United States Coast Guard

Incident Command System

Public Information Officer

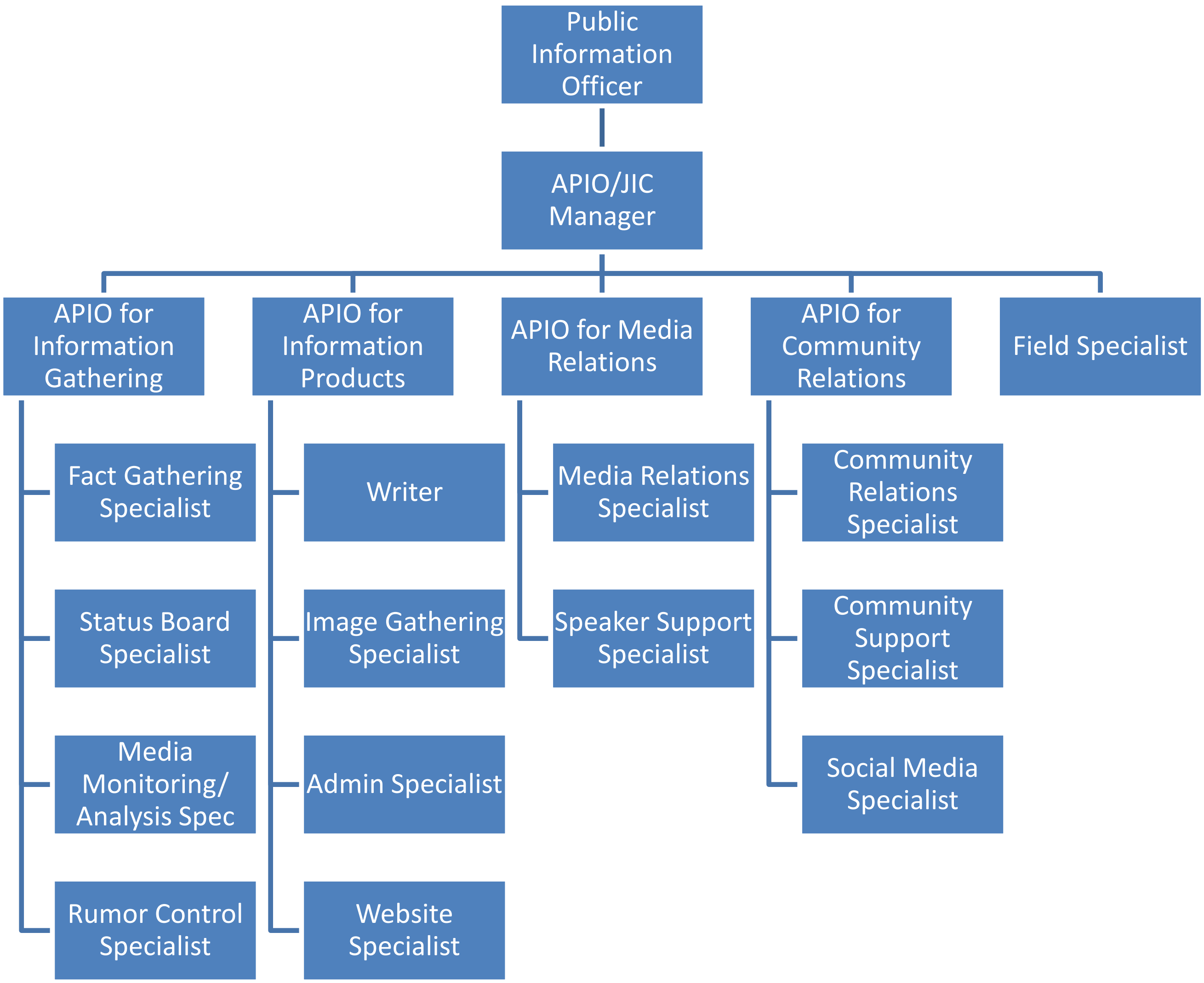
- PIO -

Job Aid

May 2014

Example Public Information Organization

This is an example of public information staff organization, which could be larger or smaller, or have different supporting positions depending on the incident needs.



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1.0 Overview

1.1 User

The user of this job aid will be anyone assigned as a Public Information Officer (PIO) within the National Incident Management System (NIMS) Incident Command System (ICS). The job of Public Information Officer (PIO) during an emergency response is a critical one. It can have a large impact on the perception of the public, the media, and stakeholders regarding the success or appropriateness of the response activities. Properly managing public information and the media during a response are critical to overall success.

Personnel assigned to this position should have a good public affairs background and experience working with people in other organizations. Since this is a key position in the response organization, assignment should be based on experience level versus rank or employer.

This job aid assumes the PIO has a thorough knowledge of the Incident Command System and the user has fundamental skills in public affairs and interacting with the media.

This Job Aid does not cover other important traits of an effective PIO, such as:

- Good leadership, interpersonal and communications skills;

- Experience in resolving contentious issues or conflicts;
- Experience in risk-based decision making;
- A solid grasp of public affairs and governmental affairs, organizational goals, objectives and missions;
- A solid grasp of political, social, environmental, and economic issues;
- Adaptability and flexibility to the needs of the incident;
- An in-depth knowledge of substantive aspects of the incident at hand.
- Proactive and assertive.
- Facilitation and presentation skills.
- Excellent situational awareness to be able to quickly develop the perspective on the scope, scale and long-term consequences of the response.
- In-depth knowledge of the types of information challenges expected for incidents likely to be encountered.
- Ability to facilitate organizational success in terms of developing processes that bring together participating organizations and stakeholders to meet shared goals and objectives as the response effort evolves.

A good PIO exhibits these traits and many more in addition to properly executing the Incident Command System.

1.2 When to Use

This Job Aid can be used anytime as a supplement to the Incident Management Handbook (IMH). Generally, the IMH covers “what” to do but not “how” to perform a particular function. A PIO can use this job aid for any incident or planned event. It is suited for incidents where the ICS is being used, but many of the principles and actions listed therein can be used for other activities where the ICS is not used.

1.3 Scope

This Job Aid focuses on the role of the Public Information Officer in executing duties under the Incident Command System to ensure effective coordination with the media, stakeholders and participating organizations involved in the response. This Job Aid is designed to be used in concert with the U.S. Coast Guard's Incident Management Handbook (IMH) and the NRT Joint Information Center Model. This Job Aid assumes the Public Information Officer has a thorough knowledge of the Incident Command System and the user has fundamental skills in public affairs and interacting with the media.

A strong candidate for the Public Information Officer position has these qualities and many more, in addition to having a thorough understanding of ICS.

Note: The term “stakeholder” as used in this job aid is inclusive of all outside entities with whom the Public

Information Officer may interact, such as assisting and cooperating agencies, coordination facilities, elected officials, the public, the media and special interest groups. This is not meant to alter any NIMS ICS doctrine.

1.4 Major Tasks

The responsibilities of the PIO and the Liaison Officer (LOFR) often become intertwined because each position deals with entities outside of the response organization, i.e., public entities. In order to eliminate confusion and overlap, the PIO and LOFR should discuss and decide on the delineation of certain responsibilities. An example of such delineation would be the following:

- The LOFR is responsible for working with any public entity requesting incident information, namely assisting and cooperating agencies, stakeholder groups, and government officials who have a vested interest and will be expected to provide input into the response process and will expect situation reports from the Incident/Unified Command.
- The PIO is responsible to working with the media and general public where the objective is to provide timely information about response efforts to them.
- The PIO is responsible for interacting with the Incident Command, Federal On Scene Coordinator or Unified Command to ensure that response objectives and public information objectives are aligned to keep news releases and information products accurate.

The primary responsibilities of the Public Information Officer are to effectively coordinate with media and general public interested in the incident. This includes, but is not limited to:

- Develop a media strategy, review strategy with Command prior to implementation.
- Establish contact with other public information personnel.
- Locate and establish a Joint Information Center (JIC).
- Provide talking points to Command for press briefings, VIP visits and town hall meetings.
- Keep command informed of any potential adverse political, social and economic impacts.
- Serve as key contributor to the public's perception of the response effort.
- Manage the public information Staff Organization, including the assignment of Assistant PIOs and forming teams where necessary.
- Effectively use Assistant Public Information Officers (APIO) to manage work activities in the Joint Information Center and to assign APIO Field Specialists to other locations that dictate a need for public information resources and where direct linkage to the ICP is necessary.
- Brief Command on public information issues and concerns.
- Review the Incident Action Plan (IAP) to ensure public information oriented objectives, messages, issues and information are included as appropriate.
- Review support and/or contingency plans for integration of stakeholder input and involvement.

- Develop, review and approve public information related documents.
- Ensure all public information activities are documented on ICS 214, Unit Log.
- Complete all required forms and documentation prior to demobilization.

1.5 References

Below is a list of references that may be required while using this job aid:

- Incident Management Handbook (IMH) COMDTPUB P3120.17 is the key reference for executing Incident Command System processes. The IMH is available on the Coast Guard ICS website at **http://homeport.uscg.mil/ics/**.
- USCG Public Information Officer (PIO) Performance Qualification Standard (PQS).
- NRT Joint Information Center Model

1.6 Materials

Ensure you have appropriate Public Information Officer materials during an incident. See Appendices A and B for lists of personal and professional items to bring.

1.7 Forms

ICS Forms can be found on the Coast Guard ICS website at **http://homeport.uscg.mil/ics/**.

Generally, the PIO will either work with or have responsibility for information on the following forms:

- Incident Briefing (ICS 201)
- Incident Objectives (ICS 202)
- Organization Assignment List (ICS 203)
- Assignment List (ICS 204)
- Assignment List Attachment (ICS 204a-CG)
- Communications List (ICS 205a)
- Incident Organization Chart (ICS 207)
- Incident Summary Status (ICS 209 CG)
- Check-In List (ICS 211)
- General Message (ICS 213)
- Resource Request Message (ICS 213RR CG)
- Unit Log (ICS 214)
- Demobilization Check-Out (ICS 221)
- Incident Personnel Performance Rating (ICS 225-CG)
- Daily Meeting Schedule (ICS 230-CG)
- Incident Open Action Tracker (ICS 233)
- Facility Needs Assessment (ICS 235)
- Incident Mishap Reporting Record (ICS 237)

Checklists

Pre-Assignment Actions

☐	Ensure personal readiness for assignment (See detail on page 19)
☐	Ensure PIO certification is current (See detail on page 20)
☐	Assemble PIO deployment kit (See detail on page 20 and Appendix A - Personal and PIO Deployment Kit)

Pre-Deployment Actions

☐	Receive assignment (See detail on page 21)
☐	Verify reporting location, date and time (See detail on page 21)
☐	Finalize personal readiness for assignment (See detail on page 21)
☐	Receive travel orders and order number (See detail on page 21)
☐	Make travel arrangements (See detail on page 22)
☐	Verify/Update personal deployment kit (See detail on page 22 and Appendix A)
☐	Verify/Update PIO deployment kit (See detail on page 22 and Appendix A)

Check-In to Incident - Initial Actions

☐	Check-in (see detail on page 23)
☐	Travel orders - Finance (see detail on page 24)
☐	Berthing assignment - Logistics (see detail on page 24)
☐	Meal schedule - Logistics (see detail on page 24)
☐	Review & sign Site Safety & Health Plan (see detail on page 25)

Situation Assessment

☐	What kind of incident? (see detail on page 26)
☐	Who are key players? (see detail on page 26)
☐	When did the incident occur? (see detail on page 26)
☐	Where is incident location/AOR? (see detail on page 26)
☐	Incident organization? (see detail on page 26)
☐	Resources on-scene? (see detail on page 27)
☐	Initial Safety Assessment? (see detail on page 28)
☐	Next scheduled meeting or press brief? (see detail on page 28)
☐	Level of media and public interest? (see detail on page 28)

Initial Brief

☐	Your role (see detail on page 29)
☐	Size and complexity of incident (see detail on page 29)
☐	Initial Safety Assessment (see detail on page 29)
☐	IC/UC expectations (see detail on page 29)
☐	Limitations and constraints (see detail on page 30)

Activate Public Information Organization

☐	Establish work location (see detail on page 31)
☐	Organize and brief subordinates (see detail on page 33)
☐	Acquire work materials (see detail on page 33)
☐	Request Staff (see detail on page 33)
☐	Public Information Staff Organization (see detail on page 34 and inside front cover)

Initial Response and Assessment

☐	Assess involved, effected and peripheral entities (see detail on page 40)
☐	Develop initial public information work products (see detail on page 40)
☐	Provide Input to the Objectives and Critical Information Requirements (CIRs) (see detail on page 42)

Command and General Staff Meeting

☐	Incident Situation (see detail on page 44)
☐	IC/UC opening remarks (see detail on page 44)
☐	Receive IC/UC direction (see detail on page 45) Priorities, Objectives, Key Decisions, Limitations & Constraints, and Key Procedures
☐	Provide Public Information Status Brief (see detail on page 46)
☐	Provide feedback to IC/UC on focus/direction (see detail on page 46)
☐	Discuss interagency issues (see detail on page 46)
☐	Discuss Media Issues/Needs (see detail on page 47)
☐	Discuss Public Information Staffing needs (see detail on page 47)
☐	Clarify release authority (see detail on page 47)

Preparing for Tactics Meeting and Tactics Meeting

☐	Conduct Staff/Family Meeting (see detail on page 47)
☐	Obtain briefings from APIOs in the field (see detail on page 48)
☐	Evaluate Public Information Organization in the field and make adjustments as necessary (see detail on page 48)
☐	Contact assisting and cooperating agency PIOs to discuss objectives (see detail on page 48)
☐	Meet with OSC to share information from APIOs (see detail on page 48)

Preparing for the Planning Meeting

☐	Obtain briefings from APIOs in the field (see detail on page 49)
☐	Gather situational information from SITL (see detail on page 49)
☐	Provide updates for the situation Incident Status Summary (ICS 209) (see detail on page 49)
☐	Prepare Media Status Briefing (see detail on page 49)
☐	Prepare to provide information on any public information issues (see detail on page 50)

