite.com](http://www.hootsuite.com)).
8. Use a URL shortener that has a privacy policy (we suggest using [goo.gl](http://goo.gl)).

#### *Creating an Account*

1. Go to [www.Twitter.com](http://www.Twitter.com) and click on the "Get Started-Join!" button.
2. Fill out the blanks. Create a username and password that is similar to the response website created by the PIO. Twitter will automatically check the availability of your username. Enter your email address and continue.
3. After you create your account, you can manually see if any of your e-mail contacts are on Twitter. Just enter your e-mail username and password, and Twitter will automatically import anyone it recognizes.
4. Uncheck “Select All” box on the “Look who else is here” page or skip the step.
5. Go to Profile and click on Add a Photo. Click the “Choose File” button and search for Icon image designed for response.
6. If setting up a phone is available at the response then go to the "Devices" tab on your profile page and then enter your cell phone number. A confirmation message will be sent to your phone, and then you'll be able to make your first update.

### YouTube

1. Go to [www.YouTube.com](http://www.YouTube.com)
2. Click the “Sign Up” link.
3. Select a username for the site (use the name of the response if possible) and follow YouTube instructions.
4. To embed a video on a response site, first upload a video to YouTube and then click on the video to view it. Copy and paste the “Embed” code to wherever you want it: blog, etc.

## Flickr

1. Go to [www.flickr.com](http://www.flickr.com)
2. Click "Create Your Account."
3. Fill out the required fields. Required fields are the ones with the \* symbol beside them.

### *Uploading Images<sup>3</sup>*

1. Click the "upload photos" button.
2. You will be prompted to choose the photo you want to upload. Click the "choose photos" button and select the location where your picture is located on your computer.
3. Now that your photo is uploaded, click the "add titles and descriptions" buttons to add text to your picture.
4. Be sure to add photos to a set. This is necessary to create a slideshow.

### *Flickr to Twitter*

1. Go to [www.Flickr.com](http://www.Flickr.com)
2. Log in to newly created account.
3. Click on "You" and select "Your Account."
4. Click on "Extending Flickr."
5. Scroll down to "Your blogs" and click "Edit."
6. Add response Twitter account and Blogger account from drop down menu.
7. Now all photos uploaded to Flickr can be disseminated via Twitter or posted to Blog.

## Blog

The following tips can help develop your blog writing style.

- Style of writing should be conversational, fun and engaging, but appropriately serious to the situation. Blog writing is similar to feature writing style.
- Use your insider access to take the reader behind the scenes. For example, get a quote from a person involved or a unique picture only available on your site.
- Find a personal and interesting angle to the story. Answer the "what's in it for me, the reader?"
- Turn a photo caption into a story with quotes and updates about the operation.
- To establish readership and credibility, blog managers should post frequently. Pre-establish content that can be posted regularly like status updates, maps, imagery, daily summaries, etc. If content or ideas are lacking, consider providing more in-depth stories about response operations or tactics (e.g. oil skimmers during a pollution response, claims processes during disasters or resources available at local shelters).
- At times, a cross-post of a relevant regional or national news story may be appropriate. Try not to favor any one news outlet and be careful of inappropriate endorsements. It may be best to write a short introduction and include a quote from leadership to provide a command message, and then link to the story.
- Make sure to carefully consider copyright issues and intellectual property rights when using other sources of information.
  - ♦ Go to [www.blogger.com](http://www.blogger.com)
  - ♦ Click on "Create a Blog."
  - ♦ Fill in the appropriate fields<sup>4</sup>

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<sup>3</sup> Recommend using [Flickr Uploadr](#) - a good tool for uploading a group of images from a desktop (Mac & PC).

<sup>4</sup> Blogger allows up to 10 email addresses to be added for notifications of a new blog entry (click Settings, Email & Mobile).