Planning Meeting

☐	Provide Public Information Status Brief (see detail on page 50)
☐	Validate support for the proposed Incident Action Plan (see detail on page 50)

Post-Planning Meeting Actions

☐	Consider preparing talking points or "Meet the Media" cards for field personnel (see detail on page 51)
☐	Review ICS 203 Organization Assignment List (see detail on page 51)
☐	Review ICS 204 Work Assignments (see detail on page 51)
☐	Review ICS 205a Communications List (see detail on page 51)
☐	Review Additional Plans for Media concerns (see detail on page 51)
☐	Provide feedback to appropriate IMT members (see detail on page 51)

Operations Briefing

☐	Obtain update from APIOs before briefing (see detail on page 52)
☐	PIO provides Media Status Briefing at briefing (see detail on page 52)
☐	Answer any public information status questions (see detail on page 52)

Execute Plan and Assess Progress

☐	Obtain periodic briefings from APIOs. (see detail on page 53)
☐	Assess media related activities (see detail on page 53)
☐	Evaluate public information organization for effectiveness (see detail on page 53)
☐	Review ICS 233 for open actions. (see detail on page 53)
☐	Prepare for future meetings/briefings (see detail on page 53)

Personnel Evaluation Criteria

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

Debrief Personnel

☐	Debrief staff on progress of work (see detail on page 55)
☐	Note Safety Concerns (see detail on page 55)
☐	Collect documentation including ICS 214 (see detail on page 55)
☐	Discuss Logistical issues (see detail on page 55)

Lead Personnel

☐	On-scene leadership and skill vs. will (see detail on page 57)
☐	Dealing with problems (see detail on page 57)
☐	Communicate expectations (see detail on page 57)
☐	Foster teamwork (see detail on page 58)
☐	When are you no longer responsible (see detail on page 58)

Safety

☐	Provide appropriate PPE (see detail on page 59)
☐	Organize to minimize risk (see detail on page 59)
☐	Adapt safely to changing conditions (see detail on page 59)
☐	Stop unsafe actions (see detail on page 59)
☐	Report mishaps using ICS 237-CG (see detail on page 59)
☐	Provide feedback on safety issues (see detail on page 59)

Demobilization

☐	Provide input to Demobilization Plan (see detail on page 61)
☐	Brief Replacement, as necessary (see detail on page 61)
☐	Replenish supplies (see detail on page 61)
☐	Complete evaluations on assigned personnel (see detail on page 61)
☐	Provide ALL documentation to Documentation Unit (see detail on page 60 and 61) ☐ Imagery (video, pictures, charts, etc.) ☐ ICS 213RR(s) ☐ ICS 214(s) ☐ Media Relations Plan and/or Strategic Communications Plan ☐ Case Book (contains ALL information products)
☐	Turn in equipment, as appropriate (see detail on page 62)
☐	Complete ICS 221 (see detail on page 62)

2.0 General Tasks

2.1 Pre-Assignment Actions

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

Personal readiness includes:

- Medical/dental readiness
  - For military this means you are in the “green” in Coast Guard Business Intelligence (CGBI).
  - For civilians and auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed. (e.g. have a plan to ensure you have enough medication for the entire period of the deployment)
- Uniforms – Have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy. This means ensuring your financial situation is in order.
  - Government travel credit card (GTCC) – you should check your GTCC limit. If you expect to be deployed more than 30 days, your limit should be increased (example from $2,500 to $10,000).
  - Ensuring bills will be paid while deployed.
  - Ensure you have a T-PAX account.
- Family Readiness
  - Ensure you have a Dependent Care/Pet Care plan for when you are deployed. Please check

www.militaryonesource.com for assistance.

2. Ensure PIO certification is current [as per COMDTINST(s) and PQS].

- ICS training (e.g. ICS-300, ICS-346).
- Incident specific training (e.g. area familiarization, etc.)
- If you are going in to a hazardous area, is HAZWOPER training/certification required?

3. Assemble PIO deployment kit

- Ensure all items found in Appendix A are ready to go BEFORE you get the call to deploy.
- Ensure supplies are restocked from last deployment.

2.2 Pre-Deployment Actions

1. Receive assignment:

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

2. Verify the reporting location, date and time:

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

3. Finalize personal readiness for assignment:

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

4. Receive travel orders and order number:

- As per Joint Federal Travel Regulations (JFTR) U2115.A a written order issued by a competent authority is required for reimbursement of travel expenses; however U2115.B states that an urgent or unusual situation may require that travel begin before a written order can be given. Please refer to the JFTR to ensure all conditions are met when traveling under verbal orders.
- The travel order number (TONO) and order number are different. The order number will be used at check-in to verify the position that you will be filling.
- Order Number is generally in the following format:

  - Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics)

5. Make travel arrangements:
- Obtain counseling on entitlements and responsibilities from a travel authorizing official and review the JFTR as necessary.
- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

6. Verify/update personal mobilization kit (see detail Appendix A). A personal mobilization kit contains your personal items needed for the deployment and includes items like:
- Medications
- Uniforms and/or appropriate clothing
- Special PPE or special weather clothing required.
- Verify if any special PPE will be provided by the incident.

7. Verify/update PIO deployment kit (see detail in Appendix A):
- Ensure manuals, forms and guides are current (both electronic and paper).
- Ensure supplies are restocked from last deployment.

2.3 Check-In to the Incident - Initial Actions

The following tasks should be accomplished as soon as possible after arriving on-scene.

> *If you are in the first group of personnel assigned and <u>there is no check-in function set up</u>, contact the RESOURCE UNIT LEADER (RESL) or PLANNING SECTION CHIEF (PSC) and discuss the need for a check-in process.*

1. Check-in:
   Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS 211.
   a. Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:
      i. Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics).
      ii. In some cases the incident may be using the 16 digit government Travel Order Number (TONO) assigned to you as the Order Number.
   b. Additional information. The incident will want a phone number where you can be reached, your home base, how you got to the incident, as well as any additional qualifications you may have.
   c. Receive assignment if available. Although you probably know why you are at the incident, Check-in may have a different assignment (e.g. DIV A Supervisor, Salvage Group Supervisor, Supply Unit Leader, etc).

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

2. Finance Check-in:
   a. Travel Orders: Provide a copy of your orders or other travel documents to the FSC or Admin Officer. Orders written on a home unit TONO must be amended to use the funding source for the incident. Take care of this as soon as possible so it does not hinder your DEMOB process.

3. Logistics Check-in:
   a. Berthing assignment: The incident is responsible for ensuring you have adequate berthing, unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are berthed.
   b. Meal schedule: (The size, complexity and location of an incident will impact the availability of meals).
      i. On most Coast Guard responses, meals are the responsibility of the individual since they are on per diem, BAS or Separate Rations.
      ii. If meals are provided, the incident Food Unit Leader (FDUL) generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim.

The government is prohibited from providing a meal at no cost while paying the responder per diem for food.

4. Safety - Review and sign the Site Safety & Health Plan (if completed at that point): As a member of the command cadre, it is critical that you understand all of the incident hazards and mitigation strategies. Although you may only be impacted by a few of these hazards, knowledge can be the difference between zero accidents and preventable injuries.
   a. Each incident should have a Site Safety & Health Plan (ICS 208-CG) where the Safety Officer (SOFR) has elaborated on these hazards.
   b. These hazards should be factored into the development of the Medical Plan, Transportation and Traffic Plans, and design of incident facilities.
   c. Review and sign the Site Safety & Health Plan indicating your awareness and understanding.

2.4 Situation Assessment

The purpose of this task is to acquire additional background on the incident prior to starting your assignment. As a member of the IMT leadership, you will share in the success or failure of commands objectives. Part of “starting right” is for the PIO to take responsibility for getting a handle on the situation so he or she has a better understanding of the big picture. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. The following tasks should be accomplished AFTER checking-in to the incident.

1. **Review the current ICS 201 and/or IAP for an overview of current operations.** You need to find out the Who, What, When, and Where related to the incident:
2. **Who are key players?** (Federal, State, local, industry) This may give you some insight into the stakeholders, why Command is setting particular objectives and what Media issues or concerns they may have.
3. **What is the incident?** (SAR, oil/hazmat, LE, natural disaster, etc.) This will give you an idea of the Critical Information Requirements (CIRs) and the Media issues you will be dealing with.
4. **When did the incident take place**? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc. As the PIO you need to know if the incident is expanding, steady state, or contracting.
5. **Where did the incident take place?** Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit/agency AOR and the incident AOR? Generally, there should be a difference.
6. **What is the incident organization?** You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Operations Section Chief (OSC), Planning Section Chief (PSC), Finance Section Chief (FSC), and Logistics Section Chief (LSC). See

Appendix B – Functional Interactions for more info on expected interactions.

7. **What resources are on-scene and/or enroute?** This is not about memorizing resources. However, the PIO should have a ballpark idea of what is currently being utilized to support the operations on-scene and the broad categories of resources that will be required. This is especially important for coordinating with the public/stakeholders in the development of Critical Information Requirements (CIRs).
   a. For example:
   b. Resources
      i. Vehicles (sedans, buses, trucks, fire, etc.)
      ii. Vessels (law enforcement, deck cargo barges, oil recovery, etc.)
      iii. Helicopters (overflight, passenger carrying, heavy lift, etc.)
      iv. Expertise (environmental, salvage, law enforcement, fire, etc.)
   c. Support
      i. Personal Protective Equipment
      ii. Radios, Cell phones, Porta-Johns, etc.
      iii. Admin equipment (copy machines, printers, fax machines, etc.)
      iv. Fuel, food, lodging, transportation, etc.
      v. Facilities (Incident Command Post (ICP), JIC, staging areas, etc.)
   d. Sources of information
      i. Contingency Plans (ACP, AMSP, etc.)

ii. Local Emergency Management
iii. Local Police, Fire
iv. Contractors

8. **When is the next scheduled meeting or press briefing?**
   a. Check the Meeting Schedule (ICS 230), which should be posted in various locations around the ICP, and always on the Situation Status boards.
9. **What is the level of media interest**?
   a. Which direction is the media driving the story? Has an initial news release been sent out? Has a JIC been established?
   b. What is the tone of media stories? Are they reporting issues that the IC/UC needs to address?
   c. What is the frequency of calls? Is it the same outlet calling or multiple media outlets calling?
   d. How many stories (radio, TV, newspaper, online, etc.) have been generated? Are you tracking them?
10. **What is the level of public interest**?
    a. Do you need a community relations branch in the JIC? If so, how robust will it need to be?
    b. Does the Unified Command need to evacuate people from the affected area?
    c. How many people are affected? Are they getting the appropriate word from the Unified Command?
    d. What is the impact to the stakeholders?

2.5 Initial Brief

The initial briefing is the opportunity for the PIO to receive additional details about the incident assignment. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the Incident Commander and/or Deputy IC before you start working. If you are NOT able to attend this brief, your next and most important opportunity is the Command and General Staff meeting. Review the PIO Planning "P" for quick meeting guidance.

1. Your role:
    a. How big a role are you filling? Does the incident involve multiple jurisdictions or several agencies? How many agencies and stakeholders are expected to be involved?
    b. Do you have the experience for the role you are filling?
2. Size and complexity of incident:
    a. Is the incident expanding or contracting?
    b. Will the IC(s) give you the authority to order the resources you need to effectively manage media issues for the incident?
3. Expectations of the IC: IC's come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident, it is possible and even probable that the IC does not have expertise in providing proactive outreach services to the public, as well as, the assisting and cooperating agencies and other stakeholders.

a. Do you have expertise in coordination and communications efforts with numerous assisting and cooperating agencies, stakeholders, and other interested parties for this type of incident?

b. Does the command want a briefing from you on the process and procedures you typically use?

c. How often does the command want to be updated? What are their trigger points?

4. Limitations and Constraints (e.g. are you the right PIO for the job?). While this may seem intuitive, you should always ask yourself this question. Even if you lack experience or expertise, can you bring on Assistant PIO's and/or a JIC Manager with the appropriate backgrounds?

   a. Special concerns (e.g. reporting criteria)

   b. Resource request process (see Appendix E – Example ICS 213RR CG, Resource Request Message).

   c. Resource ordering process

   d. Critical information reporting expectations.

   e. Do the PIO and/or Assistant PIOs have the authority to directly address and resolve issues with the public?

2.6 Activate Public Information Organization

If you are reporting early to the incident, you probably will not have a work location set up. Ideally, check-in and situation assessment should take 30 minutes or less. Add 30 minutes for a brief from the IC and now you are one hour into the response.

1. Establish work location – Where the public information organization sets up shop during an incident can have a profound impact on the overall effectiveness. The PIO may set up work locations in the Incident Command Post (ICP) and if the incident is large enough, may need to set up a Joint Information Center (JIC) near the incident command or off-site to help manage public information needs. The PIO's work area in the ICP or JIC should provide for effective management of public information for the response effort. The work area needs to be functional and free of interruptions and distractions that can detract from the PIO's ability to lead the public information staff.

    a. Room Criteria:

        i. Enough space for everyone to work based on personal resource requests.
        ii. Access to phone lines
        iii. Enough power outlets and/or power strips and used within fire codes
        iv. Access to a fax machine
        v. Access to a copy machine
        vi. Access to a computer and/or access to the internet.
        vii. Located at or near the Incident Command Post (ICP) or Emergency Operations Center (EOC).

viii. Wall space for hanging charts, maps, photos, and poster-sized paper for public information personnel to develop and review their written products. The Situation Unit Leader will maintain or at least have copies of these wall displays in the planning Section which can then be obtained for public information activities:

- ICS 202 Objectives
- ICS 202A Priorities, Limitations and Constraints
- ICS 202B Critical Information Reporting Requirements
- Maps/Charts

b. Do's

i. In the ICP, setup close to the Incident Commander (IC) and Liaison Officer (LOFR). You have a very close relationship with the IC and LOFR.

ii. Think about how big your organization (the public information organization) may get and plan accordingly. Moving once can be disruptive, but can occur during the early stages of an incident. Moving to a different facility may be necessary due to connectivity issues or to establish phone lines.

iii. Factor in the flow of information to your room layout (Separate the media relations team from information products as phones are distracting to writers).

iv. Ensure your space is a safe place to work. The biggest concern is trip hazards due to computer/phone cords.

c. Don’ts

i. Do not forget to evaluate your facilities for safety concerns.

2. Organize and brief subordinates: If you have anyone working for you at this point, don’t leave them hanging. Get together and assign position responsibilities and create a public information organization chart (see Family Meeting on page 54). If your staff doesn’t have the ICS skills then tell them what you need done in the few hours while you are waiting for qualified staff.
3. Acquire work materials and equipment: Ideally, you should have a starting point with supplies that are already in your go-kit. While there are many boxes available, it is recommended to get a Pelican Case (model 1650 or 1620) to house the items identified in Appendix A.
4. Request Staff. With the exception of simple Type 3 incidents, you should get an initial request in as soon as possible for the appropriate staff you feel that are needed to support the overall incident coordination to include multiple shift changes. You may very well need additional personnel but these are key to organizing your personnel to be as efficient as possible. It is better to request more personnel that you need because you can demobilize personnel, as required, rather than overworking your existing personnel.

a. How many **Assistant Public Information Officers** are required? There are many different factors that determine the number of assistants a Public Information Officer may need.

5. These include:

   a. The size and complexity of the incident. The key factor is the ability of the public information organization to complete all of their functions. The functions of the Public Information Officer may include all of the major tasks noted on page 4. It is ***absolutely crucial*** for the Public Information Officer to remain ***focused*** on the overall public information requirements of the incident. It is not possible for a Public Information Officer to do this in a large incident and complete all the functions listed above. For large complex incidents, you may want to consider assigning additional personnel for specific tasks such as:

      i. **APIO JIC Manager.** The APIO 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. It is recommended to choose a JIC Manager that has as much or more public information experience as the PIO. The JIC Manager is responsible for:

         - Supervising all JIC activities
         - Implementing the PIO's strategic plans

- Ensuring completion and proper filing of ICS and JIC paperwork: 213s, 214s, 204s, checklists, media queries

ii. **APIO for Media Relations (media desk).** Personnel assigned this position will respond to media inquiries, select and prepare speakers prior to interviews, provide media escorts, maintain and update media lists and identify misinformation or rumors. The APIO for Media Relations is responsible for:

- Using dedicated phone to answer calls from media, stakeholders, and public
- Recording names, phone numbers, and organization of the callers; also note date/time of calls, nature of inquiries and deadlines for receiving additional information (see Appendix J – Example Media Query Record).

Other positions that may work for the APIO for Media Relations are:

- Media Relations Specialist
- Speaker Support Specialist
- Field Specialist

iii. **APIO for Information Gathering.** Personnel assigned this position will be responsible for working with the Situation Unit Leader and gathering the facts (See ICS form 209), display facts on the status boards, monitor the media, analyze and respond to media and social media reports and respond to rumors. The

APIO for Information Gathering is responsible for:

- Gathering verified incident information from Situation Unit and other sources throughout the response organization (see ICS 209)
- Providing this information to the assistants handling inquiries and writing the news releases

Other positions that may work for the APIO for Information Gathering are:

- Fact Gathering Specialist
- Status Board Specialist
- Media Monitoring/Analysis Specialist
- Rumor Control Specialist

iv. **APIO for Information Products.** Personnel assigned this position will be responsible for producing written news releases, media advisories, public service announcements, fact sheets and other publications. They should route all documents, photos, video and other materials through the PIO. The APIO for Information Gathering is responsible for:

- Assembling gathered facts in two or three sentences that answer the who, what, where, when, why and how of the incident (see Appendices P,Q,R,S).
  Note: 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)

- Listing remaining facts and information in bullet form. Listing responding agencies, type and amount of equipment, etc. (see ICS 209)
  Note: 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 created/used.
- Spell-checking/editing news releases and give to PIO for final editing, approval, and routing to IC/UC for final approval
- Giving approved news releases to APIO - Media Relations
- Distributing news releases to news media and other requestors
- Developing three key messages as soon as information is gathered.

Other positions that may work for the APIO for Information Products are:

- Writer
- Imagery Gathering Specialist
- Administrative Assistant
- Website Specialist

v. **APIO for Community Relations.** 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.

Other positions that may work for the APIO for Community Relations are:

- Community Relations Specialist
- Community Support Specialist
- Social Media Specialist

vi. **APIO Field Specialists**. For field operations more than one Assistant Public Information Officer may be needed. The primary responsibility of APIO Field Specialists in the field is to channel information back and forth between their assigned location and the ICP. Assistant Public Information Officers should be targeted for locations actively involved in or supporting the response effort. Some examples of these locations include: Emergency Operations Centers (EOC), Joint Field Offices (JFO), agency or corporate Command or Operations Centers, and major stakeholder venues.

b. What if several agencies are on scene and each wants to have their own Public Information Officer? There can only be ONE Public Information Officer for an incident. Other organizations can provide Assistant Public Information Officers that can fulfill the roles discussed in the previous section. If an organization's designated Public Information Officer is unable to work outside the organization, the incident Public Information Officer can assign this person the role of Assistant Public

Information Officer for that organization and the operations they are performing.

6. Possible public information staff organization. There are many variations as to how to organize public information functions during a response. See inside front cover for an example organization. This is not the only option – ICS is flexible and scalable so you can structure your organization as your needs dictate.

2.7 Initial Response and Assessment

The initial actions of the PIO are key to the support, assistance, and perceptions of the public and stakeholders. Trust, communication and a thorough understanding of issues will be vital to successful execution of the PIO responsibilities.

1. Conduct an assessment of involved, affected, and peripheral entities.
   a. Confirm status of assisting agency resources.
   b. Review local contingency plans for potential agencies, companies or other entities that you need to establish contact with.
   c. Discuss planned actions with the Operations Section Chief (OSC) to determine resource needs, issues, and support requirements that assisting and cooperating agencies might be able to address.
   d. Consult with Command to obtain information on any entities they see as being necessary for you to contact or communicate with.
   e. Develop media inquiry sheets for each entity you are in contact with.
   f. Determine what entities might be impacted by the affects of the incident and/or response activities based on the incident Area of responsibility (AOR).
   g. Use gathered facts to answer initial inquiries.
2. Develop initial public information work products.
   a. Establish PIO and staff work area in the ICP and/or JIC.

b. Establish PIO phone number for the incident.

c. Deploy personnel to locations outside the ICP as needed to ensure effective communication and situational awareness.

d. Obtain public information personnel and contact information (see Appendix J – Example Media Query Record) Appendix K – Example PIO Daily Briefing Worksheet

e. Obtain Command and General Staff personnel and contact information

f. Obtain Agency coordination and contact information

   i. Cooperating and assisting agencies

   ii. Stakeholders

   iii. Involved parties

g. Develop Media Relations Plan or Strategic Communications Plan

h. Determine other work product needs. Examples include:

- Appendix K – Example PIO Daily Briefing Worksheet
- Appendix L – Example Initial News Release
- Appendix M – Example Media Advisory – JIC Establishment
- Appendix N – Example Media Advisory – Media Briefing
- Appendix O – Media Briefing Checklist

- Appendix P - Media Briefing – Example Moderator Script
- Appendix Q – Example Meet the Media Card
- Appendix R: Sample Key Messages and Common Questions and Answers (Q&As)
- Appendix S – Planning Worksheet for Community Interaction
- Appendix T – Public Information Officer VIP Checklist
- Appendix U - Conducting an Open House/Community Meeting Checklist
- Appendix V – Public Information Effectiveness Checklist

i. Determine documentation requirements.

3. Provide Input to the Incident Objectives as needed.

a. The ICS 202 Incident Objectives should have a media related objective. The PIO should provide input to the IC/UC for the ICS 202 as needed to ensure appropriate information requirements are met (see Appendix C - Example ICS 202, Incident Objectives). The public information related objectives must also be within the capabilities of the Public Information Officer and staff or more public information resources must be ordered.

4. Provide Input to the Critical Information Requirements (CIRs) as needed.

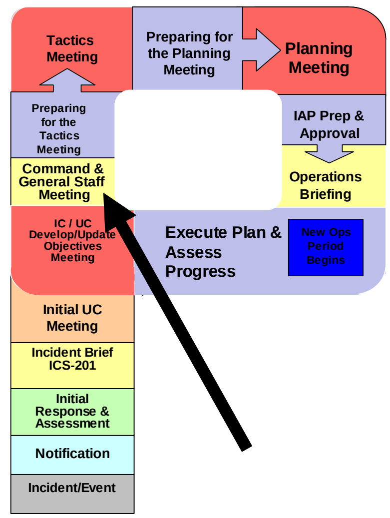
a. Purpose. The ICS 202B Critical Information Requirements form supplements the ICS 202 form by documenting the IC/UC strategic direction and guidance through CIRs for use during the next operational period (see Appendix D - Example ICS 202B, Critical Information Requirements).

b. Preparation. The ICS 202B Critical Information Requirements form is completed and/or updated by the Planning Section following each Unified Command Objectives Meeting (input may be made during the Initial Unified Command Meeting). The PIO should provide input to the IC/UC for the ICS 202B Critical Information Requirements as needed to ensure appropriate information requirements are met.

c. Distribution. The Critical Information Requirements form may be reproduced with the IAP and should be given to all supervisory personnel at the section, branch, division/group, and unit levels.

3.0 Meetings and Briefings

3.1 Command and General Staff Meeting



The Command and General Staff meeting is the opportunity for all staff members to see command's assessment of the incident, how everyone will work together to achieve command's objectives, and specific priorities and assignments for each section. This is YOUR opportunity to have face time with the Incident Commander(s) and to clarify expectations (i.e. what they want and what you can provide).

1. Incident Situation: Generally the PIO should just listen to this briefing with the following in mind.
   a. Does Operations have what they need for this Operational Period?
   b. Are there any factors that may cause you to change the public information game plan (i.e. a newly identified assisting agency or stakeholder)?
2. IC opening remarks: This is usually inspirational but the remarks can be indicative of how the UC is working and short-term versus long-term expectations.
3. Incident Decisions, Priorities, Limitations and Constraints, Objectives, and Procedures: These key documents are usually presented by specific

members of Command. You should keep the following in mind during this presentation.

a. Decisions – Has Command made any decisions that will impact your world of work?
b. Priorities – Usually this is more geared toward Operational activities but may impact press and public outreach efforts.
c. Limitations and Constraints – Examples of these that impact public information might include;
    i. Media interest
    ii. Safety of the public, risk communication
    iii. Stakeholder’s concerns
d. Objectives –When objectives are discussed, ensure there is one that addresses public information related activities. Public information related objectives must be written to steer the response toward public information priorities without describing the specific resources and actions to be taken. The public information related objectives must also be within the capabilities of the Public Information Officer and staff or more public information resources must be ordered.
e. Public Information Status Brief - Provide a Public Information Status Briefing when called upon. The Command and General Staff meeting is designed to be brief. The Public Information Officer should keep his status report as short as possible. The audience is the Unified Command, who is occupied with all aspects of the incidents and is really only interested in the "big picture." Therefore, the Public Information Officer’s briefing

should be an overview of the status of public information coordination for the entire incident. See Appendix K – Example PIO Daily Briefing Worksheet.

i. Outreach efforts
ii. VIP Status.
iii. Organization and APIO locations
iv. Press/public issues.
v. Status of Command tasking.

f. Procedures – Command will generally desire procedures specific to the incident (e.g. Communications Plan). If command does not articulate these requirements, ask Command or tell Command if you think they are necessary.

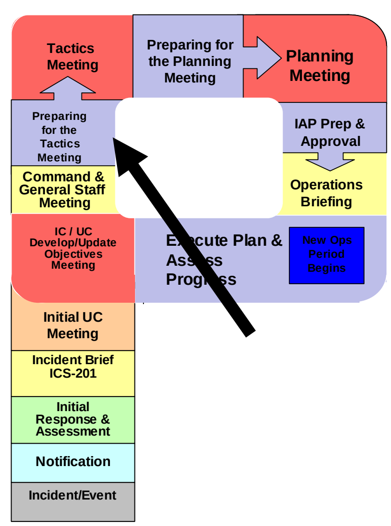
4. Feedback - When Command has finished briefing this material, the Planning Section Chief will open up the meeting to questions. If you think a procedure should be in place for this particular incident, this is the time to suggest it. Planning will probably add your item to the Open Action Tracker (ICS 233) form (See Appendix H – Example ICS 233 Incident Open Action Tracker). If you have questions regarding clarification of responsibilities for the next operational period, ASK! Also, get into the habit of asking the Command if there is anything public information can do to optimize their activities.
5. Interagency issues – It is highly likely that you will be coordinating with other agencies (e.g. each entity may have their own Public Information Officer, etc). Discuss with the Command the issues for which

they want visibility and those for which you have authority to proceed.

6. Incident processes – If Command has not made any decisions about incident processes, suggest those that you think are appropriate to the type and magnitude of the incident.
7. Public information staff needs. Do you have authority to staff and manage your section? You don't want to go to Command every time you need a resource and Command is usually not interested in every single person or resource that you need. However, they may place some broad constraints on you given the size of the incident.
8. Clarify level of release authority. How much does the command want direct visibility of? Can the JIC update/respond on the web to social media for updated/verified information from the 209s (i.e. stats) without new command approval?

3.2 Preparing for the Tactics Meeting

This period of time after the Command and General Staff meeting should be used by the PIO to communicate with the Public information staff, other agencies, and stakeholders.



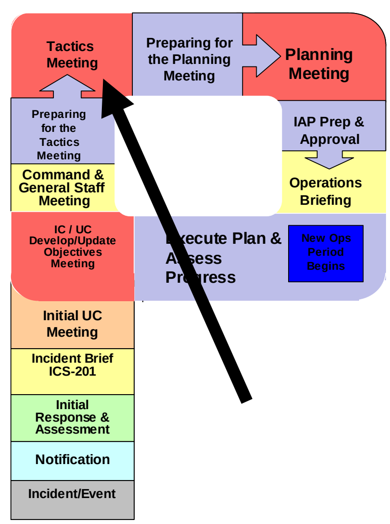
1. Conduct Staff/Family meeting with Public information staff. Ensure you have connected the dots between Command's intent and what public information must do to meet that intent. While this

may seem extraneous (don’t my people know what to do?) they are far more likely to meet your expectations in an emergent environment if you get into the habit of holding this meeting daily.