### TwitterFeed

*How to set up RSS feed from PIER to Twitter using TwitterFeed*

1. Go to [www.TwitterFeed.com](http://www.TwitterFeed.com) and create an account.
2. Set up a TwitterFeed account using Google (Gmail account). Use the URL for the RSS feed for Recent Updates on the PIER site:

*Example:* [http://www.piersystem.com/go/feed/SITE\\_NUMBER/ru/rss20](http://www.piersystem.com/go/feed/SITE_NUMBER/ru/rss20)

1. Add that Feed to your TwitterFeed account.

### Google Maps

1. Login into [Google](#) account.
2. Go to Google Maps <http://maps.google.com/maps>.
3. Type in the address of location used for media briefing or other pertinent locations. (Hit “Enter” to begin search.)
4. Click on the blue text of the address after it appears.
5. In the white pop-up box click “Save To My Maps.”
6. Select “Create New Map.”
7. Fill in “Title” (on left).
8. Add any other features that may be needed.
9. Click the “Save” button and “Done” button (on the left).
10. On the map (top right) click on the “Link” icon.
11. Copy HTML to embed in Website.
12. Paste HTML to Response site page “Media.”

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## **Appendix C: Information Exchange Matrices**

Appendix C includes information exchange matrices for the following positions:

- Public Information Officer
- Fact Gathering Specialist
- Imagery Gathering Specialist
- Administrative Assistant
- Social Media Specialist

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 <i>Operational Planning “P”</i>, Appendix E).</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, videos, photos, audio recordings, social media postings and news clips.</li> <li>Interviews, news briefs and community 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 <i>Operational Planning “P”</i>, Appendix E).</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, videos, photos, audio recordings, social media postings 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 <i>Operational Planning “P”</i>, Appendix E).</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, videos, photos, audio recordings, social media postings 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 <i>Operational Planning “P”</i>, Appendix E).</li> <li>As needed.</li> </ul>	<ul style="list-style-type: none"> <li>News releases, fact sheets, videos, photos, audio recordings, social media postings 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 <i>Operational Planning “P”</i>, Appendix E).</li> <li>• As needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of all news releases, fact sheets, videos, photos, audio recordings, social media postings 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 (SITL).</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 <i>Operational Planning “P”</i>, Appendix E).</li> <li>• As needed.</li> </ul>	<ul style="list-style-type: none"> <li>• News releases, fact sheets, videos, photos, audio recordings, social media postings 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 operations data.</li> </ul>
<b>Logistics Section Chief</b>	<ul style="list-style-type: none"> <li>• Command and General Staff, Objectives and Planning meetings. (See <i>Operational Planning “P”</i>, Appendix E).</li> <li>• As needed.</li> </ul>	<ul style="list-style-type: none"> <li>• News releases, fact sheets, videos, photos, audio recordings, social media postings 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 <i>Operational Planning “P”</i>, Appendix E).</li> <li>• As needed.</li> </ul>	<ul style="list-style-type: none"> <li>• News releases, fact sheets, videos, photos, audio recordings, social media postings 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, videos, photos, audio recordings, social media postings 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>
<b>ESF #15 EAO or Deputy EAO</b>	<ul style="list-style-type: none"> <li>• When ESF #15 is activated.</li> <li>• Daily, as needed, based on needs of ICP Incident Action Plan for next operational period.</li> <li>• If ICP PIO receives request for interview that is beyond the scope of the FOSC/IC.</li> <li>• During the National Incident Communication Coordination Line (NICCL) calls.</li> </ul>	<ul style="list-style-type: none"> <li>• FOSC/IC field level command messaging for current and upcoming operational period.</li> <li>• FOSC/IC command concerns.</li> <li>• ICP JIC situation report.</li> <li>• ICP JIC media &amp; community engagement plans for next operational period.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic, national level command messaging.</li> <li>• Support for media &amp; community engagement requests that go beyond the scope of the FOSC/IC’s responsibility.</li> <li>• ESF #15 media &amp; community engagement plans.</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 – IMAGERY GATHERING SPECIALIST

APIO or ICS Section you receive assignments from	Materials and Resources Exchange	
	From APIO/ICS Section to Imagery Gathering Specialist	From Imagery Gathering Specialist to APIO/ICS Section
<b>Assistant Public Information Officer for Information Products</b>	<ul style="list-style-type: none"> <li>Imagery 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>Edit photos, videos and audio recordings 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>Edit photos, videos and audio recordings for release to the 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>Imagery 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>Imagery for IAP.</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 photos, videos and audio recordings.</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 news 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>Imagery Gathering Specialist</b>	<ul style="list-style-type: none"> <li>• Photos, videos and audio recordings 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>Social Media Specialist</b>	<ul style="list-style-type: none"> <li>• Copies of archived social media content.</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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## INFORMATION EXCHANGE MATRIX 5 – SOCIAL MEDIA SPECIALIST