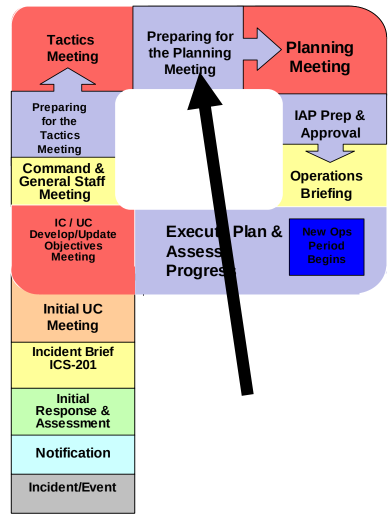
2. Obtain briefings from Assistant Public Information Officers in the field. This will ensure you have the latest information going into the Tactics Meeting.
3. Evaluate public information organization in the field and make adjustments as necessary to reduce risk.
4. Contact assisting and cooperating agency PIOs to discuss objectives for the upcoming operational period. Discuss their ability to support the objectives and solicit any concerns, considerations or limitation they might have.
5. Meet with the OSC to share information provided by the APIOs and assisting and cooperating agencies.

3.3 Tactics Meeting

This 30-minute or less briefing is the opportunity for the OSC to present the proposed tactical Plan. The Public Information Officer is not normally present at this meeting, unless significant media or agency issues affecting the tactical plan are to be discussed.



3.4 Preparing for the Planning Meeting



This period of time is for the Incident Management Team to prepare for the Planning Meeting, where the Planning Section Chief will seek verbal approval to complete the Incident Action Plan. Any significant differences between the Public Information Officer and the other members of the Command and General Staff should be resolved prior to the Planning Meeting. Issues that cannot be resolved before, during, or after the Tactics meeting should be presented to the Unified Command/Incident Commander for resolution, before the Planning Meeting. Public Information Officers should always approach the Unified Command/Incident Commander with a recommendation when presenting issues and problems.

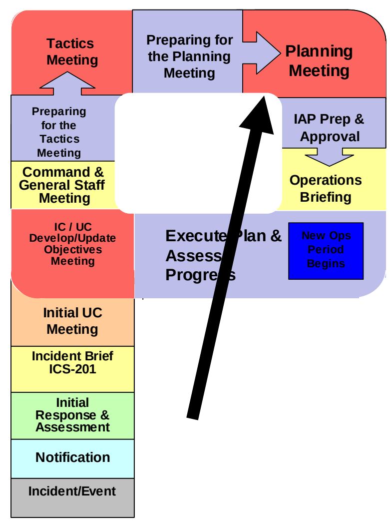
1. Obtain briefings from APIOs in the field. This will ensure the PIO has the latest public information situational picture going into the Planning meeting.
2. Gather situational information from the SITL and any other entities necessary to refine the PIOs understanding of the current situational picture.
3. Provide updates for the situation Incident Status Summary (ICS 209).
4. Prepare Public Information Status Briefing (See Command and General Staff Meeting section). Include summaries of media involvement, numbers of personnel and resources, and any other key

information for presentation at the planning Meeting. Consult with Operations and Planning for agreement with content of brief.

5. Prepare to provide information on any public information issues.

3.5 Planning Meeting

This 30-minute or less meeting presents the Incident Action Plan to Command for tentative approval.



1. PSC opens meeting, covers ground rules and reviews agenda (example agenda in IMH Chapter 3), and then covers objectives.
2. Provide Public Information Status Briefing when called upon.
   a. Report on status of significant public information activities.
   b. Report on agency/stakeholder involvement statistics.
   c. Report on the status of any VIP activities.
   d. Report the status of any tasking assigned by the IC/UC.
   e. Notify the IC/UC of any actions needed to help accomplish PIO functions. If necessary, request some time after this meeting to discuss actions required in greater detail.
3. Validate your support for the proposed Incident Action Plan as presented by the OSC.

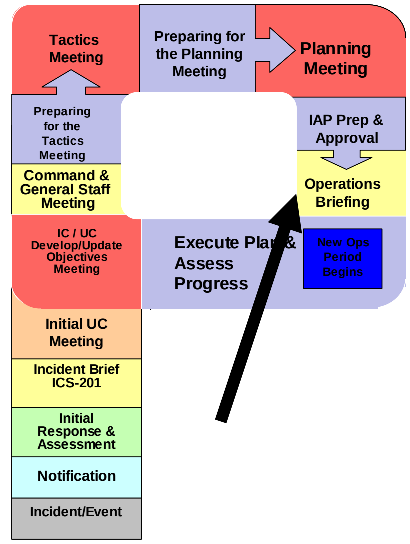
3.6 Post-Planning Meeting Actions

At the conclusion of the Planning Meeting the OSC, PSC, LSC and SOFR have a lot of work to accomplish to ensure a quality IAP is delivered in time for the next operational period. The Public Information Officer's primary responsibility during this time is to review the draft plan to ensure that any necessary agency or stakeholder considerations are effectively incorporated into the plan. Specifically, the PIO must:

1. Consider preparing talking points or "Meet the Media" cards to distribute to field personnel. See Appendix Q – Example Meet the Media Card which outlines talking points and phone contacts in case responders are approached by the media. .
2. Review ICS 203, Organization Assignment List to ensure public information staff organization is reflected. If public information organization is large, not all staff will be listed on the ICS 203.
3. Review ICS 204, work assignments for any direct information that needs to be shared with field responders.
4. Review ICS 205a Communications List for appropriate public information organization phone numbers.
5. Review any support or contingency plans for requirements and incorporation of media and public information.
6. Provide feedback to appropriate IMT members about the proposed plan and how it will be perceived by the media, agencies and stakeholders.

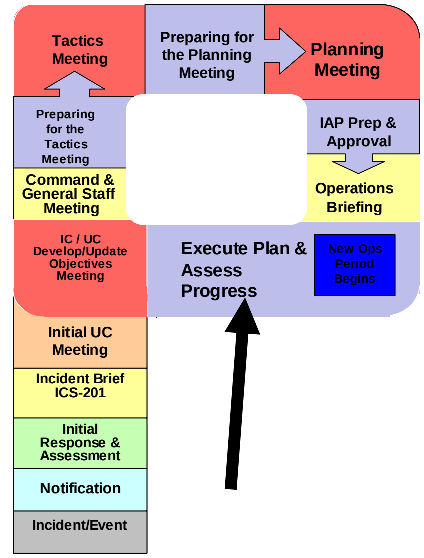
3.7 Operations Briefing

This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Division and Group Supervisors.



1. Obtain update from APIOs in the field prior to the Operations Briefing.
2. PSC opens briefing, covers ground rules and reviews agenda (example agenda in IMH Chapter 3), reviews IC/UC objectives and changes to IAP, i.e., pen and ink changes.
3. IC/UC provides opening remarks.
4. SITL conducts Situation Briefing.
5. OSC discusses current response actions and accomplishments.
6. PIO provides a Media Status Briefing when called upon. Hand out talking points or Meet the Media Cards if developed. General Briefing Topics:
   a. How to deal with public and press inquiries.
   b. Affected party precautions such as work areas with special populations or community ordinances.
7. Answer any public information status questions.

3.8 Execute Plan and Assess Progress



During this phase, the Public Information Officer is monitoring operations closely to ensure the Safety Plan and Messages are being carried out.

1. PIO continues to receive periodic updates from APIOs in the field.
2. Assess public information progress and media related activities. The best way the PIO can assess progress is to get out into the field. Consider an over flight, boat ride or vehicle recon of the incident to assess progress.
3. Evaluate public information organization for effectiveness; see also 5.1 Lead Personnel and Appendix V – Public Information Effectiveness Checklist.
4. Review outstanding actions from ICS 233.
5. Prepare recommendation and briefing for the Command prior to the Objectives Meeting.
6. Obtain APIO briefings from the field prior to the UC Objectives meeting.

4.0 Other Meetings and Events

4.1 The Family Meeting

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

1. If possible, set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction.
2. Ensure all personnel are present and accounted for. For the duration of the incident, these personnel work for you. Take care of them and they will take care of you.
3. Situation update – This helps your staff know how the work they are doing is supporting the response.
4. Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.
5. Compliment – Praise their actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
6. Remind your staff to fill out the Unit Log (ICS 214) daily.

4.2 Debrief

Upon completion of the shift or operational period, the PIO should collect information from subordinates on lessons learned and be prepared to present this during the Command and General Staff meeting.

1. Debrief all subordinates on progress.
   a. Note percent of work completed.
   b. Note resource utilization and effectiveness (e.g. are these assets the right tools for the job and were there enough, too many or too few?).
2. Note any safety concerns (slips, trips falls, etc.).
3. Ensure all pilfer-able resources are either transferred to oncoming shift, or secured.
4. Collect all forms of documentation (e.g. ICS 213RRs, ICS 214, logs, etc).
5. Ensure ICS 214, Unit Log, is complete (all key events), accurate and signed (See example on page 72). Provide original ICS 214 to Documentation Unit. Keep a copy for yourself.
6. Ensure logistical issues discussed prior to releasing subordinates (refuel, replenish, secure gear, food and lodging, etc).

4.3 Other Meetings

Depending on the incident, there are many meetings and briefings that can and do take place. Some are ad hoc and some are scheduled. Those listed below are just some that a PIO may be involved in.

- Agency Representative Meeting – This meeting is held to update Agency Representatives and ensure that they can support the IAP. It is conducted by the LO, and attended by Agency Representatives. It is most appropriately held after the Planning Meeting in order to announce plans for the next operational period. It allows for changes should the plan not meet the expectations of the Agency Representatives.
- Demobilization – Depending on the volume of resources scheduled for demobilization, the Demobilization Unit Leader may schedule a briefing to go over important points.
- Open House Style Town Hall meeting – This meeting enables Command to address specific issues in a community. See Appendix U - Conducting an Open House/Community Meeting Checklist.

5.0 Other Incident Command Post Activities

5.1 Lead Personnel

Below is a general task checklist that should be completed as soon as possible after arriving at an incident. A Personnel Evaluation Criteria checklist is included on page 14.

1. On-scene leadership is primarily a function of will and skill. You may have subordinates who routinely report to you in your regular job. More likely, however, is that you will have a mix of subordinates (federal, state, local, contractor, volunteer, etc). You may only see them as a group once, or you may be together for an extended period.
2. You are faced with deciding, amongst many other things, whether they have the skill to do the job as well as the will. For instance, volunteers are often short on skill but long on will. Sometimes you have personnel who have the skill but not the will to do the job.
3. Dealing with problems: Generally, you don't have a lot of time to get people to work together nicely. If they do, great. If they don't, you need to figure out how to get through the shift (operational period) if you can or replace them if you can't. You need to deal with problem personnel at the lowest level. Document performance issues so they can be dealt with post-incident as necessary and so they don't impact the next incident.
4. Communicate expectations: What are the key accomplishments that you expect to meet during

the current operational period and/or future operational periods? Make sure you communicate them clearly. In an emergent environment keeping your expectations clear and simple is the path to success. If you have recurring expectations, write them down and post them (e.g. During the daily Family Meeting, all Public information Unit Leaders will provide a written summary of support provided and issues of concern in the past 24 hours and resources / issues expected in the next 24 to 48 hours).

5. Foster Teamwork: There are many issues you will face in directing your section. Many are related to how well you can work as a team.
6. When are you no longer responsible for the subordinates assigned to you? Generally when you have ensured that they have food, berthing and transportation until they report to work again.

5.2 Safety

Below is a general task checklist regarding risk management. As a member of the leadership cadre of the Incident Management Team (IMT) you are responsible for the safety of your personnel while they are assigned to you. You accomplish this by:

1. Providing your subordinates with Personal Protective Equipment (PPE) appropriate to the task(s).
2. Organizing your subordinates, equipment and tactics to minimize risk. It is up to you to decide how to manage your assigned personnel to safely and effectively accomplish the task.
3. Adapting to changing conditions including: Weather, Fatigue and Unexpected hazards.
4. Stopping unsafe actions.
5. Reporting mishaps if they occur (see Appendix I – Example ICS 237-CG, Incident MISHAP Reporting Record).
6. Providing feedback – Make sure that everyone has an opportunity to learn about MISHAPS or near-MISHAPS. It is good leadership and may avert accidents later.

5.3 Documentation

Below is a general task checklist of activities that should be documented as a PIO.

1. Imagery (video, pictures, charts, etc.)
2. ICS 213RR(s)
3. ICS 214(s) Unit Activity Log. See Appendix F– Example ICS 214, Unit Log on page 72).

When completing the ICS 214 Activity Logs consider:

   a. List all personnel in attendance
   b. Document key activities including:
      i. Attendance at key meetings.
      ii. Resource breakdowns that impact command objectives.
      iii. Personnel injuries.
      iv. Completion or percent completion of work assignment.
      v. Secure from ICP.
   c. Copy for yourself – While this is not mandatory, it is highly recommended. You should get in the habit of keeping copies of all ICS 214(s) you generate for every incident you are on. DON'T count on the incident keeping track of your specific work product. If it is important to you, keep a copy for yourself.
   d. Turn the original of the ICS 214 into the Documentation Unit daily.

4. Media Relations Plan and/or Strategic Communications Plan
5. Case Book (contains ALL information products)

5.4 Demobilization

Below are responsibilities applicable to the PIO's input to the Demobilization Plan.