APIO or ICS Section you receive assignments from	Materials and Resources Exchange	
	From APIO/ICS Section to Social Media Specialist	From Social Media Specialist to APIO/ICS Section
<b>Public Information Officer</b>	<ul style="list-style-type: none"> <li>Direction on site design.</li> </ul>	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>
<b>JIC Manager</b>	<ul style="list-style-type: none"> <li>Not applicable.</li> </ul>	<ul style="list-style-type: none"> <li>Information of trending topics for the daily briefings.</li> </ul>
<b>Assistant Public Information Officer for Information Products</b>	<ul style="list-style-type: none"> <li>News releases, fact sheets, media advisories, PSAs, photos, videos and audio recordings.</li> </ul>	<ul style="list-style-type: none"> <li>Trending issues that could prompt information products.</li> <li>Relevant social media postings.</li> </ul>
<b>Assistant Public Information Officer for Media Relations</b>	<ul style="list-style-type: none"> <li>Talking points and media inquiry trends.</li> </ul>	<ul style="list-style-type: none"> <li>Trending issues that could prompt responses to media.</li> </ul>
<b>Assistant Public Information Officer for Community Relations</b>	<ul style="list-style-type: none"> <li>Rules of engagements for social media use. (See <i>Social Media in a Response Job Aid 9</i>, Appendix B).</li> </ul>	<ul style="list-style-type: none"> <li>Trending issues that can be used during community engagements.</li> </ul>
<b>Writer</b>	<ul style="list-style-type: none"> <li>Feature length content for social media sites.</li> </ul>	<ul style="list-style-type: none"> <li>Trending issues that could prompt information products.</li> <li>Relevant social media postings.</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>Trending topics.</li> </ul>
<b>Website Specialist</b>	<ul style="list-style-type: none"> <li>Website design.</li> </ul>	<ul style="list-style-type: none"> <li>Integrating social media sites with incident website.</li> </ul>
<b>Imagery Gathering Specialist</b>	<ul style="list-style-type: none"> <li>Photos, videos and audio recordings.</li> </ul>	<ul style="list-style-type: none"> <li>Not Applicable.</li> </ul>
<b>Rumor Control Specialist</b>	<ul style="list-style-type: none"> <li>Validated information on rumors.</li> </ul>	<ul style="list-style-type: none"> <li>Rumors.</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 archived social media content.</li> </ul>

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## Appendix D: 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 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</b> <b>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>						
					Died in Facility	
Type of Wildlife	Captured	Cleaned	Released	DOA	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>					
<u>Air</u>		Since Last Report	Total		
Number of Sorties/Patrols					
Area Covered (square miles)					
Total Time On-Scene (In Hours)					
<u>Surface</u>		Since Last Report	Total		
Number of Sorties/Patrols					
Area Covered (square miles)					
Total Time On-Scene (In Hours)					
<b>6. Use of Force Summary</b>					
<u>Category</u>		Since Last Report	Total		
III - Soft Empty Hand Control					
IV - Hard Empty Hand Control					
V - Intermediate Weapons					
VI - Deadly Force					
VSL - Force to Stop Vessel from Cutter/Boat					
A/C - Force to Stop Vessel From Aircraft					
Arrests					
Seizures					
Deaths					
<b>7. Operational Controls Summary</b>					
<u>Currently In Force</u>					
Type	Initiating Unit	Initiated Date	Activity #		
<u>Removed Since Last Report</u>					
Type	Initiating Unit	Initiated Date	Date Removed	Activity #	
<b>18. Prepared by:</b>				<b>Date/Time Prepared:</b>	

## ICS FORM 213

<b>GENERAL MESSAGE</b>		
<b>TO:</b>	POSITION:	
<b>FROM:</b>	POSITION:	
<b>SUBJECT:</b>	DATE:	TIME:
<b>MESSAGE:</b>		
<b>SGNATURE:</b>	POSITION:	
<b>REPLY:</b>		
<b>DATE:</b>	<b>TIME:</b>	<b>SGNATURE/ POSITION:</b>

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## ICS FORM 213RR-CG

Resource Request Message				Purpose: The 213RR CG is used by all incident personnel to request tactical and non-tactical resources.				ICS-213 RR CG (2/07)					
1. Incident Name:				2. Date/Time:				3. Resource Request Number:					
4. ORDER Note: Use additional forms when requesting different resource sources of supply													
Requestor	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:	Date/Time:	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: _____					
Plans	8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.			a. <input type="checkbox"/>	b. <input type="checkbox"/> Resources available as noted in block 12			9. RESL Review/Signature: _____ Date/Time: _____					
				c. <input type="checkbox"/> Resources not available									
Logistics	10. Requisition/Purchase Order #:			11. Supplier Name/Phone/Fax/Email:								13. Logistics Section Signature: _____ Data/Time: _____	
	12. Notes:												
14. Order placed by (check box): <input type="checkbox"/> PUL <input type="checkbox"/> PROC <input type="checkbox"/> OTHER _____													
Finance	15. Reply/Comments from Finance:								16. Finance Section Signature: _____ Date/Time: _____				

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

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## Appendix E: 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 assists in assessing the content and accuracy of news media reports and assists in identifying trends and breaking issues.
Social Media Analysis Worksheet	This worksheet assists in assessing the content and accuracy of social media reports and assists in identifying trends and breaking issues.
Query Record	This tool assists in keeping records of any inquiries or rumors reported.
Risk Communication Strategies & Guidelines	This tool assists in development of messages early in the response and in working with LNO to identify stakeholders.
Writing Guidelines for News Releases	These are guidelines to assist in writing news releases.
Sample News Release	This is a sample of a news release.
Media Briefing/Community Meeting Worksheet	This worksheet assists in preparing for a media briefing or community meeting.
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.
Public Exhibit and Discussion Diagram – Poster Exhibits/Public Availability Session	This is an example of one of the types of community meetings that may be held.

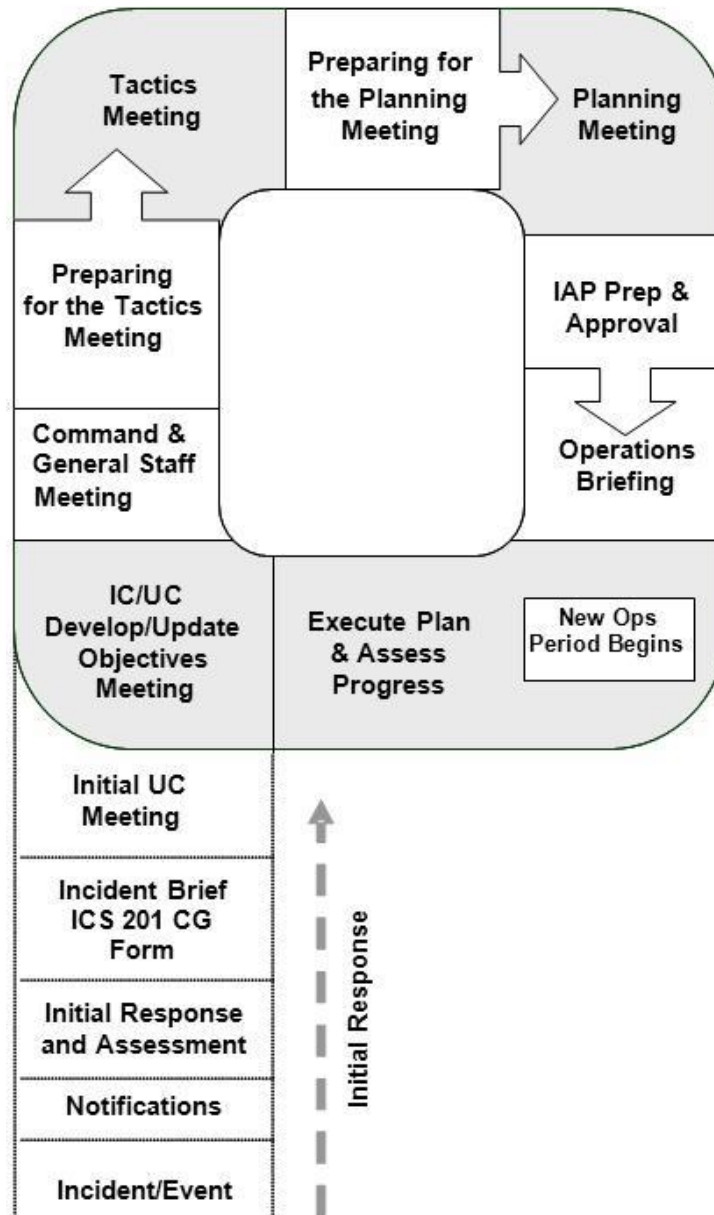
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## DAILY CHECKLIST