1. Provide Input to the Demobilization Plan and/or Participate in IMT demobilization meeting. What are the key processes and/or documentation that must be completed before assisting cooperating agency PIOs are allowed to leave the incident? Suggest mitigation/control measures:
   a. Rest before travel guidelines
   b. Equipment/Vehicle inspection procedures
   c. Responder medical screening programs
2. Brief replacement as necessary.
   a. Public information staff resources (personnel, equipment)
   b. Assisting and cooperating agencies and stakeholder contacts.
   c. Current assignments of note (ICS 233)
   d. Key relationships with other IMT members
3. Replenish supplies.
4. Complete evaluations for all personnel working for you and obtain evaluation from your supervisor (see Appendix G – ICS 225 Incident Personnel Performance Rating).
5. Forward documentation to Documentation Unit.
   a. Imagery (video, pictures, charts, etc.)
   b. ICS 213RR(s)
   c. ICS 214(s)
   d. Media Relations Plan and/or Strategic Communications Plan

   e. Case Book (contains ALL information products)
6. Turn in equipment, as appropriate.
7. Complete ICS 221, Demobilization Check-out sheet.

Appendix A - Personal and PIO Deployment Kits

Personal Deployment Kit

	Uniforms/clothing appropriate for the response (including appropriate footwear). 8 days of clothing is a good starting point.
	Update your family emergency plan (see www.ready.gov for details)
	Emergency contact information
	Dependent care plan (i.e. wills, powers of attorney, etc.)
	Sufficient medications and/or medical supplies for 60 days
	Pet care plan (if applicable)
	Power adaptors and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)

PIO Deployment Kit

#	Unit	Item Name
1	Ea	Laptop computer with internet/CD capabilities
1	Ea	Mobile printer with Scanner capability
1	Ea	External hard drive (encrypted) with Electronic Forms
1	Ea	Wi-Fi or air Card connection
1	Ea	4-Port USB device
2	Ea	Cellular phone (Smart Phone)
1	Ea	Camera kit – video/photograph capable

1	Ea	Web Account for media release distribution
10	Ea	Media Query Sheets from NRT JIC Model
1	Ea	PIO Contact List
1	Ea	Incident Management Handbook
1	Ea	Public Information Officer Job Aid
1	Ea	NRT Joint Information Center Model
3	Ea	Public Information Officer White Vest
10	Ea	Blank CDs
10	Ea	Notebook – recommend “Write-in-the-Rain”
1	Ea	Projector and screen
1	Ea	Sunscreen
1	Ea	Sunglasses
1	Pk	Binder clips (various sizes)
1	Bx	Blue and Red Pens
3	Ea	Highlighters
1	Pk	Post-it Notes (various sizes)
4	Ea	Post-it Tabs
1	Pk	Writable Tabs
1	Pk	“Sign Here” Arrows
1	Ea	ICS 213 Blank Forms (printed)
1	Ea	ICS 213RR Blank Forms (printed)
1	Ea	ICS 214 Blank Forms (printed)
1	Ea	ICS 225 Personnel Performance Rating (printed)

*Additional forms and a download of the NRT JIC Model can be found online in the CG Portal.

Appendix B – Functional Interactions

Inputs/ Outputs	Below is an information exchange matrix/ functional interactions to assist the Public Information Officer with obtaining information from other ICS positions and providing information to ICS positions.

MEET With	WHEN	PIO OBTAINS	PIO PROVIDES
IC	Immediately after check-in Command Staff meeting As needed for news release authority	Initial incident data Appointment of best person to be IO Command messages(s) News release authority	Level of public interest Public information strategy Speaker preparation News releases, fact sheets, video, photos and news clips Interview, news brief and town meeting schedules
PSC	Planning Meeting	Incident situation status data continuously Daily meeting schedule Copy of the IAP	Interview, news brief and town meeting schedules

MEET With:	WHEN:	PIO OBTAINS:	PIO PROVIDES:
OSC	Operations Briefing As needed	Incident situation data Air/vessel transportation for JIC personnel, media, community and distinguished visitors to incident site	News releases, fact sheets, video, photos and news clips Names of people needing air/vessel transportation
SOFR	Initial incident brief Command Staff meeting Operations Briefing JIC personnel, media, community and distinguished visitors need access to incident site	Briefing for JIC personnel, media, community and distinguished visitors Personal protective equipment when going on-site	News releases, fact sheets, video, photos and news clips Roster of on-site visitors escorted by JIC personnel Escorts for media, community and distinguished visitors to incident site

MEET With:	WHEN:	PIO OBTAINS:	PIO PROVIDES:
LOFR	Command Staff meeting Operations Briefing Planning Meeting As needed	Names and numbers of additional agencies, organizations and stakeholders to be added to JIC dissemination list	News releases, fact sheets, video, photos and news clips Assist with distinguished visitor escorts Names of additional agencies, organizations and stake holders for incorporation into incident
SITL	Planning Meeting As Needed	Future projections for incident.	Updates on media coverage. PIO related CIRs.
DMOB	Standing down Joint Information Center		Unit Log (ICS 214)

Appendix C - Example ICS 202, Incident Objectives

1. Incident Name	2. Operational Period (Date/Time)	INCIDENT OBJECTIVES ICS 202-CG
Yaz Northern	From: 30 AUG06/1800 To: 31AUG06/0600	

3. Objective(s)

- Provide the safety and security of responders as well as maximize the protection of public health and welfare
- Provide for total accountability of all personnel with the Stauffer Chemical facility
- Triage, treat, and transport any injured personnel to appropriate medical facilities
- Create safety and security zones to restrict access and maintain scene control
- Determine oil/hazmat fate and effects.
- Identify sensitive areas, develop and implement strategies for protection
- Implement measures to protect, capture, and rehabilitate effected wildlife
- Prevent further release of oil and recover spilled product
- Secure sources of hazmat release and conduct air monitor as needed
- Control spread of fires and conduct mop up operations
- Establish and maintain a victim family support network
- Initiate an aggressive media strategy to keep the public informed

4. Operational Period Command Emphasis (Safety Message, Priorities, Key Decisions/Directions)

Command Emphasis: For this operational period, our emphasis will be to conduct safe operations, victim accountability, and fire control.

Safety message: Ensure that all responders are following identified safe practices as outlined in the ICS-208 Site Safety Plan and that all responders initial the Plan prior to entering the operational area. Copies of the ICS-208 Site Safety Plan are available at all incident support facilities. Assistant Safety Officers will be assigned to monitor and assist at all high risk operations.

Approved Site Safety Plan Located at:

5. Prepared by: (Planning Section Chief)	Date/Time
J. Gafkjen **J. Gafkjen**	**30AUG06/1400**

INCIDENT OBJECTIVES ICS 202-CG (Rev 4/04)

Appendix D - Example ICS 202B, Critical Information Requirements

Ex 4b-1

1. Incident Name	2. Operational Period (Date/Time)	Critical Information Requirements ICS 202B
Yaz Northern	From: 30AUG06/1800 To: 30AUG06/0600	

3. Critical Information Requirements:

Critical Information the Unified Command would like tracked and reported on the ICS-209, CART and/or SITREP:

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

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

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

4. Prepared by: (Planning Section Chief)	Date/Time
J. Gafkjen	
J. Gafkjen	**30AUG06/0900**

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

Appendix E – Example ICS 213RR CG, Resource Request Message

Resource Request Message

ICS-213 RR CG (12/06)

Requestor

1. Incident Name: Mills Point
2. Date/Time: 02 Apr 2007 1330
3. Resource Request Number: B01009

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

a. Qty	b. Kind	c. Type	d. Priority 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:	f. Requested Reporting Date/Time:	g. Order # (LSC)	h. ETA (LSC)	i. Cost
1			R	Helicopter - able to carry a minimum of 10 passengers with gear	Helibase	4 Apr 0600	E090	4 Apr 0800	$2356.00
				up to 500 pounds.					
				Contact Helibase Manager, Jeff Jones, to discuss					
				specific flight line reporting procedures/requirements.					

5. Suggested source(s) of supply - POC phone number if known and suitable subtitutes:
Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliqwest International

6. Requestor Position and Signature: Dan Brinkley — Date/Time: 02 Apr 06 1330

7. Section Chief/Command Staff Approval: Jeff Barton — Date/Time: 02 Apr 06 1345

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. [X]
b. [ ] Resources available as noted in block 12
c. [X] Resources not available

9. RESL Review/Signature: Kimberly Higgins — Date/Time: 02 Apr 06 1618

Logistics

10. Requisition/Purchase Order #: 24-06-276HXQ016

11. Supplier Name/Phone/Fax/Email: Heliqwest International, Randy Simon 550-555-4041

12. Notes:
Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.

13. Logistics Section Signature: David Jones — Data/Time: 02 Apr 06 2040

14. Order placed by (check box): [ ] SPUL [X] PROC [ ] OTHER ____________

Finance

15. Reply/Comments from Finance:
Contract #: FS-02HB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523

16. Finance Section Signature: Sam Chase — Date/Time: 02 Apr 06 2100

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

ICS 213RR-CG Instructions

REQUESTOR: The requestor must fill in blocks 1 through 7.

Block # 1	Incident name: This is the same as the name stated on the ICS-201 Form and Incident Action Plan (IAP).
Block # 2	Current date and time when submitting request.
Block # 3	Resource Request Number: Specific to the form & enables downstream tracking.
Block # 4a-c	Items requested: Must include quantity; Include Kind and Type if applicable.
Block # 4.d	Priority is either U – Urgent or R – Routine. Requestor: Urgent should **ONLY** be used if the resource must be checked-in and available within the specified time period or an operational objective will not be met. LSC: An Urgent request takes priority over all other requests. The requestor should be notified ASAP on the status of the request.
Block # 4.e	The detailed description of requirements. **BE SPECIFIC AS POSSIBLE**.
Block # 4.f	Delivery/Reporting Location and Times: This is self-explanatory and is required to ensure timely and accurate delivery of the resource.
Block #4g-i	Leave blank for SPUL/PROC to fill in.
Block # 5	Substitutes and/or Suggested Sources: Enter applicable information if known.
Block # 6	Requestor: Print name, position, sign and date.
Block # 7	Approval: This must be approved by the appropriate Section Chief or Command Staff Officer.

PLANNING SECTION: The RESL must fill in blocks 8 through 9.

Box # 8.a	RESL: Check box if request if for tactical resources
Box #8.b/c	RESL: If a tactical resource, check only one box as appropriate
Block # 9	RESL: Sign and date

LOGISTICS SECTION: Blocks 10 through 13 are filled out by the Supply Unit.

Note: Blocks 4 G and H are to be filled out by the Supply Unit or Procurement Unit upon ordering.

Block # 10	Requisition/Purchase Order Number: To be assigned by Supply Unit.
Block # 11	Supplier Point of Contact, Phone Number and Fax Number.
Block # 12	Notes: additional information on the supplier, when contacted, etc.
Block # 13	Signature: As specified by the Resource Request Process. Usually the signature of the SPUL but may also be the LSC or Deputy LSC.
Block # 14	Orderer (SPUL or PROC). Other block is checked if SPUL/PROC positions not filled. If this block is checked, fill in position.

FINANCE SECTION: Blocks 15 and 16 are filled out by the Procurement Unit.

Block # 15	Comments concerning request from FSC, Deputy FSC, or PROC.
Block # 16	Approval: This must be approved in accordance with Resource Request Process.

Note: Cost associated requests will not be ordered without approval in accordance with the Resource Request Process.

Appendix F– Example ICS 214, Unit Log

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

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

5. Personnel Assigned

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

6. Activity Log (Continue on Reverse)

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

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

UNIT LOG ICS 214-CG (Rev 6/05)

ICS 214 Instructions

UNIT LOG (ICS FORM 214-CG)

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

Preparation. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

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

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

Appendix G – ICS 225 Incident Personnel Performance Rating

INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG	*INSTRUCTIONS:* The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information.

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

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

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

10. Evaluation

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

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

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

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

ICS 225 Instructions

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

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

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

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

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

Appendix H – Example ICS 233 Incident Open Action Tracker

1. Incident Name: Yaz Northern						INCIDENT OPEN ACTION TRACKER ICS-233 (Rev 1-07)		
2. No.	3. Item	4. For/POC	5. Briefed POC (X)	6. Start Date	7. Status	8. Target Date	9. Actual Date
1	Develop a Stakeholder Outreach Plan for keeping stakeholder involved and informed	LNO	x	10-Sep-13		11-Sep-13	
2	Conduct Risk/Hazard Analysis and Develop a site safety plan for both ongoing operations and future operations.	SOFR	x	10-Sep-13		10-Sep-13	
3	Establish a JIC by 1700 tonight	PIO/LSC	x	10-Sep-13		10-Sep-13	
4	Develop a media strategy and have signed off by UC. Ensure that the JIC operating procedures are covered	PIO	x	10-Sep-13		10-Sep-13	
5	Provide Command with a long term projection on mitigation efforts	PSC	x	10-Sep-13		13-Sep-13	
6	Establish secure communications at the ICP	LSC	x	10-Sep-13		11-Sep-13	
7	Establish resource request process	LSC/FSC	x	10-Sep-13		11-Sep-13	
8	Establish resource ordering process	LSC/FSC	x	10-Sep-13		11-Sep-13	
9	Provide command a list of all possible funding opportunities	FSC	ξ	10-Sep-13		11-Sep-13	
10	Track expenditures and provide burn rates to command every morning before 0800	FSC	x	10-Sep-13		11-Sep-13	
11	Establish a cost sharing agreement with all responsible parties	FSC	x	10-Sep-13		11-Sep-13	
12							
13							
14							
15							
16							
17							
18							
19							
20							

Appendix I – Example ICS 237-CG, Incident MISHAP Reporting Record

INCIDENT MISHAP REPORTING RECORD (ICS 237-CG rev 07/13) **1. Incident:** MIRLO

2. Date/Time: 9SEP13 0830 **3. Location:** Safety/Security Group **4. CG Unit:** Sector Miatuspart

5. OPFAC: — (If known) **6. Name of Injured:** N/A (If Applicable – Print Last, First, MI) **7. Age:** N/A (If Applicable) **8. M / F** (circle) **9. Rank/Rate/Grade:** N/A (If Applicable)

10. Narrative of Mishap: CG-25001 while enforcing safety/security zone, encountered floating debris in water & port propeller / lower unit damaged. Vessel returned to Staging Area. Contacted USUL for repair