- Receive briefing from previous shift.
- Identify JIC priorities and tasks for oncoming 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 or 214-CG).
- 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 or ICS 201-CG, and Initial Incident Commander (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: \_\_\_\_\_

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

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

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## SOCIAL MEDIA ANALYSIS WORKSHEET

<b>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: \_\_\_\_\_

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

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

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## RISK COMMUNICATION STRATEGIES & GUIDELINES

Although some of the worksheets in this section specify risk communication during a health crisis, the worksheets are easily adaptable for any emergency situation.

### Crisis & Emergency Risk Communication (CERC): Crisis Leader—First Message<sup>5</sup>

Build credibility with these 6 emergency message components:

1. Expression of empathy (e.g., understand you are hurt, confused, anxious, frightened):

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2. Clarifying facts (Fill in only VERIFIED facts, skip if not certain):

Who \_\_\_\_\_

What (Action) \_\_\_\_\_

Where \_\_\_\_\_

When \_\_\_\_\_

Why \_\_\_\_\_

How \_\_\_\_\_

3. What we don't know: \_\_\_\_\_

4. Process to get answers: \_\_\_\_\_

5. Statement of commitment: \_\_\_\_\_

6. Referrals (If possible, skip if not yet ready):

For more information \_\_\_\_\_

Next scheduled update \_\_\_\_\_

**Finally, check your message for the following:**

Positive action steps	Avoid jargon
Honest/open tone	Avoid judgmental phrases
Say "we" not "I"	Avoid humor
Careful with early promises (can you do it?)	Avoid extreme speculation

**Delivered:** \_\_\_\_\_ **Time** \_\_\_\_\_ **Date**

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<sup>5</sup> Information from the Centers for Disease Control and Prevention, "Crisis & Emergency Risk Communication" Workbook.

### CERC: First Response to Media Inquiries<sup>6</sup>

*By phone to media:*

- “We’ve just learned about the situation and are trying to get more complete information now. How can I reach you when I have more information?”
- “All our efforts are directed at bringing the situation under control, so
- I’m not going to speculate about the cause of the incident.” How can I reach you when I have more information?”
- “I’m not the authority on this subject Let me have XXXX call you right back.” “We’re preparing a statement on that now. Can I fax it to you in about two hours?”
- “You may check our web site for background information and I will fax/e-mail you with the time of our next update.”

*At incident site or press availability:*

Response to Inquiries (you are authorized to give out the following information)

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

Time: \_\_\_\_\_

Approved by: \_\_\_\_\_

**This is an evolving** emergency and I know that—just like we do—you want as much information as possible right now. I wish I could answer all of your questions here. While we work to get your questions answered as quickly as possible, I want to tell you what we can confirm right now:

- At approximately, \_\_\_\_\_ (time), a (brief description of what happened)  
\_\_\_\_\_
- At this point, we do not know the number of \_\_\_\_\_ (persons ill, persons exposed, injuries, deaths, etc.).
- We have a system (plan, procedure, operation) in place for just such an emergency and we are being assisted by \_\_\_\_\_ (e.g., police, FBI, EOC) as part of that plan.

**The situation is** (under)(not yet under) control and we are working with (local, State, Federal) authorities to (e.g., contain this situation, determine how this happened, determine what actions may be needed by individuals and the community to prevent this from happening again).

**We will continue to gather information** and release it to you as soon as possible. I will be back to you within \_\_\_\_\_ (amount of time, 2 hours or less) to give you an update. As soon as we have more confirmed information, it will be provided. We ask for your patience as we respond to this emergency. **For more information:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

<sup>6</sup> Information from the Centers for Disease Control and Prevention, "Crisis & Emergency Risk Communication" Workbook.

### **CERC: Leader Pre-event Checklist<sup>7</sup>**

The following are keys to successful crisis communication. Discuss these with your communication director.

#### **We know:**

- Public information and media response is perceived by us as critical to our operational success
- Spokespersons (by topic) are identified and trained (e.g., empathy, honesty, commitment)
- Crisis Communication plan is integrated into overall operational plan
- A written procedure and agreement on clearance procedures is in place
- These clearance procedures take 15 minutes or less to accomplish
- These clearance procedures ensure accurate information is released
- These clearance procedures have been tested in drills/exercises
- These clearance procedures allow for authority delegation to speed response
- Contact information (including after hours) for primary media is handy to all who need it
- Adequate manpower and equipment is set aside to keep a 24-hour media operation going for up to 10 days
- Our information telephone number (hotline) for public inquiries is ready with trained operators
- Our response partners are identified and know our communication role and expectations
- Our stakeholders are identified and know how we will respond directly to them
- We have the capability of holding a national press conference if needed
- We can monitor media reports and public inquiries for rumors and respond to rumors in real time
- Strategic National Stockpile communication tools are in place
- Our emergency response plan notifies the communication director in first wave of calls/pages
- As an important stakeholder, we know our elected officials will want to communicate to constituents about this crisis and we have a plan to ensure a consistent message is delivered to the public
- Our Internet site can post media and public information materials within 45 minutes of final clearance
- We have an accountability plan to public/media about resource allocations during and after the crisis such as a web page that shows where disaster response funds are going that is updated routinely
- We can conduct a meaningful community hall meeting during crisis recovery
- All potential incident command or department leaders are fully trained in Crisis and Emergency Risk Communication and understand their role as a spokesperson

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<sup>7</sup> Information from the Centers for Disease Control and Prevention, "Crisis & Emergency Risk Communication" Workbook.

**Guide for planning  
health risk communication**  
(long version)<sup>8</sup>

Personnel's plan

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

Determine the risk communication responsibilities in your team

**Name, division, branch, phone, fax, e-mail**

**Responsibilities**

- |          |       |
|----------|-------|
| 1. _____ | _____ |
| 2. _____ | _____ |
| 3. _____ | _____ |
| 4. _____ | _____ |
| 5. _____ | _____ |

Other members of your institution

**Press office**

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**Community relations**

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**Team members from regional offices, state offices**

Name, phone, fax, e-mail

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**Team members from other institutions (health sector, environmental sector)**

Name, phone, fax, e-mail

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<sup>8</sup> Information from the Centers for Disease Control and Prevention, "Crisis & Emergency Risk Communication" Workbook.

**Schedule of activities**

*Plan the duration of your activities for health risk communication. Complete the activities on time, to achieve the highest impact. Set deadlines.*

Activity	Person responsible	Deadline	Done (√)

## Objectives of the health risk communication

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

*This is one of the most important parts of your plan and one that is most often missed out. Set specific measurable objectives for the risk communication task, but not for the overall program.*

### Considerations

Why carry out risk communication activities in this situation and place?

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What *knowledge* of the community members do you want to affect?

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What *attitudes* of the community members do you want to affect?

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What *behavior* of the community members do you want to affect?

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### Communication objectives

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

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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4. \_\_\_\_\_

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5. \_\_\_\_\_

How will you determine whether the objectives have been met? (Are the objectives clear, measurable, and time-specific?)

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

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2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

4. \_\_\_\_\_

\_\_\_\_\_

5. \_\_\_\_\_

\_\_\_\_\_

## Overview of the situation and place

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

*Summarize your knowledge of the situation and place, including a synopsis of the history, summary of work done, and unique circumstances pertaining to the work carried out by your institution.*

### Type of situation

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

### Public health situation

Contaminants of interest detected \_\_\_\_\_  
\_\_\_\_\_

Environment with potential or declared contamination

\_\_\_ air                                      \_\_\_ sediments  
\_\_\_ soil                                      \_\_\_ biological (fish/fauna)  
\_\_\_ water

Do some people use water from a well? \_\_\_ Yes \_\_\_ No

Potential health impacts \_\_\_\_\_  
\_\_\_\_\_

Suspected or documented health impacts \_\_\_\_\_  
\_\_\_\_\_

Complete routes of exposure \_\_\_\_\_  
\_\_\_\_\_

Potential routes of exposure \_\_\_\_\_  
\_\_\_\_\_

Known incidents of exposure \_\_\_\_\_  
\_\_\_\_\_



### **History of the situation and place**

*Include a map of the place and the relationship with residents, schools, parks, water sources, etc.*