11. Part(s) of Body Injured (if applicable): □ Abdomen □ Chest □ Back □ Lungs □ Int. Organs □ Head □ Neck □ Eyes □ Ear □ Hip/Pelvis □ Leg □ Knee □ Ankle □ Foot □ Toes □ Shoulder □ Arm □ Elbow □ Hand □ Wrist □ Finger □ Other N/A

Nature of Injury: Days Hospitalized: N/A Lost Work Days (NFFD/SIQ): N/A Days Restricted (FFLD): N/A

□ Abrasion □ Concussion □ Paralysis □ Bruise □ Cut □ Puncture □ Sprain □ Absorption □ Ingestion □ Burn □ Amputation □ Dislocation □ Fracture □ Inhalation □ Gunshot Wound □ Electrical Shock □ Loss of Consciousness □ Occupational Illness N/A

Personal Protective Equipment (PPE): Circle R = PPE Required and/or U = PPE Utilized

R / U - Hearing R / U - Seat Belt R / U - Head R / U - PFD R / U - Hand R / U - Eye R / U - Foot R / U - Respirator R / U - Fall/Harness R / U - Other:

12. Damaged Property/Estimated Cost ☒ CG Property □ Non-CG Property Op Days Lost: UNK Cost Est $ UNK

□ Aircraft □ Aton ☒ Boats □ Buildings □ Cutter □ Equipment □ Piers □ Vehicles

List Damaged Property: CG-25001

13. Signature: J.J. Jones (Person completing form) **14. Name:** J.J. Jones (Person completing form – Print) **15. Rank/Rate/Grade:** BM1

16. ICS Position: Safety/Security DIVS (Person completing form – Print) **17. Email:** JJJ@email.com (Person completing form – Print) **18. Report #:** A-003

Original - Safety Officer Copy 1 - HSWL Service Center (se) Copy 2 - Retained by member

FOR OFFICIAL USE ONLY (FOUO) - https://hswl.uscg.mil/ SEE PRIVACY ACT NOTICE

ICS 237 Instructions

INCIDENT MISHAP REPORTING RECORD (ICS 237-CG Rev 7/13)

Purpose. This record is designed to record incident MISHAPs. This is used only when directed by the incident Safety Officer. This is a Coast Guard specific form to comply with COMDTINST M5100.47 during incident response. This is not a replacement for the MISHAP system used by parent commands.

Preparation. The "*Incident MISHAP Reporting Record*" is initiated when documenting any of the following: injury, illness, property damage, or high potential (HIPO) accident occurrence. Use additional records for multiple members injured or suffering illness from one occurrence. Information contained in this form is considered For Official Use Only (FOUO).

Distribution. The Person filling out the record submits this form as MISHAPS occur (as required). The original and first copy goes to the incident Safety Officer, the second copy is kept by the person completing the record (member). The incident Safety Officer or assistant (CG member) will enter appropriate information in CG e-MISHAP reporting system and send the first copy to Health Safety Work-Life Service Center, Safety & Environmental Health (HSWL SC-SE).

Item #	Item Title	Instructions
1.	Incident	Enter the name assigned to the incident.
2.	Date/Time	Enter the date and time of the MISHAP
3.	Location	Enter location on the incident MISHAP occurred (e.g. ICP, DIV A, LAT/LONG, etc.)
4.	Local CG Command	Enter the CG command/unit where the injured person or damaged property assigned/working.
5.	OPFAC	Enter the OPFAC of the local command (if known).
6.	Name of Injured	Enter last name (PRINT), first name and middle initial of injured person (if applicable)
7.	Age	Enter age of injured person (if applicable).
8.	M/F	Circle appropriate sex of injured person (if applicable)
9.	Rank/Rate/Grade	Enter Rank/Rate (military), Grade (CG civ) or Auxiliarist of injured person (if applicable).
10.	Narrative of MISHAP	Describe circumstances surrounding the injury/illness or property damage and describe operations being conducted.
11.	Body part injured /Nature of injury	If applicable/known: Check box and/or describe the part(s) of body injured or illness suffered; Check box and/or describe nature of injury or illness; Enter days hospitalized, lost work days, and/or days restricted duty; Circle and/or describe the Personal Protective Equipment (PPE) Required (R) and/or utilized (U) at time of MISHAP.
12.	List of Damaged Property/Est Cost	If applicable/known: Check Box for CG property or non-CG property; Enter Operational Days Lost; estimated cost; Check box for kind of property and/or describe damage to property.
13.	Signature	Signature of person completing the record.
14.	Name	Name of person completing form.
15.	Rank/Rate/Grade	Enter Rank/Rate (military)/Grade (CG civ) or Auxiliarist of person completing the record.
16.	ICS Position	Enter ICS Position held by the person completing the record.
17.	Email	Email of person completing the record.
18.	Report Number	Locally generated number to assist in tracking MISHAP reports.

Appendix J – Example Media Query Record

Incident: _____Hiatusport Oil Spill__________

Record Number: __1001____

Person Calling: _____John Smith____________

Date/Time of Call: ______11/11/13 0900__________

Organization: ________WDCL-TV____________

Phone/Fax Number: ______888-555-1212_______

Email Address: ______noreply@noemail.com___

Physical or Mailing Address: ____300 Helpful Way___

____

____

Inquiry: _____Can I get a helicopter ride? I want to take video of your responders working and would like to interview someone______________________________________

____

Deadline: __11/11/13 1400__________________

Person Taking Call: ______Greta Longfellow__________

Reply Made By: _____Greta L.___________

Date/Time of Reply: _______11/11/13 1000______

Reply: __After talking to the Air OPS it turns out flights are full with responders, but at the first available opportunity a reporter will be considered______

Source: NRT JIC Model

Appendix K – Example PIO Daily Briefing Worksheet

1. Incident Name: ______Hiatusport Oil Spill________
2. Operational Period: ___0600-1800 11/11/13_______
3. PIO: ____Nancy Wolfe_________________________
4. Prepared By: __Will Bridges____________________
5. JIC Personnel Assigned:
   a. APIO – JIC Manager: ___Grace Calliou________
   b. APIO – JIC Manager (satellite JIC):Jordan Sinclair_
   c. APIO – Information Gathering: __Marty Looker___
   d. APIO – Media Relations: _Mandy Greaves_______
   e. APIO – Information Products: _Albert Brooks____
   f. APIO – Community Relations: _Saul Hightower__
6. JIC Daily Activities:
   a. Information Gathering:
      i. Media Monitoring & Analysis Highlights: On web search, 1,345 hits, 180 news releases with current response information_______
      ii. Rumor Control Highlights: __Reports of response personnel inhibiting reporters__________
      iii. Social Media Monitoring & Analysis Highlights: 80 tweets sent out at HP Response; using established Facebook account 45 responses have been received from postings, bloggers posting/reposting response news releases
   b. Information Products:
      i. Written News Releases: 15 news releases sent, initial JIC setup news release followed by 14 updates_______________________________
      ii. Fact Sheets: 14 facts sheets posted to response website, to include, boat fact sheet, Hiatusport town fact sheet, oil reports, potential hazardous materials reports, beach closings, injured wildlife, & What to do if you spot wildlife_______________
      iii. Photographs: 4 Photos posted to web from over-flight_______________________________________

iv. Video: 1 video from over-flight posted to web
v. PSAs: __1 PSA in development to teach public how they can help_________________________
vi. Website: www.hiatusport.response.com_______
vii. Incident Social Media Websites:
Twitter, Facebook, Instagram, ______________

c. Media Relations:
i. Media Inquiry highlights: CNN, Fox News, CNBC reports on HP response____________________
ii. Media Interviews scheduled: __phone interview with London Times at 4:00 a.m.
iii. Media Briefings scheduled: ___1:00 p.m. with 13 reporters scheduled to attend_______________
iv. Media speaker preparation scheduled/required:
12:00 p.m. Unified Command prep session_____
v. Field Activities Scheduled: Media Over flight, Imagery Specialist over flight, Congressional Rep meeting with Hiatusport Sector, meeting with the mayor__________________________________

d. Community Relations
i. Community Inquiry highlights: Fisherman's claims, Greenpeace distributing false information to the public about response efforts___________
ii. Community Meetings scheduled: _Hiatusport High School facility at 1:00 p.m. for open house style meeting________________________
iii. Community Speaker preparation scheduled/ required: Incident Commander brief at 12:15 p.m. prior to open house_____________________________________

Source: NRT JIC Model

Appendix L – Example Initial 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 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)

Source: NRT JIC Model

Appendix M – Example Media Advisory – JIC Establishment

(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: xxx.xxxxxxxx.com

Source: NRT JIC Model

Appendix N – Example 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 (location – e.g. incident command post) today to discuss (response topic).

WHEN: (time, day)

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

PARTICPANTS:
(name, federal agency), (Agency) Incident Commander
(name, state agency), State Incident Commander
(name, local agency), (local) Incident Commander
(name, vessel or facility), (vessel or facility) Incident Commander

BACKGROUND: (incident summary – e.g. something happened at some place some day).

Please visit www.xxxxxxx.com for incident response information

Source: NRT JIC Model

Appendix O – Media Briefing Checklist

Media Briefing General Guidelines:

- □ As the moderator, it is your responsibility to set the tone for the media briefing.
- □ Have predetermined message for each media briefing. If you do not have a message, you do not need a media briefing
- □ Have technical experts available, if needed for the Unified Command to assist with technical questions and explanations.
- □ Ensure each member of the Unified Command has a shared speaking role (if they want time).
- □ Prepare speakers for 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 the proper local pronunciations (for example, Biloxi is pronounced beh-lux-ee not beh-lox-ee).
- □ Set a time with your speakers to start 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.

Media Briefing Technical Needs:

- □ Adequate sized room for expected media
- □ Keep location free from background noise (e.g. traffic, telephones, aircraft)
- □ Pick a site that has visual interest (capitol building, local clinic, site where activities are taking place, etc.)
- □ Provide seating for reporters and leave room for their supporting equipment
- □ Sign-In sheet and location
- □ Lectern and microphone (Response Logo or combination of all logos displayed on lectern)
- □ Multi-junction box (for media sound inputs)
- □ Display Aids: Charts, Maps, Graphs, etc. (if available)
- □ Press Kits (to include all news releases, fact sheets, phone number contact cards, imagery, maps, etc.)
- □ Small water bottles for speakers, refreshments for media (coffee, tea or water set up)

Appendix P - Media Briefing – Example Moderator Script

Welcome, Ladies and Gentlemen to today's (this morning's, tonight's) Media Briefing.

We will be presenting information on (topic)__________ today.

With us today is (names, agencies)____________.

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 I will be available to help you with any further needs.

Source: NRT JIC Model

Appendix Q – Example Meet the Media Card

A "Meet the Media" card outlines talking points and phone contacts in case responders are approached by the media.

- DO NOT give opinions or comment on hypothetical situations.
- DO NOT say "no comment." If there is a reason you can't tell a reporter something, tell them why you can't.
- DO NOT speculate or make guesses.
- DO NOT make "off-the-record" comments. Everything you say is "on-the-record."
- DO NOT wear hats or sunglasses during an interview … even outdoors.

- Stay within your area of expertise. If someone else is better suited to answer a question, refer the reporter to that person.
- Avoid jargon, such as SAR, 47-footer, VHF radio, LE, MLB, HH-65, etc. Use words like boat crew, helicopter, emergency radio, etc.
- Be brief and simple in your answers, and incorporate the reporter's question into your answer. On average, they will use 10-15 seconds of your interview.
- For policy questions, refer a reporter to the person or office who wrote the policy.
- Remain calm. Imagine you're talking to a friend or family member during the interview.
- ALWAYS make a positive point. Your interview is an opportunity to tell the Coast Guard's story. The public affairs office can help you draft messages beforehand.
- Do not hesitate to contact your nearest PA office for guidance.

Appendix R: Sample Key Messages and Common Questions and Answers (Q&As)

Key Messages

Key Messages (FOSC)

- As the Federal On-scene Coordinator, my role is to work with all of the agencies involved, the responsible party and local government representatives to ensure that everything possible is done to alleviate the situation.
- There are three key elements of this response effort:
  1. First, an aggressive and effective response has been initiated and will be sustained as long as necessary. The response effort includes a variety of response equipment ranging from _______ to _______.
  2. Second, every effort will be made to minimize damage to the environment including taking care of wildlife. We have an effective tool called the Area Contingency Plan to guide us during the early stages of the response. This plan lists priorities for carrying out initial response activities during the first 24 hours.
  3. The third element of this response is to determine why this occurred, so we can prevent similar events in the future.

Key Messages (Oil Spills)

- In response to the _______ oil spill, a Unified Command has been established to oversee and direct cleanup activities. Representatives from the U.S. Coast Guard, the ___________ will be working together in this effort.
- The Unified Command's top priorities are to protect public health, safety, and limit environmental impacts as we contain and clean-up the spill as quickly and efficiently as possible.
- Oil is a hazardous material and can present significant health hazards, so the public is asked to stay away from area beaches and do not attempt to rescue injured wildlife.

- We are currently evaluating the situation and determining how much oil/material has been released.
- Initial estimates of the amount of oil/chemical spilled are almost always inaccurate. But, to be safe, we are prepared to respond to the maximum potential that could be released.
- We ask the public not to attempt to rescue oiled birds or wildlife on their own. They should instead report any sighting of oiled wildlife to 1-800-XXX-XXXX.
- The cause of the incident is under investigation.

Key Messages (Public Safety)

- The safety of the public and incident responders is our number one priority.
- The public is urged to not attempt to rescue oiled wildlife. Untrained individuals who attempt to rescue wildlife may cause more harm than good and could injure themselves in the process. If oiled animals are scared back into the water by pets or people, their chances of survival decrease dramatically.
- If a person comes in contact with oil, he/she should wash it off with warm water and soap. For any serious injury or illness, seek medical attention immediately.
- The Safety Officer in the Unified Command will set up air monitoring equipment, as needed, to identify atmospheric hazards for spill responders. He will provide the data collected to the Unified Command and to the local public health department, which will determine whether the human population is endangered.
- The oil is not expected to pose any threat to the public. Air monitoring has determined that the air quality is currently below OSHA occupational exposure limits.
- The local public health department is responsible for alerting the public if there is a health hazard. People may smell spilled petroleum product, even when there is no threat to public health. Individual may experience headaches and/or

nausea, as well. If discomfort continues to develop the affected person should seek medical attention immediately.