Use formerly given to this place \_\_\_\_\_  
\_\_\_\_\_

Owner of the place \_\_\_\_\_  
\_\_\_\_\_

Type of jobs in this place \_\_\_\_\_  
\_\_\_\_\_

Type of government institution involved \_\_\_\_\_  
\_\_\_\_\_

Critical decisions and significant actions \_\_\_\_\_  
\_\_\_\_\_

Key dates in the future \_\_\_\_\_  
\_\_\_\_\_

#### **Government structure**

Type of local government \_\_\_\_\_  
\_\_\_\_\_

Key political positions \_\_\_\_\_  
\_\_\_\_\_

Previous community interaction with government institutions \_\_\_\_\_  
\_\_\_\_\_

#### **Description of the community**

Geographic limits \_\_\_\_\_  
\_\_\_\_\_

Total density of population \_\_\_\_\_  
\_\_\_\_\_

Population living in neighboring areas \_\_\_\_\_  
\_\_\_\_\_

Distribution of residents per age group \_\_\_\_\_  
\_\_\_\_\_

Level of education \_\_\_\_\_  
\_\_\_\_\_

Ethnic structure \_\_\_\_\_  
\_\_\_\_\_

Languages / dialects spoken \_\_\_\_\_  
\_\_\_\_\_

Socioeconomic level \_\_\_\_\_  
\_\_\_\_\_

Religious groups \_\_\_\_\_  
\_\_\_\_\_

Interests \_\_\_\_\_  
\_\_\_\_\_

*Characteristics*

- |                                       |  |
|---------------------------------------|--|
| ____ Immediate neighborhood           | ____ Areas for protection of natural resources |
| ____ Schools / day-care centers       | ____ Health-care services                      |
| ____ Community buildings (churches)   | ____ Industry in the area                      |
| ____ Office buildings / work premises | ____ Other potential sources of contamination  |
| ____ Parks and recreation areas       |  |

**Concerns of the community**

Health concerns \_\_\_\_\_  
\_\_\_\_\_

Environmental concerns \_\_\_\_\_  
\_\_\_\_\_

Economic concerns \_\_\_\_\_  
\_\_\_\_\_

Legal concerns \_\_\_\_\_  
\_\_\_\_\_

Unmet needs for information, education, or training \_\_\_\_\_  
\_\_\_\_\_

Perceived lack of response to their concerns \_\_\_\_\_  
\_\_\_\_\_

What does the community know about the situation and the place?  
\_\_\_\_\_

What gaps are there in the knowledge of the community members?  
\_\_\_\_\_

What does the community want to know?  
\_\_\_\_\_

What attitudes or beliefs of the community members can *negatively* affect the incorporation of preventive actions or community cooperation? \_\_\_\_\_

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What attitudes or beliefs of the community members can *positively* affect the incorporation of preventive actions or community cooperation? \_\_\_\_\_

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What do the community members do that puts them at risk? \_\_\_\_\_

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What can the community members do to protect themselves from the hazards associated with the situation and the place? \_\_\_\_\_

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### **Community organization and contacts**

Environment \_\_\_\_\_

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Business \_\_\_\_\_

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Social \_\_\_\_\_

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Religious \_\_\_\_\_

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### **Community leaders**

Elected \_\_\_\_\_

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Not elected \_\_\_\_\_

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### **Publicity on the situation and the place**

News coverage \_\_\_\_\_

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Visibility of the situation and the place \_\_\_\_\_

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### Planning tool for making a list of the media

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

*Determine which media cover the situation and the place. Review coverage given to them in the past.*

Media	Contacts	Past coverage
<b>Newspapers</b>		
<b>Radio stations</b>		
<b>Television channels</b>		
<b>Other media</b>		

### Planning tool for designing messages

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

*Your messages must be well grounded to communicate accurate and consistent information*

#### Questions asked by the community

Are we safe? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What have you found that can affect us? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What is the source of the problem? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Does this contaminant cause health problems? (specify) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Can you correct it? Who can correct it? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### Considerations

How do you define health risk? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What inconsistencies are there in the messages to the community from different sources? How are we going to clarify them? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What doubts or concerns do members of the community have? How are we going to clarify them? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What other communicators are working in the community? What messages have they transmitted? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Key Messages**

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

\_\_\_\_\_

Supporting information or evidence \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

Supporting information or evidence \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

Supporting information or evidence \_\_\_\_\_

\_\_\_\_\_

**Planning tool for  
community interaction**

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

*Define the community and the audience for the health risk communication activities.*