- The local Office of Emergency Services will handle the evacuation of communities threatened during a spill. If the OES decides there is a risk to public health, if will tell local radio and television stations to notify the public via the Emergency Broadcast System. Local law enforcement personnel would direct the evacuation and possibly make public address announcements from vehicles being driven through the affected areas.

Key Messages (Cleanup Methods and Considerations)

- It is important that only trained personnel conduct oil spill cleanup. Oil is a hazardous substance and is highly toxic if handled improperly. It is important to stay off oiled beaches and keep children and dogs at a safe distance from a spill site. If someone comes in contact with oil, he/she should wash it off with warm water and soap. For any serious injury or illness, seek medical attention.
- Initial spill response will generally focus on stopping the oil leak first, conducting on-water containment and recovery, and then shoreline protection. Efforts will be made to stop the source of the leak and get the oil off the water first so that continued re-oiling of shorelines is minimized.
- The main tools used to contain and recover spilled oil are booms and skimmers. There are multiple types of boom, but the two main types are containment boom and absorbent boom. Containment boom is a plastic barrier that floats on top of the water helping to keep oil contained. Containment boom is most effective in calm waters. Absorbent boom is a encased, absorbent material that wicks oil off of the surface of the water as it prevents oil from moving.
- If seas are too rough or currents are too fast, the oil will escape containment. Skimmers are large ships equipped to skim oil off the surface of the water and store it in large

tanks. Oil that is not recovered on water is likely to wash up on the shoreline causing further damage to wildlife and the environment. As a preventative measure, responders may place boom around sensitive areas to keep the oil at bay.

- Regional or local oil spill emergency plans have maps that identify environmentally sensitive sites. During an incident, a decision will be made using spill movement data and local expert observations to determine which of the sites are in imminent danger and will receive the earliest protection efforts.
- When shorelines become oiled, cleanup crews must determine the best methods to remove the oil from the environment. Much research has gone into developing these strategies. Different sites require different approaches. For instance, using a high-pressure wash on a rocky slope may simply push the oil further into the crevices, so instead hand scrubbing is the best method. For sandy beaches, using shovels and small excavation equipment may be the most effective approach. The public should not attempt to employ its own strategies.
- Trained crews are instructed how to dispose of the oil and oily materials. The recovered oil must be carefully quantified to determine how much was removed from the environment. Then it is transported to a hazardous materials landfill or recycled. If oil is disposed of improperly, through household or public receptacles this may lead to contamination of municipal water supplies.
- Local beaches may remain closed during these cleanup activities. The local health department and/or the governing agency have the authority to close beaches for public safety reasons.

Key Messages (Volunteers)

- An aggressive cleanup operation is underway to secure the source, recover spilled oil and protect wildlife and environmentally sensitive sites that may be impacted.
- There has been a tremendous outpouring of support to help from the community. We appreciate the public's desire to volunteer and understand their concern.
- The Unified Command will make the decision on whether or not to use volunteers. It will depend on a variety of factors including the type of oil spilled, the location and size of the spill, and most importantly the safety of volunteers.
- In order to keep the public informed about the status of the cleanup and to provide information on possible volunteer opportunities, a Volunteer Hotline has been established at 1-800-XXX-XXXX.
- A volunteer can either be pre-trained or come forward during a spill event with no prior oil spill volunteer experience. Each spill response is unique, and the skill-set needed may be different each time.
- Volunteers must first register before participating in a spill response. They must be at least 18-years-old, in good health, capable of lifting 25-35 pounds and able to follow both written and oral instructions. They must also be willing to attend any necessary training.
- Volunteering does not necessarily mean cleaning up oil as there are many duties to perform at a response. Oil is a toxic substance and dangerous if handled or disposed of improperly. Only trained personnel are authorized to conduct oil spill cleanup.
- The best way to become a volunteer is to contact your community volunteer center, non-profit environmental group, humane society, service organization, faith-based organization, or government agency volunteer program. These organizations train volunteers to be long-term environmental monitors or to work in various types of disaster management.

Common Questions and Answers

Common Q& As for Spill Response

Q: How many gallons of oil are in a barrel?
A: 42

Q: What is the Unified Command System? Who has authority?
A: When a significant event takes place the state, federal and local agencies establish a unified command to oversee the response. The unified command consists of the U.S. Coast Guard (the lead federal agency for marine spills) or the U.S. Environmental Protection Agency (lead federal agency for inland spills), state, and the responsible party. The incident commanders work together to plan and direct the response, using the best available technology. Experts from all of the entities involved work together in the planning, operations, logistics and finance sections, and fill command staff positions at the incident command post.

Q: Who investigates the spill?
A: The Coast Guard is investigating this incident and may assess fines and penalties according to federal and state laws and regulations. These investigations may lead to administrative penalties, or to civil and/or criminal charges.

Q: How do local government agencies fit in?
A: The state liaison officer, who is part of the Unified Command, establishes a multi-agency committee made up of local government stakeholders. Through the liaison officer, local government concerns and offers of assistance are reported to the incident commanders. If necessary, a local representative may serve in the unified command as the local incident commander.

Q: How do you know where the oil came from if nobody confesses to spilling it?

A: The Coast Guard Marine Safety Laboratory in Groton, Conn., as well as private analytical laboratories, use gas chromatography and mass spectrometry to produce a “fingerprint” of oil taken from wildlife or oiled habitat. Oil samples are also taken from vessels, pipelines or facilities that were in the area at the time of the spill. Matching the chemically consistent fingerprints between spill and source samples allow us to identify the responsible party.

Q: What is boom?

A: Boom is a floating physical barrier used to contain oil spills. Boom floats on the surface of the water, but parts may extend above and below it. Because oil floats on water, the boom needs only to prevent surface movement at the top of the water to be effective. Boom is not a perfect containment device. Waves can carry oil over a boom and a current may force oil under it. Boom is more effective directing oil which moves at a slight angle to the line of boom than as a barrier blocking its movement.

Q: What is in-situ burning?

A: “In-situ” is Latin for “in-place,” so in-situ burning means burning something in place — where it is. In some cases, this may be the most effective way to remove oil from the environment and protect sensitive ecosystems, but, like all response methods, it has drawbacks. Burning oil creates a noxious plume of smoke and airborne particulate matter, so this method of removing oil from water would only be considered in an area and under weather conditions in which the smoke would not affect human populations. It should be done far offshore with only offshore winds. For a burn to work, the oil must be a certain thickness on the water to ignite, and it must be ignited within a few hours of being spilled before the high-end, volatile chemicals evaporate. Not all oil is burnable. Specialized equipment must be readily available, and weather and oceanographic conditions must be favorable.

Q: Can you use biological agents? What are they, and how do they work?
A: Biological agents, approved by the EPA and the state, can be used during spill response. Biological agents (i.e. bioremediation) are used primarily as a final or "polishing" process to remove the remaining oil following initial cleanup activities or in areas where the more commonly used cleanup procedures are not applicable. Biological cleanup agents are typically chemical fertilizers that are applied to an oiled area to stimulate the growth of existing oil degrading bacteria. These bacteria will in turn breakdown the oil into carbon and oxygen. The efficiency of this process will depend on the type of oil spilled and environmental conditions.

Q: What should the public do if they see oil in a place where it shouldn't be (a spill)?
A: Report it, by telephoning (toll-free) 800-OILS-911. This is a good reporting number for the entire U.S. Pacific coast. Spills in marine waters should also be reported to the U.S. Coast Guard, by calling 800-424-8802.

Common Q&As for Habitat and Wildlife

Q: How does oil affect fish and wildlife?
A: Fish and wildlife can be harmed when their bodies contact oil. For aquatic birds and furred sea mammals, oil may cause feathers and fur to lose the ability to trap air and keep water out. These animals are then susceptible to hypothermia and reduced buoyancy. Aquatic birds that are oiled will often attempt to come ashore to escape the cold water. When oil coats fish and invertebrates, it can lead to smothering or tissue damage. There are also toxic effects from ingesting or inhaling petroleum products. Depending on the amount and type of oil ingested, fish and wildlife may die or experience a variety of toxicological effects including immune and reproductive system effects and disrupted organ function. In addition to direct effects on fish and wildlife, oil also can also contaminate

and persist for long periods in the habitats upon which these animals rely.

Q: What process does the animal go through after capture?
A: The bird or animal is handled very carefully, in an attempt to limit stress while being evaluated for its ability to survive; then it is stabilized. Oiled wildlife must be kept warm, as oil ruins the normal ability of fur and feathers to retain body heat. The animal is first stabilized in the field, and then medically evaluated once it arrives at a facility. Sick or injured victims are provided veterinary care at this point. Once the animal is medically stable (usually 24-48 hours after arrival) it will be washed with warm water and an oil-dispersing detergent, dried and held in captivity until it is healthy enough to be released to the wild. On average, this entire process lasts a minimum of 7-10 days.

Q: How successful is rehabilitation?
A: That depends on several variables:
- Type of oil
- The animal's species
- Physical condition prior to oiling
- Time of year and weather conditions in which it was oiled
- Length of time between initial contact with oil and the animal's capture
- Availability of an oiled wildlife care facility with trained veterinary staff nearby

Q: Can people volunteer to help?
A: Yes, there are a variety of jobs that volunteers can safely do in response to an oil spill. Hazardous materials training may be required for some of these jobs. Each incident is unique, however, and whether or not volunteers are used during a spill response is the decision of the unified command.

Common Q&As for Public Health and Safety

Q: What about public health?
A: The safety officer in the Unified Command will set up air monitoring equipment, as needed, to identify atmospheric hazards for spill responders. He will provide the data collected to the Unified Command and to the local public health department, which will determine whether the human population is endangered. The local public health department is responsible for alerting the public if there is a health hazard. People may smell spilled petroleum product, even when there is no threat to public health. Some may experience headaches and/or nausea, as well. If discomfort, such as headaches, develops the affected person should consult his/her personal physician.

Q: Who would handle an evacuation of the community?
A: This is extremely rare; however, the local Office of Emergency Services would handle the evacuation of communities threatened during a spill. If the OES decides there is a risk to public health, they will tell local radio and television stations to notify the public via the Emergency Broadcast System. Local law enforcement personnel would direct the evacuation, and possibly make public address announcements from vehicles being driven through the affected area.

Q: What should people do if they think they've been exposed to toxins?
A: Contact your local Public Health Department, and then get medical attention from your personal physician, just as you would for any illness or injury. Anyone without a personal physician will be advised on further action by the health department staff.
Funding

Q. What if you can't find a Responsible Party?

A. In the case of a "mystery spill" – where the spiller can't be identified, located, or is bankrupt – a rapid response will be funded by either the state or Federal Oil Spill Liability Trust Fund. In many cases, the state fund can be reimbursed by the federal fund if not, and the amount is significant, a mechanism will be activated for the oil industry to replenish the account. Since the Oil Spill Prevention and Response Act of 1990 was enacted, the account has never had to be replenished with a higher fee.

Appendix S – Planning Worksheet for Community Interaction

1. Situation and Place: ______________________
2. Date: _____________
3. Define the community and the audience for the health risk communication activities.
4. Consider:
   a. Individuals and groups who facilitate action: ____
   b. Individuals and groups who have been involved previously in this matter: __________ ____
   c. Individuals and groups who are interested in participating: ____________________________ ____
   d. Individuals and groups who can be affected or who perceived themselves to be affected: __ ____
   e. Individuals and groups who may feel relegated or annoyed if they are not included: ____ ____

Planning Worksheet for Community Interaction (cont)

Segment of Audience	**Key Contact**	**Specific Concerns and issues**
Govt Personnel		
Elected Authorities		
Local Govt personnel		
Citizen Groups		
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		

Planning Worksheet for Community Interaction (cont)

Sub-Group	Key Contact	Specific Concerns and Issues
What other language or dialect to they speak?		
Sociocultural situations		
Activists		
Workers and their families		
Other groups with special characteristics		

Source: NRT JIC Model

Appendix T – Public Information Officer VIP Checklist

Note: This checklist assumes that primary responsibility for the VIP visit is assigned to the Public Information Officer. In some cases, the responsibility may be assigned to other members of the IMT staff such as the Public Affairs Officer or Deputy Incident Commander depending on the circumstances surrounding the response.

Prior to the visit:

- ☐ Determine the reason for the VIP's visit.
- ☐ Identify and reach out to a point of contact (POC) for the VIP.
- ☐ Determine the expectations that the VIP has for the visit.
- ☐ Determine if a photographer is desired or needed.
- ☐ Provide the POC with any advance materials such as ICS 201s, IAPs, press releases, ICS 209s, intelligence summaries or other information as appropriate.
- ☐ In coordination with other IMT members and the POC, develop a plan that includes:
  - ☐ Purpose for the visit
  - ☐ Pertinent information about the VIP
  - ☐ Protocol expectations
  - ☐ Security expectations or requirements
  - ☐ Special needs such as handicaps, food requirements, or medical needs
  - ☐ An overall schedule (allow time for things to take longer than expected)

- ☐ Specific agendas for meeting and briefings
- ☐ Supporting information for each segment of the schedule such as maps, personnel lists, or equipment requirements
- ☐ A listing of responsibilities and tasks assigned to the IMT staff, such as photos, transportation, briefings, security, and safety equipment
- ☐ Communication methods and requirements
- ☐ Transportation routes and means
- ☐ Contingency resources and personnel requirements
- ☐ Required approvals and signatures

Note: This plan should be used by the IMT and visit coordination staff to manage the visit. A copy should be provided to the POC as soon as it is approved.

- ☐ Obtain command approval for the plan.
- ☐ Brief participants prior to execution of the plan.
- ☐ Prepare specific briefing materials in time for review by the IMT staff.
- ☐ Assist the photographer in determining appropriate pictures

During the visit:

- ☐ Stick to the schedule.
- ☐ Keep Command and others informed of progress.
- ☐ Keep track of any open actions, tasking, or issues that come up.
- ☐ Ensure that all required safety equipment is available and used.
- ☐ Communicate ahead to the next stop or activity on the schedule.

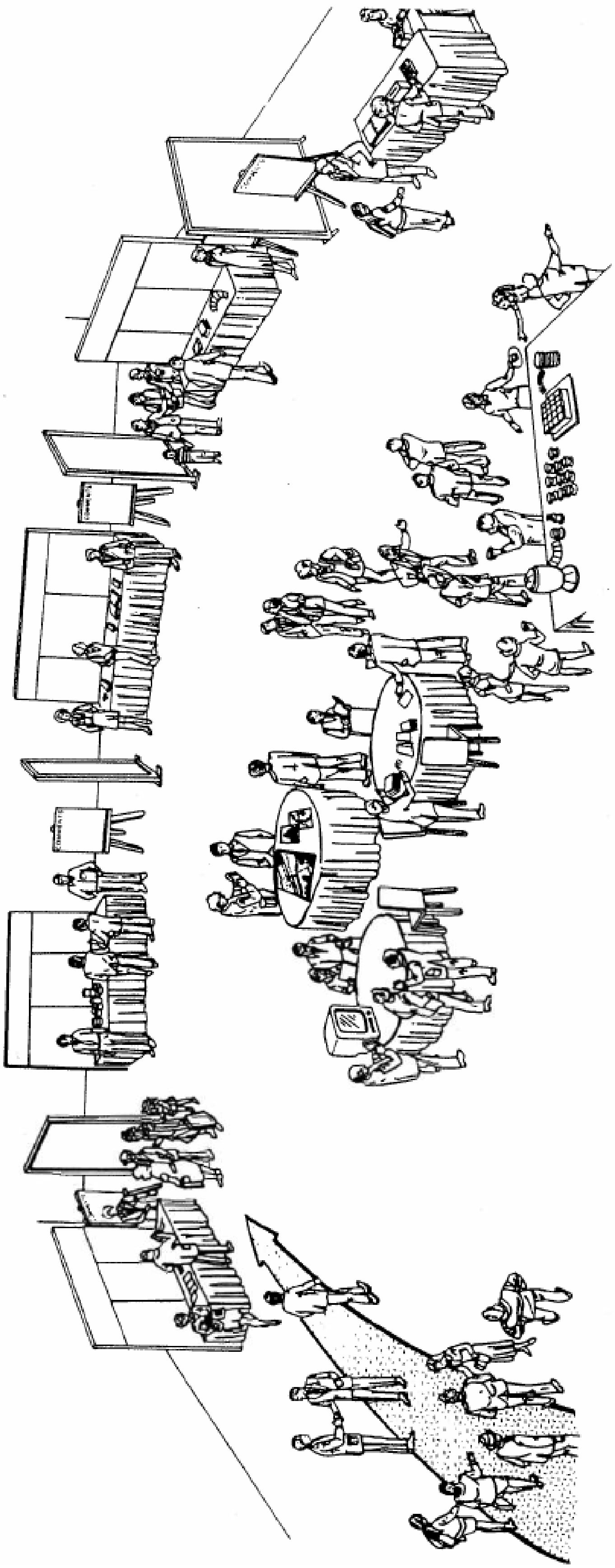
Post visit:

- ☐ Debrief personnel involved in managing and executing the visit. Gather feedback, issues, concerns, and successes.
- ☐ Provide a briefing to Command and others as required on the visit, including any open actions, tasking, or issues.
- ☐ Document required follow up and assign responsibility.
- ☐ Contact the POC to obtain feedback on the visit and to follow up on any actions.
- ☐ Provide original documents and electronic items to the DOCL for filing.
- ☐ Provide feedback to personnel involved in managing and executing the visit.
- ☐ Amend the plan template as appropriate for the next VIP visit.

Appendix U - Conducting an Open House/Community Meeting Checklist

- ☐ 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.
- ☐ Select an appropriate meeting format, e.g., open house, audiovisual presentation, or panel discussion. (See *Public Exhibit and Discussion Diagram below*)
- ☐ Select and schedule an appropriate location.
  NOTE: The location should be easily accessible, contain plenty of parking, power and minimal background noise.
- ☐ Coordinate security needs with the Security Manager of the Facilities Unit in the Logistics Section for community meetings.
- ☐ 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.
- ☐ Notify the community of the event.
- ☐ Identify exhibitors from the IC/UC, schedule and conduct speaker preparation and provide assistance with materials for exhibits.
- ☐ Debrief APIO/JIC Manager following a community meeting. Note major issues of concern and provide recommendations for future action.

Public Exhibit and Discussion
(Poster Exhibits / Public Availability Session)



Appendix V – Public Information Effectiveness Checklist

This checklist is helpful in determining public information organizations effectiveness:

- ☐ Incoming public information personnel are receiving a comprehensive briefing before assuming their duties.
- ☐ Public information work activities are proceeding well and tasks are being completed.
- ☐ Public information staff is adequate to meet the demands of the response effort.
- ☐ Good progress is being made toward meeting public information oriented objectives.
- ☐ Chain of Command is well established.
- ☐ Good communications exists between APIOs and ICP.
- ☐ Communication is flowing smoothly back and forth between PIO staff and agencies, stakeholders, affected and involved parties.
- ☐ Public information personnel feel comfortable raising issues or concerns to the PIO.
- ☐ Expectations are clearly understood.
- ☐ Public information work areas are adequate.
- ☐ Have equipment that has right capability for need.
- ☐ Appropriate Technical Specialists are available.

- ☐ Perception of the response is positive at other incident related locations: EOCs, Area Command, JFO, etc.).
- ☐ Effective coordination exists between public information and other IMT Staff.
- ☐ Contingencies or what-if possibilities are being planned for to include effective outreach to the press and public.
- ☐ Reaction is positive to public information related. documents, posters, and presentations.
- ☐ Assisting and cooperating agency support and resources are being effectively and efficiently utilized.
- ☐ Agency representatives are involved and freely communicate with public information staff.
- ☐ Stakeholder, agency and VIP briefings and tours are smooth and successful.
- ☐ There is a clear means for outside entities wishing to contact the public information staff and they know how to do it.
- ☐ Public information staff is fully employed and has a positive attitude.
- ☐ Demobilization is being coordinated.
- ☐ Stakeholder coordination Plan is effective and being followed.

Appendix W – Conversions and Equivalents

CONVERSIONS AND EQUIVALENTS

AREA- (s=statute, n=nautical)

Multiply	by	to derive
meters^2	10.76	feet^2
feet^2	0.0929	meters^2
kilometers^2	0.386	s. miles^2
s. miles^2	2.59	kilometers^2
s. miles^2	0.7548	n. miles^2
n. miles^2	1.325	s. miles^2
kilometers^2	0.2916	n. miles^2
n. miles^2	3.430	kilometers^2

TEMPERATURE-

Calculate	To derive
5/9(°F-32°)	°C
9/5°C+32°	°F

VOLUME

multiply	by	to derive
barrels	42	gallons
barrels	5.615	feet^3
barrels	158.9	liters
barrels	0.1589	meters^3
feet^5	7.481	gallons
gallons	3.785	liters

WEIGHT-

multiply	by	to derive
kilograms	2.205	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,205	pounds
long tons	1,016	kilograms
long tons	2240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

DENSITY ESTIMATIONS-

	Barrels/Long Ton		Notes:
	Range	Average	
Crude Oils	6.7-8.1	7.4	• 1 Long Ton equals 2,200 lbs.
Aviation Gasolines	8.3-9.2	8.8	• As a general approximation, use 7 bbl. (300 U.S. gallons) per metric ton of oil.
Motor Gasolines	8.2-9.1	8.7	• 6.4 barrels/long ton is neutrally buoyant in fresh water. Open ocean neutral buoyancy values are generally in the 6.21-6.25 barrels/long ton range.
Kerosenes	7.7-8.3	8.0	
Gas Oils	7.2-7.9	7.6	
Diesel Oils	7.0-7.9	7.5	
Lubricating Oils	6.8-7.6	7.2	
Fuel Oils	6.6-7.0	6.8	
Asphaltic Bitumens	5.9-6.5	6.2	

Specific Gravity of 1 or an API of 10 equals the density of fresh water. Specific Gravity < 1 or an API > 10 indicates product is lighter than fresh water. API Gravity =(141.5/Specific Gravity) -131.5

Weight of Fresh Water: pounds/gallon	8.3	Note: Exact weight depends on temperature and salinity.
Weight of Sea Water: pounds/gallon	8.5	

OIL THICKNESS ESTIMATIONS-

Standard Term	Approx. Film Thickness		Approx. Quantity of Oil in Film	
	Inches	Mm		
Barely Visible	0.0000015	0.00004	25 gals/mile^2	44 liters/km^2
Silvery	0.000003	0.00008	50 gals/mile	88 liters/km^2
Slight Color	0.000006	0.00015	100 gals/mile ^{2}	176 liters/km^2
Bright Color	0.000012	0.0003	200 gals/mile^2	351 liters/km^2
Dull	0.00004	0.001	666 gals/mile^2	1,168 liters/km^2
Dark	0.00008	0.002	1,332 gals/mile^2	2,237 liters/km^2

Thickness of light oils: 0.0010 inches to 0.00010 inches.
Thickness of heavy oils: 0.10 inches to 0.010 inches.

COMMONLY-USED EQUATIONS-

Circle:
Area = 3.14 X radius^2
Circumference = 3.14 x diameter

Sphere/Tank
Area = 4 x 3.14 x radius^2
Volume = 1.33 x 3.14 x radius^3

Cylinder/Pipe/Tank
Volume = 3.14 x radius^2 x length

Rectangle/Square
Area = length x width

Cube/Block/Tank
Volume = length x width x height

UNITED STATES COAST GUARD

Public Information Officer Activities

in the ICS Planning Process

Develop media strategy
Review strategy with command prior to implementation
Establish contact with other public information personnel

Conduct the "Family Meeting"
Obtain briefings from Assistant Public Information Officers
Meet with other Incident Management Team personnel, discuss media issues/needs
Prepare a media status briefing

Validate operational plan for the next operational period
Provide Media Status Briefing
Provide support for the proposed Incident Action Plan

Meet with Operations Section Chief
- Provide public information concerns, community concerns and solutions
- Determine level of participation necessary
- Discuss additional personnel concerns and potential resource needs

Delineate responsibilities between PIO and LOFR

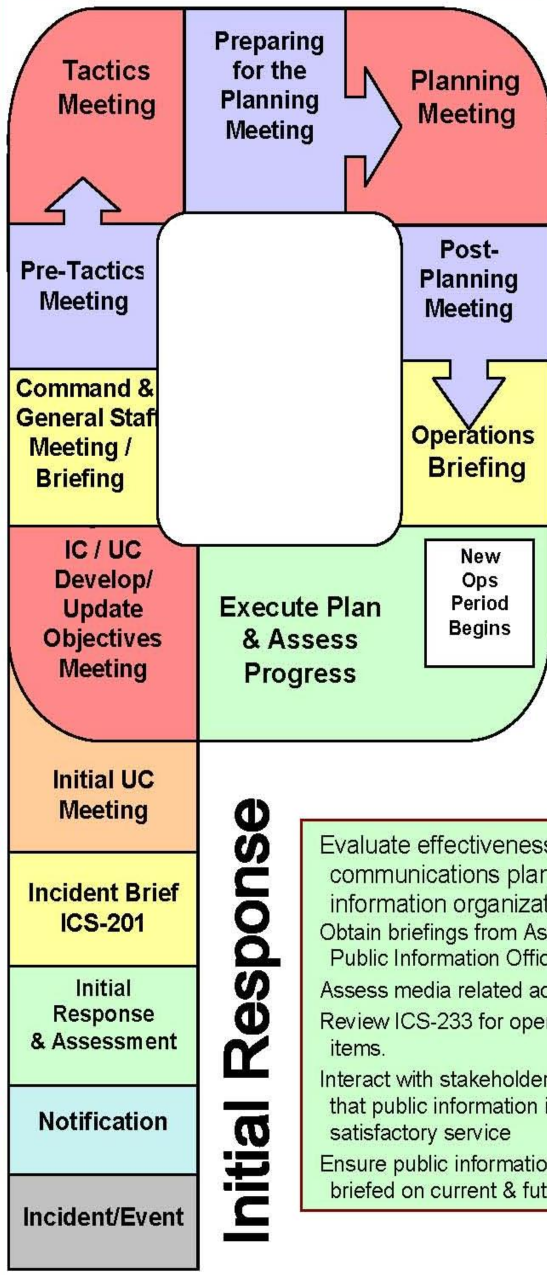
IAP information to the PSC
ICS-203 Organization review
ICS-205a Communications List review
Review additional plans for media concerns
Critical information reporting
Obtain briefings from Assistant Public Information Officers and Field Specialists

Receive IC/UC direction
Provide public information status brief
Provide feedback to IC/UC on focus/direction
Discuss interagency issues

This meeting is intended for IC/UC
Continue to update public information needs

This meeting is intended for IC/UC
Continue to update public information needs
Sources of initial information:
- Command centers/EOCs/Dispatch centers
- District PA staff, Sector/Collateral Duty PAOs
- Media websites, social media websites
- Command & General Staff
- Previous public information responders

Provide media status briefing to DIVS
Answer any public information status questions



Review ICS tools including: IMH, Job Aid, NRT JIC Model and other references
Based on the in-briefing, determine initial level of public information support required
Define the Public Information Officer role
Clarify IC/UC expectations
Clarify limitations and constraints
Activate Public Information Organization

Evaluate effectiveness of communications plan and public information organization.
Obtain briefings from Assistant Public Information Officers
Assess media related activities
Review ICS-233 for open action items.
Interact with stakeholders to ensure that public information is providing satisfactory service
Ensure public information staff is briefed on current & future activities

Initial Response:
Ensure readiness of Personal and PIO deployment kits
Evaluate potential of being assigned to the incident