**Consider:**

Individuals and groups who facilitate action \_\_\_\_\_  
\_\_\_\_\_

Individuals and groups who have been involved previously in this matter \_\_\_\_\_  
\_\_\_\_\_

Individuals and groups who are interested in participating \_\_\_\_\_  
\_\_\_\_\_

Individuals and groups who can be affected or who perceived themselves to be affected \_\_\_\_\_  
\_\_\_\_\_

Individuals and groups who may feel relegated or annoyed if they are not included \_\_\_\_\_  
\_\_\_\_\_

Segment of the audience	Key contact	Specific concerns and issues
Government personnel		
Elected authorities		
Local government personnel		
Citizen groups		

<b>Segment of the audience</b>	<b>Key contact</b>	<b>Specific concerns and matters</b>
Local residents		
Local health professionals		
Representatives of local businesses		
Civic groups		
Groups of public interest		
Principals of local schools		
Potentially responsible parties		
Other federal institutions		
Other personnel from your institution		
Others		
Others		

<b>Sub-group</b>	<b>Key contact</b>	<b>Specific concerns and issues</b>
What other language or dialect do they speak?		
Sociocultural situations		
Activists		
Workers and their families		
Other groups with special characteristics		



## Tool for planning strategies and techniques of health risk communication

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

*Design a specific plan for health risk communication activities. Strategies are things you plan to do, and techniques are how you are going to do them. For example, "Explain the type of work your institution does" is a Strategy, in which one of your Techniques may be to "Distribute fact sheets about the institution."*

### Strategies and Techniques:

#### **Strategy: Introduce your organization to the community.**

Technique

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_

#### **Strategy: Involve the community in the risk communication.**

Technique

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_

#### **Strategy: Work effectively and include the community leaders and other work partners.**

Technique

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_

**Strategy: Communicate early and regularly with the community.**

Technique

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Strategy: Use the news media to transmit accurate information.**

Technique

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Strategy: Be ready to face a crisis.**

Technique

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Strategy: Be in contact with the community after carrying out the main activity, if applicable.**

Technique

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## Tool for planning the evaluation of the health risk communication

Situation and place \_\_\_\_\_ Date \_\_\_\_\_

*Formulate your plan to give follow-up to your work in accordance with your original objectives. Review this section periodically to write notes on the program, suggestions for future work, and comments. Once you have finished your field activities, this section completes your plan and provides you with a complete file on the field work.*

**Base line information that will enable comparisons to be made (for example: prevalence of activities or beliefs that you hope to modify or eradicate).**

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

### **Planning of the evaluation (formative) to test your messages and materials**

What are you evaluating? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How are you going to evaluate it? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What were the results? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **Evaluation of the immediate impact: review and document the activities carried out**

What are you evaluating? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How are you going to evaluate it? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What were the results? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **Evaluation (of products) at an intermediate point to determine whether the short-term objectives were met**

What are you evaluating? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How are you going to evaluate it? \_\_\_\_\_

\_\_\_\_\_

What were the results? \_\_\_\_\_

\_\_\_\_\_

**Evaluation of results (impact) to determine whether the long-term impacts were achieved**

What are you evaluating? \_\_\_\_\_

\_\_\_\_\_

How are you going to evaluate it? \_\_\_\_\_

\_\_\_\_\_

What were the results? \_\_\_\_\_

\_\_\_\_\_

## 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/COMMUNITY 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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## 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

- Hard Hat
- Goggles
- Gloves
- Tyvek
- Rubber Boots
- Life Jacket
- Respirator
- Level A Suit
- Self-contained Breathing Apparatus

### Notes:

---

---

---

---

---

---

---

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---

---

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### Communications

- VHF Radio
- Cell Phone

---

---

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### 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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## PUBLIC EXHIBIT AND DISCUSSION DIAGRAM - POSTER EXHIBITS/PUBLIC AVAILABILITY SESSION



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## Appendix F: Acronyms

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

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

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

**TIME:** Time Unit Leader

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

**TLV:** Threshold Limit Value

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

**TSCA:** Toxic Substances Control Act

**USN:** U.S. Navy

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

**VOSS:** Vessel of Opportunity Skimming System

**TWA:** Time Weighted Average

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

**UC:** Unified Command

**WMD:** Weapons of Mass Destruction

**UCS:** Unified Command System

**UEL:** Upper Explosive Limit

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

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

**USFS:** U.S. Forest Service